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Appendix A: Stories of Transformation

A Business Woman Who Employed 20 Men, SATHI, Bangladesh

Samsunnahar and her husband, Sujon Bepari, used to live in a rural village where life was difficult, and they lived from hand to mouth. At a certain point, poverty and life's challenges grew to be too much, and they could no longer sit and wait for things to change. They decided to leave the village and migrate to Dhaka city in search of a better life. In 2006, they moved to Dhaka and made their new home in a slum of Mirpur. It was a new beginning with new struggles and challenges, but they did not give up.

One day, Samsunnahar heard about SATHI and their work in the slum. Soon, she became a member of a female primary group. In the group, she received trainings on leadership, savings, management, literacy, technical skills and more. She was selected as the cashier in her group and received accounting training. She then joined the business forum and received training on business planning and management, accounting, and business ethics.

These trainings and activities continued building her up as a confident and skilled woman. In 2012, she took out a loan equivalent to \$400 and purchased two rickshaws with the money. She then rented out these rickshaws to two men. She continued growing her business, and now, she rents out 20 rickshaws to 20 men. Samsunnahar is now known as a business woman. With her new income, she is able to send all of her children to school. She even bought a piece of land in the village she and Sujon left six years ago. She is happy with these achievements, and also that her business is supporting 20 other families.



Samsunnahar with some of her rickshaws



Samsunnahar with her employee who repairs her rickshaws

Samsunnahar wants other women to also learn to use their own knowledge and skills. She said to her group members, "*We have received many skill trainings from SATHI that help us improve our lives; now if only we apply them in our own lives.*"

Seeing Samsunnahar's success, her younger sister wanted to start her own business. Samsunnahar then helped her in planning and managing the new business venture.

Samsunnahar is truly an inspiration to women. She says, "*Let's learn to depend on ourselves. It is not only men who can manage all the family needs. Nothing is impossible to a woman, if she tries.*" Samsunnahar is a striking example to other women as she made the impossible possible. Samsunnahar hopes that one day all women in her community will be empowered and able to play a vital role in reducing poverty. Nothing is impossible!

Signs of Transformation, Harvest, Honduras

Harvest is excited about the transformation they are seeing in the community of Piedra de Agua. The church building was rebuilt and now they have a new and bigger building. The work the church does with young people is encouraging. They devote time and effort to work with other youth in the community.



Community members in the new church structure in Piedra de Agua

The loan capital of this credit union also increased very quickly. The credit union started with \$500 in capital and now they manage more than \$50,000. Recently, the credit union successfully obtained legal status. Additionally, the credit union has established an agreement with the municipality to finance small solar lighting systems for its members.

Food security has also been strengthened in Piedra de Agua. Farmers have applied sustainable agriculture practices and have managed to produce food despite persistent drought. The community is also strengthening public health through a medicine cabinet and a group of trained volunteers who provide medical care to people with respiratory problems, high blood pressure and diabetes problems.

Several of the ongoing projects in Piedra de Agua focus on supporting the most vulnerable. The community has been involved in projects for the construction of floors and ceilings for damaged houses, building wood-efficient stoves and providing water filters. In addition, they were able to construct a new community center and work on a clean water project.

Finally, community leaders are reaching out to support other communities with training. Pastor Rolando is the promoter of sustainable agriculture in Piedra de Agua. Rolando has supported the training of farmers in other nearby communities for planting vegetables and establishing home gardens. Reyna Calderon has also supported other communities in the training of new savings and credit groups. The leadership of this community has grown tremendously, and Harvest is encouraged to see leaders are facilitating the process of transforming their community.

The credit union in the community has grown in capacity and has become an example to the southern part of Honduras. Starting with just 12 people, the credit union has now grown to over 50 members. These members represent more than 50 families that now have access to credit to invest in income generating activities and improve their quality of life.

Cultivating Rice and Doing Land Rights Advocacy, Kurmari, Mali

Brehima is a resident of the village of Perke who learned to read with a World Renew program in 2008. Since 2013 he has been a key leader of the village of Perke working in the Livelihoods Program. He was the one of the first in the community to try System of Rice Intensification (SRI), and the day he transplanted the rice, he called World Renew staff. They quickly turned his field into an informal Farmer Field School and invited other farmers in the village to observe. Brehima's SRI planting was a success, and this year, he harvested a bumper crop of rice. Next year, World Renew hopes he will move his field closer to the other farmers in the village where water is scarcer and there is a greater need for adoption of SRI.

Besides rice cultivation, Brehima has also been closely involved with World Renew staff in the process of seeking land rights for his village.

In June 2016, some relatives from another village approached him because there was an irrigation project affecting their village and they had not been included in the distribution of rice fields. Without needing to consult the World Renew staff,



Brehima beside his SRI rice field

Brehima followed all the procedures that he had learned from World Renew. He got the tax identification cards from all the affected families photocopied. He had a request letter written justifying why the families should have land rights in the irrigation project. He then met with the Office du Niger Zone director and presented all the information. The Zone director said that indeed these families should receive rice fields and that the Office du Niger had not been aware of them and it was an oversight that he would correct. Brehima thought that the director was sincere. But we will follow up with Brehima to make sure that the Zone Director does indeed take action.

What is encouraging about this is that a local person, who never had any formal education, is doing land rights advocacy using techniques that he has learned from World Renew.

Small Scale Farmers Find Farming Profitable at Long Last, Mozambique

Poverty is still predominantly a rural phenomenon in Mozambique – more than 70% of poor households live in rural areas. Farming is the main source of food and income for these households, and alternative sources of income are few. Yet agricultural productivity is low, impacted by the lack of appropriate agricultural technology and adequate support for farmers, including access to markets that are distant, unreliable, and not competitive for smallholder farmers. Niassa province in northeast Mozambique in particular has the ideal makings of a robust farming community but continues to struggle with low agricultural productivity among the small-scale farmers who depend on traditional farming methods and low-yield seed varieties. These rural poor have little buffer against food insecurity.

In the town of Cobue in Niassa Province, horticultural production is changing dramatically for Mrs. Alice Chimutha and thirteen other women with the support of World Renew and our local partner there, the Diocese of Niassa. “In the past we used to rely only on maize and cassava production for both selling and home consumption,” says Mrs. Chimutha, “and our supply wouldn’t last through to the next harvest, making it difficult to feed our families or buy school supplies and uniforms for the children.”

Although they were blessed with arable land and water, and were willing to try horticulture on a large scale, the women didn’t have enough money to buy the seeds, fertilizers or pesticides they needed. Worse yet, collecting water at the river for irrigation was too risky because of the crocodile population there.

“Previously most of us only planted kale in a little garden at home,” she continues. “But with the support of World Renew and the Diocese of Niassa, we organized ourselves and were able to start a garden on almost a full acre, where in addition to kale we now grow tomatoes, cabbages, onions, carrots, lettuce, and peppers. The project opened our eyes to crop diversification, alternative irrigation schemes in order to avoid the crocodiles, and organic agriculture inputs, such as organic pesticides and composting with manure, which all reduced the cost of production.”

Mrs. Chimutha goes on, “Now, with the agri-prenurship and crop cycles training that we received, we

can better market and expand our business, as well as increase the land we cultivate from that one acre to two and a half, producing a minimum average income of USD \$200 per month plus enough yield for family consumption. Personally, with the money I am making, I can also actively participate in our village savings and loan association, pay for my daughter’s school and contribute to the building of our family home.” Her face breaks into a broad smile. Wouldn’t yours?



Alice proudly stands in front of her lush cabbage field

Little by Little, Loans Make a Difference, Tanzania

Lucia Masamaga is 66 years old, married and mother to seven children. Although she only attended school through first grade, she took the opportunity to learn to read and write through adult education classes later in life. She now enjoys reading, especially reading from home.



Lucia and her family have been residents of the community of Kisangwa since 1974. In the past, she sold firewood as an additional source of income to farming, which is her family's main livelihood. Unfortunately, the income from firewood sales was insufficient to make the improvements to her home she wished to make because they used the earnings to purchase food.

When World Renew partner AICT arrived in Kisangwa to offer trainings on savings and lending groups, Lucia immediately joined. Lucia was one of the pioneers of her group, called UPENDO. UPENDO was established in November 2015 and officially registered in March 2016. The group has grown over the last two years, with regular meetings every Thursday. The cost of each individual share is 1,000 Tanzanian shillings (about USD \$0.45). Lucia's current share in the group is worth more than 200,000 shillings (USD \$89.00)!

Before AICT's trainings and joining UPENDO, Lucia shares that it was impossible to access credit. Now, she has benefitted greatly by being able to easily take out loans and sharing learning and ideas with her fellow group members. In May 2016, the first loan Lucia took out was for 70,000 shillings (USD \$31.16). She used the money to cultivate a one-acre farm of cassava, paying investment costs and laborers to plant and cultivate. After the harvest, Lucia managed to repay the entire loan with some extra leftover. At another point, she took out a second loan for 200,000 shillings, using it to purchase medication for her brother. Given that it was an emergency, she needed the money quickly, and UPENDO made this possible. Lucia has repaid her loan in full.

Lucia hopes the group will continue growing. She shares, "We do not have many conflicts or misunderstandings within the group and when we do, we are able to easily resolve these conflicts. This group has helped us work together as a community and have access to money when we need it."

Looking to the future, Lucia hopes to leverage credit to finish building her home. With UPENDO, this is now a viable possibility.



With additional credit, Lucia will be able to finish building her home

Appendix B: Final Approved Logic Model

Title	Promoting sustainable livelihood development through supporting food security and economic growth initiatives	No.	S-065398	Name of Organization	World Renew			
Country/Region	Bangladesh (23%), Honduras (25%), Mali (21%), Mozambique (16%), Tanzania (16%)	Budget	\$7,093,218 GAC: \$\$5,319,912 (plus \$6,828 cumulative interest) World Renew: \$1,773,306	Duration	5 years (Oct 2, 2012 – Sept 30, 2017)			
ULTIMATE OUTCOME	Livelihood security for vulnerable households in identified communities within Bangladesh, Honduras, Mali, Mozambique and Tanzania							
INTERMEDIATE OUTCOMES	100 Increased agricultural production and application of small-scale farmers, especially women, using sustainable methods	200 Increased engagement of household members, especially women, in profitable small scale enterprises	300 Improved governance among local community groups and strengthened performance in the planning and management of food security and economic development initiatives					
IMMEDIATE OUTCOMES	110 Increased knowledge of men and women farmers to implement sustainable agricultural methods	120 Improved household access to quality seed and crop varieties (including those resistant to high moisture stress)	130 Increased knowledge of participants (m/f) about animal husbandry practices	140 Improved access to land and security of land tenure for small-scale farmers, especially women and other marginalized groups	210 Increased knowledge among participants, especially women, about how to manage profitable small scale enterprises	220 Increased literacy and numeracy skills among participants in managing small businesses and/or community governance	310 Increased knowledge of participatory processes by community groups to assess local needs and priorities and set community development agendas	320 Increased knowledge in the application of new community development and technical competencies by partner NGOs

OUTPUTS	111 Farmers (m/f) trained/mentored in sustainable agricultural methods	121 Disease resistant and drought tolerant crop varieties introduced	131 Communities supported to develop community level livestock management and herding plans	141 Women and other marginalized groups are trained and supported in the process of accessing land and securing land use rights	211 Saving and lending groups formed and strengthened	221 Community members (m/f) trained/mentored as literacy instructors	311 Community leaders trained and supported in the community governance (including participatory needs assessment and planning, local resource mobilization, and networking with government and civil society)	321 Financial support provided to partners by World Renew
112 Community members encouraged and supported to install composting latrines and other compost production sites		122 Men and women farmers trained/mentored in seed production, multiplication and storage methods	132 Livestock wells and other animal husbandry installations in place as identified in community plans	142 Local government land management institutions are trained and supported in the development of land information management/registration systems	212 Saving and lending groups are linked to financial and government institutions (formal sector)	222 Individuals (m/f) have received training in literacy and vocational skills needed to successfully manage small enterprises		322 NGO partners have received technical support from World Renew as agreed in partnership agreements
113 Experimental/demonstration installations operational (Farmer field schools)			133 Participant farmers (m/f) trained/ mentored in animal husbandry, aquaculture and apiculture		213 Participants have engaged in regular saving and have access credit		312 Women trained and supported to serve in community leadership positions	323 Relationships established between NGO partners and local agricultural research institutions, MOA extension service providers, and micro-finance institutions
114 Local specific, participatory research conducted with men and women farmers on new crop varieties and farming methods					214 Community mapping of value chains local/ regional marketing strategies facilitated			324 World Renew and NGO partners have managed key environmental mitigation and enhancement impacts using their Environmental Management Plans (EMPs).
115 Cereal security stocks and warrantage (loans) management system set up					215 Participants trained/mentored in business planning and management			
116 Improved grain storage facilities installed								
117 Small scale water resources for agriculture (shallow wells, dams, and irrigation canals) are constructed and maintained								



ACTIVITIES	<u>SUSTAINABLE AGRICULTURAL</u>	<u>CROP DIVERSIFICATION AND SEED PRODUCTION</u>	<u>ANIMAL HUSBANDRY</u>	<u>LAND RIGHTS AND USE</u>	<u>SAVINGS- BASED CREDIT/ MARKET FOCUSED ENTERPRISES</u>	<u>SKILLED WORKFORCE ACTIVITIES</u>	<u>COMMUNITY GOVERNANCE CAPACITY</u>	<u>PARTNER CAPACITY BUILDING</u>
	<p>111 Train/ mentor farmers in sustainable agricultural methods (green manure/ cover crops and legume inter-cropping, composting and bio-fertilizers, agro-forestry, urban agriculture, kitchen gardening, dry season vegetable gardening, System of Rice Intensification, integrated pest management)</p> <p>112 Encourage and support community members to install composting latrines and other compost production sites</p> <p>113 Establish experimental/ demonstration sites in the communities (e.g. farmer field schools)</p> <p>114 Conduct participatory research with farmers (m/f) on new crop varieties and farming techniques</p> <p>115 Set up and manage system of cereal security stocks and warrantage</p> <p>116 Install improved grain storage facilities</p> <p>117 Organize construction and maintenance of small scale water resources (wells, dams, and irrigation canals)</p>	<p>121 Introduce and distribute disease and drought resistant crop species</p> <p>122 Train/mentor men and women farmers on seed production, seed multiplication and storage methods</p>	<p>131 Facilitate community level planning for livestock herding /grazing for approval by local government</p> <p>132 Construct wells for watering livestock and other animal husbandry installations specified in community plans</p> <p>133 Train/mentor and equip men and women farmers in animal husbandry, aquaculture, and apiculture</p>	<p>141 Train community members, especially women and marginalized groups, land rights and the procedures for gaining title from the government</p> <p>142 Train and support local government land management institutions in land information management/registration systems</p>	<p>211 Organize and provide training to community-based saving and lending groups</p> <p>212 Strengthen linkages between saving and lending groups and financial and government institutions in the formal sector</p> <p>213 Encourage regular savings by participants and accessing of loans for small enterprises</p> <p>214 Facilitate community mapping of value chains, identifying potential farm products and defining community/ regional marketing and growth strategies</p> <p>215 Train/mentor participants in business planning and management</p>	<p>221 Train/ mentor men and women as literacy instructors</p> <p>222 Provide instruction on literacy and vocational skills to men and women</p>	<p>311 Deliver training/ coaching for community leaders in: participatory needs assessment and planning; local resource mobilization and financial management; leadership; gender Equality; environmental assessment; networking, and community governance.</p> <p>312 Train women for community leadership and sensitize men and women in the community to importance of involving women in community decision making</p>	<p>321 Provide financial support for 12 World Renew NGO partners (PARI, SATHI, Alfalit, DN, Harvest, MCM, AEDM, ODES, IRM, Diocese of Niassa, AICT Geita and MUD)</p> <p>322 Deliver tailored technical support to NGO partner project staff as specified in partnership agreements (organizational leadership and management, sustainable agriculture methods, village-based savings and credit, literacy instruction, and micro-enterprise development)</p> <p>323 Identify and develop NGO - Ministry of Agriculture and other ag. agency working relationships (at level of extension worker)</p> <p>324 World Renew and NGO partners managing key environmental mitigation and enhancement impacts using their Environmental Management Plans (EMPs).</p>

Appendix C:

S-065398

2012- 2013 Project Implementation Plan: Promoting Sustainable Livelihood Development

Submitted To: Economic Growth and
Environmental Sustainability Directorate,
Partnerships with Canadians Branch, CIDA
By: CRWRC, now known as World Renew
12/31/2012

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EXECUTIVE SUMMARY

The Christian Reformed World Relief Committee, now known as World Renew, will implement a five year project, called *Sustainable Livelihood Development through Supporting Food Security and Economic Growth*, in the countries of Bangladesh, Honduras, Mali, Mozambique, and Tanzania. The purpose of the project is to improve the livelihoods of poor households and to build the capacity of local communities to achieve their own development priorities. World Renew will partner with twelve local NGO partners to assist subsistence farmers in adopting sustainable agricultural methods that will increase their productivity, to improve access to savings and lending opportunities for the poor, to assist the poor in marketing and income generating activities, and to enhance their skills through literacy instruction.

The time frame for the five-year program will be from October 2, 2012 to October 1, 2017. It is estimated that the program will reach 65,719 direct beneficiaries (27,079 women, 20,000 men, 9,932 girls, and 8,708 boys), and 76,749 indirect beneficiaries (29,890 women, 25,542 men, 11,805 girls, and 9,512 boys). The total budget for the project is \$7,481,333, with CIDA's contribution being \$5,611,000 and World Renew's contribution being \$1,870,333.

The objectives of the project are to:

- ✓ Increase application of sustainable agricultural methods by small-scale farmers, especially women;
- ✓ Increase engagement of household members, especially women, in profitable small scale enterprises;
- ✓ Improve governance among local community groups and strengthen their performance in the planning and management of food security and economic development initiatives; and
- ✓ Increase organizational capacity building for partner NGOs and strengthen their performance in the planning and management of food security and economic development initiatives.

To achieve these objectives, CRWRC will partner with twelve local NGO partners in implementing the following program strategies:

Agriculture: Small-scale farmers (men and women) will be trained and mentored in improved agriculture methods, including soil fertility management, use of improved seed, small-scale irrigation, post-harvest crop management, animal husbandry and diversification to drought resistant crop varieties.

Small Scale Enterprise: Poor community members, especially women, will be organized into village-based saving and lending groups and will be provided with training on managing their accounts and using the funds they mobilize to start or expand income generating activities and small enterprises. The saving and lending groups will be linked with financial and government lending institutions. Some program participants will receive vocational skills training. Participants, especially women, will learn new skills for managing profitable small scale enterprise, developing a business plan, and market their products.

Literacy: Illiterate participants, especially women, will have the opportunity to join literacy courses that will enhance their enterprise management and employability.

Capacity Building: Attention will be given to building the capacity of local non-government partners as well as of community groups and organizations. These will receive both technical and organizational training and mentoring as it pertains to community development. All activities are delivered a participatory level and communities will own their community development plans based on their needs and priorities.

In this program, women will be deliberately involved at all stages that will engage them in making decision and taking leadership roles. Project activities are designed to improve women's access their rights, to the benefits of development and to ensure better sharing of labour between men and women in the households.

1.0 INTRODUCTION

The Christian Reformed World Relief Committee (CRWRC), now known as World Renew will implement this five-year project, called *Sustainable Livelihood Development through Supporting Food Security and Economic Growth*, in Bangladesh, Honduras, Mali, Mozambique, and Tanzania. This approach has three elements: 1) enhancing food security; 2) stimulating sustainable economic growth; and 3) building community capacity to set development priorities and implement community initiated projects.

The implementing partners are:

Bangladesh:	Pari Development Trust and SATHI
Honduras:	Diacionia Nacional, Alfarit, MCM (Ministerios Christianos de Mayordomia), and Harvest
Mali:	ODES (Organisme de Developpement pour l'Esperance) and AEDM (Agence Evangelique de Developpement de Mali)
Mozambique:	Anglican Church of Mozambique - Diocese of Niassa and the Reformed Church of Mozambique - Relief and Development Department (IRM-RDD)
Tanzania:	Africa Inland Church of Tanzania - Geita Diocese and AICT- Mara and Ukerewe Diocese

1.1 Background

By implementing this project, World Renew seeks to reduce poverty and increase food security among vulnerable households by focusing on three mutually reinforcing development processes:

- *Food Security* – establishing sustainable land management systems and promoting proven, low-cost and sustainable agricultural methods and technologies that boost the agricultural productivity of small-scale farmers.
- *Sustainable Economic Growth* – mobilizing local entrepreneurial instincts resident among the women and men of participating communities, generating marketable skills and business acumen and enhancing community savings and investment.
- *Community Governance Capacity* – fostering an inclusive (gender aware) community planning and management culture that manifests: a) a broad based understanding of civic rights, responsibilities and opportunities to engage with government and non-government development actors, b) local leaders exercising collaborative governance practices, c) growing networks of civil society groups.

Project objectives include:

Enhanced Food Security

1. Increase the agricultural production and productivity of small-scale farmers, especially women, using environmentally sustainable farming and post-harvest management practices
2. Diversify the types of crops produced to include crops resistant to high moisture stress
3. Increase utilization of methods for restoring and maintaining soil fertility
4. Improve efficiency and use of existing water resources for agricultural production
5. Improve access to land and security of land tenure for small-scale farmers, especially women and other marginalized groups
6. Introduce or improve animal husbandry practices (poultry, pigs, goats, cattle, fish farming and beekeeping)

Stimulate Sustainable Economic Growth

7. Increase the incomes of women and poor households through micro- and small-scale enterprises, including farm-related enterprises
8. Increase sales of agricultural and other products in local and regional markets through more market-oriented production and value-added processing
9. Enhance the skills small-scale farmers and micro-entrepreneurs need to be successful in the marketplace (literacy and numeracy, business planning, financial record keeping, accessing and using market information)
10. Improve access to savings and credit services, especially for female farmers and micro-entrepreneurs

Build Community Capacity to make Home Grown Development Decisions

11. Improve the ability of community groups to use participatory processes to assess local needs and priorities, to develop their own plans, and to mobilize local resources
12. Enhance the ability to local community groups to network with and influence actors in government and civil society
13. Improve the gender-balance in community leadership and the ability of women and girls to participate in decision-making and setting of community priorities
14. Strengthen the capacity of local NGO partners to implement sustainable food security and economic growth programs

1.2 PIP Methodology

This Project Implementation Plan (PIP) is the product of several planning processes and has involved numerous stakeholders at each stage.

The process began with development of the Logic Model and selection of the program strategies. Staff in the World Renew country offices worked with their local NGO partners to develop plans for programming they wanted to do. The local partners based their plans on discussions with the communities to be served by the project. The proposal development team at headquarters looked at all of these plans and saw that the two major priorities in all the countries were improved food security and increased household incomes. Many of the strategies selected to achieve these objectives were similar across the different country programs. Based on these plans, the team at headquarters developed the first draft of the Logic Model. It went through several iterations, with World Renew country staff and local partners giving their feedback on it at different times. An external consultant from PLAN:net also offered constructive advice to improve the logic of the design. Once the proposal was selected by CIDA for funding, the CIDA Officer also offered feedback on simplifying and streamlining the Logic Model.

After finalizing the Logic Model, the headquarters team started the first draft of the Performance Measurement Framework. A team of consultants from MEDA was contracted to give advice on the PMF and on the methodology for the baseline survey. Again the World Renew country offices were asked for their feedback on the PMF at different times. The field staff had discussions with their local partners to determine which of the outputs and outcomes were relevant to their local project and to decide whether the data collection methods proposed were feasible in their context. MEDA assisted World Renew in developing the questionnaire and sampling methodology for the baseline survey and participated in an internet conference call with the five country offices to explain the tools and hear questions and feedback. Several changes were made to the baseline survey based on feedback from the field staff.

The baseline data collection process was complicated by the number of partners and countries involved and by the unfortunate timing of the signing of the contribution agreement. The baseline tools had to be translated into numerous languages, including Spanish, French, Portuguese and a number of local languages. Several local partners did not have experience with this type of survey and needed to build in time to train their staff. The agreement was signed at the beginning of October, and this meant that critical data collection time came in December when many offices were closing down for the Christmas holiday and when participants were harder to find at home. Because of these challenges, World Renew requested an extension on the deadline for the submission of the baseline report and final PMF. Therefore, this PIP has been developed without the aid of the final baseline data. The PMF included in the Annexes will be updated once the baseline is completed.

To complete the Project Implementation Plan, each country office was instructed to provide a Work Breakdown Structure and Gantt Chart for each local NGO partner. The team at headquarters compiled these plans into a global project implementation plan. It is quite challenging to combine the plans of twelve separate partners into a single Gantt Chart. The project is very heavily focused on agriculture, and the sequencing of activities depends heavily on the cropping cycle. But of course the timing of the cropping cycle varies considerably from one country to the next. So a separate Gantt Chart was developed for each country. These are included in the Annex due to their length and level of detail.

The Risk Register was developed during the proposal process and was updated again just before the agreement was signed in October 2012.

The Budget was modified slightly during the process of negotiating the content of the Contribution Agreement, based primarily on the instructions received from the CIDA Financial Manager. This plan contains the same budget that was incorporated into the Agreement, and has not been modified further.

2.0 PROJECT DESIGN

2.1 Context and Rationale

This program seeks to enhance food security and economic well-being of vulnerable households in targeted communities within Bangladesh, Honduras, Mali, Mozambique and Tanzania. Poverty in these communities is typically manifested by poor health, low incomes, food insecurity, landlessness, illiteracy and underemployment. Small-scale farmers are challenged by declining soil infertility, lack of land tenure, erratic weather and lack of access to credit and inputs. Poor urban households lack skills for employment and financing for small enterprises. Target beneficiaries want to achieve higher levels of agricultural productivity and increased household incomes. To achieve these objectives, World Renew will partner with 12 local NGO partners in implementing the following program strategies:

- ✓ Train and mentor small-scale farmers (women and men) in improved agriculture methods, including soil fertility management, small-scale irrigation, post-harvest crop management, animal husbandry and diversification to drought resistant crop varieties;
- ✓ Organize poor community members, especially women, in village-based saving-lending groups, and provide them with training on small business management and vocational skills;
- ✓ Provide functional literacy and numeracy courses to illiterate participants to enhance enterprise management and employability; and
- ✓ Build capacity of communities to plan and manage their own food security and economic empowerment initiatives in participatory ways.

About 80% of the program beneficiaries are subsistence farmers who depend on rain-fed agriculture for their livelihoods. Most of them suffer from chronic food insecurity caused by erratic weather patterns, unsustainable land use, declining soil fertility and inadequate access to farm inputs and credit. These conditions lead to food shortages and poor nutrition and health. Beneficiaries in rural areas have said that improving the productivity of their farms is their highest priority. And they have expressed interest in learning farming methods that make them less vulnerable to drought and flood and to rising fertilizer costs. In a 2009 evaluation of World Renew's agriculture programs in ten countries, most farmers identified declining soil fertility as their greatest challenge. So that has become a major focus in training the farmers on sustainable agriculture methods.

The other 20% of program beneficiaries are poor households in urban areas, many of them living in slums where living conditions are crowded and unsanitary. People make their living as domestic workers, petty traders, rickshaw pullers and day labourers. There are low literacy rates, particularly among women, and accessing credit with a reasonable interest rate is difficult. Household incomes are low (e.g. in the Dhaka slums monthly household incomes average \$45). In participatory needs assessments, these beneficiaries' prioritized initiatives that would help them improve their income.

Bangladesh Context and Rationale:

Among the least developed countries in the world, Bangladesh's economic performance is insufficient to achieve its poverty reduction targets. The country faces severe problems in employment creation, systemic difficulty in the provision of basic public services in education and health and issues related to governance. The majority of the Bangladesh population are rural and involved in agriculture. However, 65% of the rural poor are landless, and adverse climate conditions prevent stable, sufficient income. More than 50% of the population live on less than \$1.25 per day. School dropout rates are very high, especially among children of the poorest families. Thirty million Bangladesh citizens, predominantly women, fall into the category of extremely poor'.

World Renew partner SATHI will implement the project in six urban slums of Dhaka and Gazipur. World Renew's other partner PARI will implement in a rural area called Kalmakanda.

In Kalmakanda 60% of the land is under water for 4-5 months a year. Landless marginal farmers make up 56% of the population. 78% of children (6-15 years) work to support their family, resulting in a 40% school dropout rate. Kalmaknada's remoteness makes it difficult for residents to access government facilities, financial services, schooling, medical treatment and legal support.

With growing urbanization, Dhaka now encompasses more than 3,000 slum communities. Most slum residents earn from 3,000 to 3,500 taka (\$45) a month as rickshaw drivers, taxi drivers, garment workers, domestic workers, sweepers, vendors or day labourers. Slum density is 10,000 people per sq km. On average, a family of six members shares one room of 120-150 sq feet. 57% of slum residents have no literacy skills. Kept under pressure of the local strong man, they are unaware of their rights and of government services available to them. Child labour is common. Women are oppressed, deprived of their rights and do not participate in decision making.

Saving-lending groups will be composed of poor community members using criteria established by the project. Group leaders will receive instruction in accounting and budgeting to equip them to monitor and audit group financial records and maintain family income cards and business records. Each group will be invited to become a member of a People's Institution, a local community-based organization composed of representatives of the savings-lending groups in a particular slum area. By having separate groups for men and women, women will build confidence and skill in decision-making processes to fully participate at the People's Institution level.

Men and women group members who are not literate will attend literacy classes, taught by community volunteers trained and mentored by the project. In addition to reading writing and calculating, the curriculum will focus on themes related to health, income generation, gender and justice. Literacy skills will be maintained after the training through the establishment of community box libraries. Vocational classes will also be offered to women and girls' groups on sewing, block printing, mushroom growing, poultry-raising and kitchen gardening. As well, community initiatives, such as latrine construction, may be financed with funds managed by the saving-lending groups. The project will also select potential entrepreneurs to form businesses forums through which they will receive training on business planning and record-keeping and be linked with other funding sources.

Groups in rural areas (Kalmakanda) will receive training in poultry raising (chickens and ducks) and fish farming. The partner will provide technical support on establishing floating gardens in low-lying areas, which are currently unproductive for several months a year, as well as support in establishing markets for produce, eggs and poultry.

Honduras Context and Rationale:

World Renew's local partners in Honduras will target the following districts:

- Alfalit will target Yoro, Atlántida, and Olanchito.
- Diaconia Nacional will target Choluteca, Valle, and Olancho.
- Harvest will also target Choluteca and Valle (but different sub-districts than Diaconia Nacional), as well as Francisco Morazán.
- Ministerios Cristianos de Mayordomía (MCM) will target Nueva Suyapa, a peri-urban neighbourhood of the capital city Tegucigalpa.

Most program areas are rural with the exception of Nueva Suyapa. Most of the 68% of the Honduran population that are poor live in rural and peri-urban areas. The south of the country presents the highest indices of poverty and unemployment. Most Honduran farmers have no access to modern technology or credit. The greatest challenges for them are unstable rainfall in winter, soil degradation, inappropriate farming techniques and deforestation. Declining soil fertility has forced farmers to depend on chemical fertilizer or face low agricultural productivity. Low productivity decreases the amount of food produced and thus lowers farm incomes. This lack of farm production and income results in a lack of sufficient food for rural families, with the most difficult months being June, July and August.

In recent years, there has been significant progress in respect for the rights of women in rural areas. However, there is still discrimination and inequality. Most women in rural communities do not have the opportunity to work and many have never attended school. Women depend on the income of their husband and, in most cases; it is insufficient to meet family needs. The lack of education also increases dependence on their husbands. Some women sell food or have a small traditional business outside the formal financial system. Women are very involved in community organizations.

All partners promote local savings through credit unions and provide loans (from existing revolving funds and private donors) for agricultural and non-agricultural enterprises. Partners also provide technical and financial training, especially for women, along with support and advice to participants on business planning, management and marketing. Livestock distribution of high-yielding breeds further enhances economic self-sufficiency. Composting latrines will enhance sanitation and benefit the surrounding physical environment. The program increases agricultural production by training and mentoring farmers in improved and sustainable agronomic practices, including in the use of organic fertilizer, micro-dosing of chemical fertilizer, agro-forestry, green manures and compost production to improve the fertility of their land. In cases where families have a surplus, partners advise them in the commercialization of their products in markets. This surplus will be stored in grain banks. MCM promotes training in kitchen gardening to families in peri-urban areas to help increase food availability. And through construction of water storage tanks, households also have secure access to safe water.

Mali Context and Rationale:

Mali is a landlocked country with 60% of its area classified as arid zones or desert. One of the world's poorest countries, Mali is ranked at 160 of 177 countries according to UNDP's 2010 Human Development Index. Nearly 50% of the population lives below the poverty line (IMF, 2011). Mali is heavily dependent on foreign aid and vulnerable to fluctuations in world prices for cotton, its main export along with gold. The pressing problem for many Malians is meeting basic food, shelter and health needs. Out of the total 13 million people, 70% live in rural areas. Rural inhabitants are predominantly farmers and agro-pastoralists dependent on rain-fed subsistence farming and so are exposed to a large number of constraints such as limited arable land, unpredictable weather, extreme dry conditions, soil erosion and infertility, locust infestations and environmental degradation, resulting in widespread food insecurity and poverty among rural households.

The program targets 17 rural villages in the districts of Koro, Boura and Kurmari. The vast majority of the households in these villages face the challenges of deforestation and erosion by wind and water, low agricultural production, inadequate food to meet the required needs, low literacy rates (8%), lack of potable water (women spend up to five hours each day fetching), poor hygiene and sanitation and high malnutrition rates of children (25 to 30%). Located in the inland delta of the Niger River, the four villages with which the project will work in the Kurmari district have recently been relocated due to a large irrigation project managed by the Office du Niger. They have successfully claimed their land rights with assistance from World Renew and have been allocated irrigated land for rice production.

The project aims to improve resiliency of participating households to adapt to changes in weather and economic conditions through promoting sustainable soil and water conservation methods, diversifying livelihoods and building assets and capabilities. Extensive participatory planning has been done with communities to choose specific activities to meet these objectives. World Renew and partners will build community capacity through training and technical support on sustainable agriculture methods, village-based savings and credit, literacy instruction, micro-enterprise development and facilitation of community-owned and sustained development. Partners will link participants to research, government services and advanced farmers for demonstration and training on soil fertility methods such as green manure cover crops (*gliricidia*), legume inter-cropping, agro-forestry, crop rotation, mulching, and SRI and the use of bio-fertilizers. Composting latrines will assist further in developing organic fertilizer. Only micro-dosing of chemical fertilizers will be used. Farmers will also receive training and support for multiplication of drought-resistant seed (millet, cowpea, and sesame), integrated pest management and improved storage (grain banks) and marketing methods. A system of cereal security stocks and *warrantage* will be

established. Participants in Kurmari villages will be supported in adapting to irrigated rice production and submitting plans for livestock herding/grazing for approval by local government.

Mozambique Context and Rationale:

Mozambique ranks 165th out of 170 countries according to UNDP's 2010 Human Development Index. Despite impressive economic growth rates and the encouraging development progress made by the government in recent years, food insecurity and poverty continues to be severe and widespread. According to the latest national progress report on the MDGs, the percentage of people living below the national poverty line stood at 54.7% (UNDP, 2010). Out of the total 22 million people, 63% live in rural areas and the vast majority of the rural populations are poor.

For this project, World Renew will partner with the Relief and Development Department of the Reformed Church of Mozambique (IRM-RDD) in Tete Province and IRM's Diocese of Niassa in Niassa, Zambezia and Napula Provinces, in north-central Mozambique. These provinces suffer from deforestation, soil degradation and the effects of climate change in the form of drought and flooding. Tete suffered the brunt of the impact of the 17-year civil war that destroyed many lives and livelihoods. 71% of households in Niassa and Tete, 61% of households in Zambezia and 47% of households in Napula have acute or chronic food insecurity. More than 70% of subsistence farmers in these provinces are unable to produce enough food to feed their families for 12 months. The four provinces lack a strong agricultural extension service. The majority of subsistence farmers report never having met an agricultural expert. Only 2% of households in rural Niassa are likely to receive any government assistance.

The AIDS pandemic has increased the vulnerability of many rural households in central and northern Mozambique with the result that 13-17% of households in the four provinces are headed by women and 15-18% households by the elderly. Zambezia has the highest child mortality rate in the country (205/1000 live births), while Tete has the 3rd highest.

Food security objectives will be met through the promotion of soil fertility enhancement methods (green manure/cover crops, legume inter-cropping, agro-forestry) in areas degraded by tobacco production, deforestation, burning and soil erosion. The project will introduce disease and drought resistant crop and tuber species and will provide training and support in seed production, multiplication, and improved storage and marketing methods. Farmers will also be introduced to treadle pump and bucket drip water systems. Both partners will continue to use "champion farmers" to spread and multiply learning to farmers in surrounding areas.

Latrines will benefit the environment by enhancing sanitation and will also improve the health of farmers and their families to continue food security and economic development efforts. To meet its economic empowerment objectives, the project will provide vocational and literacy training, especially for women. It will encourage the formation of saving-lending groups and link these to financial and government lending institutions. Participants will receive training in literacy, numeracy, business and marketing skills. World Renew partners and communities in Mozambique have demonstrated that women have the capacities to plan, implement and evaluate development programs and will do so in the proposed programs because they will be deliberately involved at all stages, including leadership. Attention will be given to building the capacity of local NGO partners as well as of community groups and organizations. These will receive both technical and organizational training and mentoring.

Tanzania Context and Rationale:

In Tanzania, the highest poverty levels are found among rural households engaged in subsistence agriculture. In recent years, income poverty has declined in urban areas while the proportion of people living below the poverty line in rural areas has registered a phenomenal increase. World Renew's program in Tanzania targets the regions of Mara, Mwanza and Kagera in the northern part of the country that wraps around the southern shore of Lake Victoria. The proposed program will reach 24 rural and 4 urban communities in the districts of Geita, Chato, Bunda, Musoma and Serengeti.

Mara region is rated 6th poorest among 20 mainland regions of Tanzania. Bunda district in Mara is rated the poorest district in the country. Beneficiaries of this program are largely dependent upon subsistence agriculture and fishing for their livelihoods. Poverty in the region is related to chronic underlying causes such as unfavorable climate conditions, illiteracy, poor fishing and farming methods, poor markets for most products and high prices for agricultural inputs. The environment remains degraded due to the inability of communities to mount local responses. Subsistence farmers lack finances for agricultural inputs and usually depend heavily on one crop (maize or cassava). Women's income levels are half those for men. Though government has simplified the process of gaining land title, most rural farmers, especially those from vulnerable groups, lack confidence and knowledge to begin this process.

Food security and livelihoods for small-scale farmers will be improved through training and mentoring on improved farming methods such as using improved seed varieties, bio-fertilizer, crop spacing, intercropping, crop rotation, farming calendars, crop protection and agro-forestry. Farmers will be organized into farmer learning groups and linked with agriculture extension officers, government forestry offices, and other resource institutions. They will be trained and mentored on how to better utilize available water resources and supported in accessing small-scale irrigation technologies such as water pumps. Farmer learning groups will be trained on savings-based credit for capital formation so that they will be better able to access financing for farm inputs, such as seeds and tools. Livestock distribution of high-yielding breeds will benefit families economically.

Awareness raising and educational events focusing on the rights of women and gender equality in the household economy and land rights will be undertaken in participating communities. Economic growth will be enhanced through the formation and support of saving-lending groups, called SACCOS. World Renew and its partners will train the savings-lending groups and will build the organizational capacity of these groups to manage their own activities sustainably after the program ends. The SACCOS will also be linked to micro-finance institutions.

Group members will receive skills training for income generation, including animal husbandry, tailoring, carpentry and value-added processing of agricultural products. In addition, women and youth will be linked to vocational training to improve their employment opportunities. The project will also identify illiterate people in communities and enroll them in adult literacy classes to enable farmers and small entrepreneurs to be successful in the marketplace. Literacy instructors will be recruited from the local community and given training.

2.2 Logic Model

Please refer to Annex A: Logic Model.

2.3 Reach

The table below provides estimates of direct and indirect beneficiaries to be reached by the project.

Type of Beneficiaries	Direct Beneficiaries				Indirect Beneficiaries			
	Women	Men	Girls	Boys	Women	Men	Girls	Boys
Bangladesh								
Small Entrepreneurs (urban)	3,393	1,462	660	300	10,139	4,366	740	320
Subsistence Farmers	621	759			100	100		
Honduras								
Subsistence Farmers	612	386	1,104	956	505	470	744	623
Small Entrepreneurs	1,838	835	2,065	1,929	1,633	777	864	724
Community/Religious Leaders	956	680			1,549	1,260		
Mali								
Subsistence Farmers	2,957	9,962	357	359	8,871	13,307	1,513	1,522
Small entrepreneurs	8,720							
Community/Religious Leaders	8	287						
Mozambique								
Subsistence Farmers	2,570	2,630	3,250	3,261	235	237		
Small Entrepreneurs	300	130	400	287				
Additional Literacy Participants	483	320			124	81	1,224	1,115
Tanzania								
Subsistence Farmers	1,570	828	1,440	1,030	3,030	2,684	4,500	3,290
Small entrepreneurs	2760	1,374	600	466	2,748	1,374	1,980	1,618
Community/Religious Leaders	161	272			656	736		
People Living with HIV/AIDS	150	75	56	120	300	150	240	300
All Countries Combined	27,079	20,000	9,932	8,708	29,890	25,542	11,805	9,512

Summary for All Countries by Beneficiary Type	Women	Men	Girls	Boys	Women	Men	Girls	Boys
Subsistence Farmers	8,330	14,565	6,151	5,606	12,741	16,798	6,757	5,435
Small Entrepreneurs (includes literacy participants)	17,011	3,801	3,725	2,982	14,520	6,517	3,584	2,662
Additional Literacy Participants	463	320	0	0	124	81	1,224	1,115
Community/Religious Leaders	1,125	1,239	0	0	2,205	1,996	0	0
People Living with HIV/AIDS	150	75	56	120	300	150	240	300
Total	27,079	20,000	9,932	8,708	29,890	25,542	11,805	9,512
	65,719 Direct Beneficiaries				76,749 Indirect Beneficiaries			

2.4 Gender Equality Strategies

World Renew's program seeks to empower women to participate in community development and decision making while also sensitizing men about women's rights. Below are listed some of the key strategies that will be employed in this project to enhance gender equality.

Decision-Making: Through this program, women will have enhanced literacy and numeracy skills and will have more confidence to speak in community meetings and take community leadership positions. Sensitizing men and raising the incomes of women makes it more likely that men and women will make decisions together about household finances.

Strategies:

- Build literacy skills in women so they are more informed and feel more confident about speaking and contributing to decisions at home and in the community.
- Work with women and men in separate groups so that women have opportunity to speak into group decisions and develop leadership and group management skills. When they are elected as representatives to the People's Institution where men and women work together, they are better able to participate in discussion and decision making. (Bangladesh)
- Consult with men and women separately to identify priorities for community action plans so that women have an opportunity to speak openly about their needs and priorities.
- Ensure balanced numbers of men and women on community committees and encourage committees to elect women to leadership roles such as Chair or Vice Chair.
- Provide leadership training to both women and men so that they can be more effective on community committees.
- Include husbands and wives in program activities and encourage the idea of marriage as partnership. Emphasize the benefits of making decisions together for the household.

Rights: All partners work to sensitize community members to the rights of women and girls. AICT (Tanzania) does community education on gender equality in household finances and land rights. SATHI (Bangladesh) provides training on human rights and women's rights to all participants. Alfarit (Honduras) provides training on national laws concerning the rights of women and children and mechanisms for complaints to the government.

Strategies:

- Provide training to project staff, male and female program participants and community leaders on women's rights. Educate female participants about their land and property ownership rights.
- Facilitate critical reflection by male participants and community leaders related to traditional attitudes and beliefs about women's roles and responsibilities.
- Use the group setting and community committees to raise awareness on right violations such as sex trafficking, forced marriage, dowry, early marriage, unjust treatment of widows, and abuse of vulnerable children;
- Conduct PLA with communities using World Renew's gender justice tool to help men and women in communities identify priority gender justice issues and create action plans for change.

Development Resources and Benefits: Literacy and numeracy courses enhance women's ability to navigate the marketplace. Women's participation in saving-lending groups helps them access loans for microenterprises. Vocational and business skills training help women increase income and further contribute to their families. Improved access to land enhances women's ability to produce and sell agricultural products and feed their families. As women earn more income, the respect and influence they have in the household increases.

Strategies:

- Use gender analysis tools during planning and evaluation to ensure that women are benefitting as much as men from project activities.
- Use "24 hour clock" to analyze and facilitate discussion about of how work is distributed between men and women and to assess whether program activities are worsening women's workloads.
- Ensure that there is as much gender balance as possible for men and women participants in the various training activities we conduct. Where there is less female participation than desired, actively seek out interested women participants and/or modify the structure of the activities to enable greater female participation.
- Enhance women's access to and control over family income through participation in savings and lending groups and assisting them to start or expand income generating activities. Build skills of women to manage their money.

- Improve women's access to land by educating them about their land rights and assisting them to obtain secure title through the government process. (Tanzania and Mali)
- Improve women's literacy and numeracy skills through functional literacy courses.
- Improve the productivity of female farmers' land.

2.5 Cross-cutting Themes

2.5.1 Environment

While the program is anticipated to have minimal environmental effects, integrating environmental management into all programming is nonetheless an explicit World Renew priority. World Renew's Strategic Environmental Management System and Environmental Policy are in Annex 22. Partner staff and community leaders are responsible for monitoring, reporting and reviewing the Environmental Management Plan (EMP) on a semi-annual basis, and this will be reported to CIDA.

World Renew's program seeks to reverse environmental degradation that has resulted from utilization of traditional agricultural methods. Monocrop farming, intensive cultivation, slash and burn clearing methods, deforestation and excessive grazing have all contributed to soil erosion. The use of chemical fertilizers improves yields temporarily but destroys soil microbes and soil texture. Severe deforestation also impacts rainfall and the water table.

This program promotes multiple positive changes to the physical environment to reverse these effects:

Soil Conservation: World Renew will discourage slash and burn practices and will promote Conservation Farming and the use of green manure/cover crops and legume intercropping to improve soil fertility. This practice will greatly reduce reliance on chemical fertilizers.

Tree Planting: In various locations, World Renew will encourage planting trees for fruit production or for producing green manures. To prevent soil erosion, farmers will be encouraged to plant trees, shrubs and live barriers to prevent further soil loss. Tree distribution and planting is coordinated by trained staff and done in consultation with the local forestry authority. Partners are intentional in distributing and promoting specific tree species, including fast-growing indigenous varieties, which meet farmers' needs and have a negligible negative impact on soil and water.

World Renew and partners assist communities to do environmental management in the following ways:

Environmental management training/capacity building: World Renew has developed an Environmental Stewardship Toolkit and uses this along with other training and tools to build partner capacity for environmental management. Partners, in turn, work with communities to build commitment to stewardship principles and to assist in the adoption of environmental management practices.

Environmental awareness-raising at the community level: World Renew's local partners build commitment for environmental stewardship through awareness-raising activities and training on topics such as the role of forests in local climate, water systems and soil conservation, the impact of agrochemicals on long-term soil fertility and stewardship principles.

Mitigation strategies for negative impacts caused by latrines, grain banks, water retention/irrigation, shallow well construction, tree planting/agro-forestry, livestock distribution and organic farming are listed in the Environmental Management Plans and in the Risk Register.

2.5.2 Governance

World Renew's approach emphasizes community-led change and empowering communities to make their own development plans, mobilize their own resources and do their own networking and consultation with governments and donors. Such community agenda setting and governance is only possible when there is

an organizational entity that can lead the process in a participatory way. Through a process that takes 3-5 years, World Renew builds the capacity of leaders and groups present in the community to serve this role. Focus is placed on developing inclusive and gender-balanced leadership and instituting effective planning and management processes that incorporate the priorities of all segments of the community. Community leaders are trained in participatory needs assessment and planning, group management, bookkeeping and networking. They are assisted in developing bylaws and registering with the local government. World Renew's partners help community leaders to build linkages to local government, civil society, businesses and donors and encourage them to advocate with these development actors to leverage decisions that respond to community priorities.

This process of local capacity building helps communities overcome the perception that they have nothing and need to rely on outsiders to provide resources and money. Community members are empowered to speak out on social inequalities and to elect leaders in their groups and local government who respond to community priorities.

World Renew's local NGO partners will provide training and ongoing consultation to community-based organizations, cooperatives and groups to manage and sustain agriculture and economic empowerment projects in the community. Communities will plan and monitor their own capacity growth related to six dimensions of community capacity: 1) shared vision, 2) ownership, 3) leadership, 4) community cohesion, 5) knowledge, skills and resources and 6) ongoing learning. In this process, community groups and organizations will learn how to facilitate participatory needs assessments in order to plan, implement, monitor and evaluate development activities. With support of World Renew staff and the local NGO partners, community groups will grow in their ability to network with local government and NGOs to influence decisions and actions and access services in a way that addresses their needs and priorities. Each year, community activities will become more diverse and complex, and their networks will increase as they seek technical advice, training and financing as well as learn through exchange visits and shared training with other communities and organizations.

2.6 Risk Register

Please refer to Annex B: Risk Register

3.1 Results Based Management Approach and Structure

World Renew will have overall responsibility for the program in accordance with the CIDA contribution agreement. World Renew has signed agreements with each of the twelve local partners to clarify responsibilities and requirements. What follows is a description of the management approach that will be used to provide support and oversight of the project. It describes the roles and responsibilities of key staff. An organizational chart follows the narrative.

3.1.1 In Canada

The Grants Program Manager will be responsible for monitoring organizational compliance with CIDA regulations and adherence to approved plans and budgets. Her role is to regularly communicate with the World Renew Country Directors and Project Coordinators to coordinate annual planning and semi-annual reporting. She will analyze results that are reported against plans and will discuss variances with staff in the country offices to ensure that actions are taken to address issues.

The Financial Controller will prepare advance payment requests for CIDA and authorize bank wire transfers to the World Renew field offices. He will supervise an Accountant in the Canadian office who is responsible for the day-to-day project accounting and preparing of quarterly financial status reports for CIDA. The Accountant is also responsible to ensure that the labor costs included in the financial reports to CIDA are supported by timesheets. On an annual basis the Controller will provide audited financial statements to CIDA.

The project will also receive support from staff in the Canadian office that has technical specialties in the areas of gender, environment, livelihoods, and sustainable agriculture and food security. These staff will assist the Grants Program Manager with analyzing results from the field, writing reports to CIDA, and providing technical support to the field staff and local partners as needed to strengthen their performance in these technical areas. They may be called upon occasionally to visit a country office to provide on-site consultation or training.

On a monthly basis, the Grants Program Manager will convene the other staff at headquarters that are part of the CIDA grants management team in order to discuss work plans and any challenges that need to be addressed. The Grants Program Manager will have quarterly phone calls with each field office to review progress and discuss management issues. Any issues that are discovered will be entered into the Issues Log, discussed by the team at headquarters, and assigned to one or more team members for follow up. The Issues Log will be revisited at monthly meetings of the CIDA grants management team.

Since lines of accountability run from the Executive Director through the regional Team Leaders to the country offices, the role of the grants management team will be to inform the Team Leaders of issues that require their attention. World Renew's Executive Director will receive quarterly updates on the project so that she can provide information to the board at their quarterly meetings.

3.1.2 World Renew Country Offices

In each of the five focus countries, World Renew's Country Director or Program Coordinator will provide oversight to the local NGO partners as they implement this program. This country level representative of World Renew is responsible for:

- ✓ Providing on-site consultation to the partners to build their organization capacity;
- ✓ Clarifying the terms of the sub-agreement for the partner and monitoring for compliance;
- ✓ Requesting fund transfers from the World Renew headquarters for the partners;
- ✓ Reviewing financial reports and discussing variances with the partner;
- ✓ Consulting with partners as they develop their annual work plans;
- ✓ Monitoring quarterly reports from the partners to assess whether they are on track to achieve their planned results for the year or whether they made need to implement corrective actions;
- ✓ Visiting program locations to verify implementation, talk with beneficiaries and assess progress; and
- ✓ Providing quarterly reports to the World Renew headquarters office regarding project implementation, expenditures, management issues, and results achieved.

3.1.3 Local Implementing Partners

The project activities will be implemented by local NGO partners with World Renew providing funding, oversight, consultation and technical support.

The NGO's Executive Director is typically the main point of contact with World Renew's country staff—especially for organizational capacity building. The Director has overall responsibility for ensuring that the partner organization fulfills the terms of the signed agreement and that qualified staff are assigned to the project and held accountable for their performance. The Director is responsible for reporting to the board of the organization on progress achieved and challenges that are being addressed. The World Renew country representative will also meet with the board (or key board members) a few times each year to discuss organizational capacity development and the board's role in providing governance and holding the Director accountable for performance.

Each partner has someone who is the equivalent of a Project Manager who oversees the day-to-day implementation of the program and supervises the field staff and extension officers that are deployed in the communities to do training and follow-up. This person is usually also responsible for program monitoring, either directly or through supervision of an M&E Officer and provides progress reports to the

World Renew country office quarterly. Project personnel will be deployed in the target communities on a daily basis, doing training sessions with groups and following up with farmers in their fields.

The partner's Accountant/Bookkeeper is responsible for the financial accounting for the project and prepares monthly financial reports that are submitted to the World Renew country office. This person also keeps documentation that backs up spending reports, including bids received, receipts from purchases and time activity reports from project personnel.

3.2 Roles and Responsibilities of the Project Stakeholders

The key project stakeholders include:

- ✓ Community level beneficiaries
- ✓ Community leaders
- ✓ Boards of local NGO partners
- ✓ Project staff at NGO partners who are doing the implementation
- ✓ World Renew staff at the country level and at headquarters who are directly involved in implementation, support or oversight of the project
- ✓ World Renew Board and Executive Director in Canada
- ✓ World Renew constituents and supporters who are contributing the 25% match
- ✓ CIDA's Partnership with Canadians Branch

The roles and responsibilities of board and staff of World Renew and the local NGO partners have already been described above in Section 3.1. This section includes a description of the roles of the other stakeholders. A stakeholder communication plan is provided in section 5.3 below.

Community level beneficiaries: World Renew practices a very participatory approach to planning, implementing and evaluating programs. Program strategies and activities were selected based on the needs and priorities expressed by communities. Program participants will play an important role in the program by attending the trainings and group meetings and practicing the skills they are taught. They will contribute to the project from their own local resources, including their land, labour, time and savings. They will share their personal stories about how the program has impacted them, and they will offer their feedback on what is working and what is not so the program can be improved.

Community leaders: World Renew seeks to enhance local community governance and the sustainability of positive changes that are achieved by the project. For this reason, community leaders are engaged from the very beginning of project planning. During implementation, community leaders (male and female) will be engaged in capacity building activities and leadership training. They will be facilitated by the local NGO partners in assessing the needs in their community and using participatory methods to formulate community action plans. They will be engaged in setting goals for their own capacity development and selecting capacity indicators that will help them to monitor their own progress against those goals. Community leaders will play an important role in monitoring how well the program is serving the needs of their community and encouraging community participation in activities.

World Renew constituents and supporters: World Renew constituents in Canada will support the program with their financial gifts, amounting to \$1.87 million dollars over five years.

CIDA-PWCB: CIDA will support the program financially with a contribution of up to \$5,611,000 over five years. The CIDA Officer assigned to manage the relationship with World Renew will monitor the program by reviewing semi-annual and annual reports and financial reports and having periodic phone calls with the Grants Program Manager at World Renew to discuss management issues, variances, and budget questions. She will approve annual work plans.

3.3 Project Committees

On a monthly basis, the CIDA grants management team will convene in the Canadian office to discuss work plans, management issues, variances in budgets and outputs, and actions that the team needs to take in the coming month to keep the project on track. The members of this team will include the Grants Program Manager assigned to CIDA; the Learning and Innovation Coordinator who has expertise in gender, literacy and livelihoods; a second Grants Program Manager who has responsibility for agriculture and food security grants; and the Associate Director for Grants, a position based in the US office which supervises both Grants Program Managers. The Financial Controller and Accountant will be invited into these meetings on a quarterly basis to discuss financial issues related to the project.

The Grants Program Manager will have quarterly phone calls with each field office to review progress and discuss management issues. Once every six months, the team in Canada will arrange an internet conference call with representatives from all the country offices to clarify instructions for upcoming annual and semi-annual reports and work plans. This will be a time to discuss any program-wide issues that may need to be addressed.

Since lines of accountability run from the Executive Director through the regional Team Leaders to the country offices, the role of the grants management team will be to inform the Team Leaders of issues that require their attention. Changes to country programs cannot be made without the approval of the regional Team Leaders. Therefore, if there is any need to request a change to the budget, scope or timeline for a particular country program, the Team Leader will be involved in assessing the request along with the grants management team. The role of the grants management team will be to advise the Team Leaders on CIDA requirements and to negotiate any changes with the CIDA Officer.

4.0 PROJECT IMPLEMENTATION

4.1 Work Breakdown Structure

a.

#	Outputs	Activities	Sub Activities
110			Bangladesh No activities identified
111	Farmers (m/f) trained/ mentored in sustainable agricultural methods	Train/ mentor farmers in sustainable agricultural methods (green manure/ cover crops and legume inter-cropping, composting and bio-fertilizers, agro-forestry, urban agriculture, kitchen gardening, dry season vegetable gardening, System of Rice Intensification, integrated pest management)	Honduras <ul style="list-style-type: none">• Select farmers to participate in the training• Training curriculum is developed• Train women on agricultural sustainable methods• Identification of food security issues Mali <ul style="list-style-type: none">• Identify agriculture methods suitable to the local context• Identify farmers who already use those methods successfully who can serve as mentors• Select farmers to participate in the training• Identify venues for trainings and exchange visits Mozambique <ul style="list-style-type: none">• Staff learn sustainable agriculture methods so they can teach others• Training curriculum is developed• Select farmers to participate in the training• Identify venues for trainings Tanzania <ul style="list-style-type: none">• Training curriculum is developed• Staff are trained on sustainable conservation agriculture• Farmers are trained on sustainable agriculture methods• Farmers are linked with other stakeholders

#	Outputs	Activities	Sub Activities
112	Community members encouraged and supported to install composting latrines and other compost production sites	Encourage and support community members to install composting latrines and other compost production sites	<p>Bangladesh</p> <ul style="list-style-type: none"> • Training curriculum for composting is developed • Identify locations for trainings • Mobilize the materials needed for compost production <p>Honduras</p> <ul style="list-style-type: none"> • Select farmers to participate in building composting latrines • Mobilize materials needed to construct latrines • Identify appropriate locations for latrines to be installed • Train participants to build composting latrines • Farmers are trained on compost production and green manure <p>Mali</p> <ul style="list-style-type: none"> • Select farmers to participate in compost production • Identify locations for compost pits • Mobilize materials needed for composting <p>Mozambique</p> <ul style="list-style-type: none"> • Brochures are developed on composting and toilet composting • Field staff and community members learn about composting • Training on composting organized for farmers <p>Tanzania No activities identified</p>
113	Experimental/demonstration installations operational (Farmer Field Schools)	Establish experimental/demonstration sites in the communities (e.g. farmer field schools)	<p>Bangladesh No activities identified</p> <p>Honduras</p> <ul style="list-style-type: none"> • Demonstration plots <p>Mali</p> <ul style="list-style-type: none"> • Review baseline results with community to prioritize crops that should have demonstration sites • Discuss potential locations for demonstration sites with community leaders and farmers • Procure the agricultural inputs needed for demonstration sites <p>Mozambique</p> <ul style="list-style-type: none"> • Identify locations for demonstration sites • Agree with farmers about methods to be tested/demonstrated • Develop training plan <p>Tanzania</p> <ul style="list-style-type: none"> • Identify farmers • Select locations for demonstration sites • Conduct practical exercise on sustainable agriculture with the farmers
114	Local specific, participatory research conducted with men and women farmers on new crop varieties and farming methods	Conduct participatory research with farmers (m/f) on new crop varieties and farming techniques	<p>Bangladesh No activities identified</p> <p>Honduras No activities identified</p> <p>Mali</p> <ul style="list-style-type: none"> • Consult with communities to select the crop varieties and farming methods to be tried • Identify farmers who already use those methods successfully • Use harvest data to identify farmers who are most in need of improved seeds and farming methods • Provide farming inputs to farmers who will participate in the research <p>Mozambique</p> <ul style="list-style-type: none"> • Identify new plant variety to test • Purchase inputs • Field agents work with farmers to plant and harvest the crops <p>Tanzania</p> <ul style="list-style-type: none"> • Identify pilot communities and conduct a study survey for identifying suitable new crop variety • Train farmers on how to obtain and plant new crop variety • Train farmers on how to establish demonstration sites
115	Cereal security stocks and warrantage	Set up and manage system of cereal	<p>Bangladesh No activities identified</p> <p>Honduras No activities identified</p> <p>Mali</p>

#	Outputs	Activities	Sub Activities
	(loans) management system set up	security stocks and warrantage	<ul style="list-style-type: none"> Field agents meet and coach existing cereal bank committees during purchase season and sales season In new communities, field agents encourage communities to include cereal banks in the community action plans Locations for storage of cereal stocks are identified Field agents train peer instructors to teach their peers on micro credit and cereal bank tools <p>Mozambique</p> <ul style="list-style-type: none"> Staff are trained on harvesting of seed selection. Farmers trained by field staff on seed selection and storage of cereals. <p>Tanzania No activities identified</p>
116	Improved grain storage facilities installed	Install improved grain storage facilities	<p>Bangladesh No activities identified</p> <p>Honduras</p> <ul style="list-style-type: none"> Research of grain storage facilities appropriate to community needs Procure grain storage silos Installation of silos Training participants on use of grain storage silos <p>Mali</p> <ul style="list-style-type: none"> Field agents meet with new communities for the planning of cereal bank installations for year 2 <p>Mozambique</p> <ul style="list-style-type: none"> Brochure on traditional grain storage is established Design training Train farmers on good grain storage practices and weevil protection <p>Tanzania</p> <ul style="list-style-type: none"> Modern and traditional storage facilities systems are identified Design training Famers are trained on traditional and modern storage systems
117	Small scale water resources for agriculture (shallow wells, dams, and irrigation canals) are constructed and maintained	Organize construction and maintenance of small scale water resources (wells, dams, and irrigation canals)	<p>Bangladesh No activities identified</p> <p>Honduras</p> <ul style="list-style-type: none"> Implementation on rain water capture and treatment systems <p>Mali</p> <ul style="list-style-type: none"> Field agents make the list of the potential communities and farmers for sand dams and irrigation canals Meet with community members to explain the maintenance demands of irrigation canals and dams Mobilize local resources and external inputs needed for the construction of dams and canals <p>Mozambique</p> <ul style="list-style-type: none"> Identify farmer group to assist with small scale irrigation Train farmers on treadle pumps <p>Tanzania No activities identified</p>
120			
121	Disease resistant and drought tolerant crop varieties introduced	Introduce and distribute disease and drought resistant crop species	<p>Bangladesh No activities identified</p> <p>Honduras</p> <ul style="list-style-type: none"> Disease and drought resistant crops are selected Promotion of new crop varieties and improved seeds among program participants Preparation and planting of community gardens <p>Mali No activities identified</p> <p>Mozambique</p> <ul style="list-style-type: none"> Purchase and distribution of disease an drought resistant crops Work with businesses to make seed available for sale <p>Tanzania</p> <ul style="list-style-type: none"> Identify farmers and communities Select crop varieties to be introduced Train farmers on growing disease and drought resistant crops

#	Outputs	Activities	Sub Activities
122	Men and women farmers trained/ mentored in seed production, multiplication and storage methods	Train/mentor men and women farmers on seed production, seed multiplication and storage methods	<p>Bangladesh No activities identified</p> <p>Honduras</p> <ul style="list-style-type: none"> • Select crop varieties to be multiplied • Training on quality seed production and seed multiplication methods • Network with other agricultural institutions for training workshops <p>Mali</p> <ul style="list-style-type: none"> • Select farmers to train on seed selection and multiplication • Discuss with farmers which seeds will be multiplied • Identify storage locations for seed <p>Mozambique</p> <ul style="list-style-type: none"> • Informational materials developed on seed multiplication and storage • Field agents learn about multiplication and storage methods <p>Tanzania</p> <ul style="list-style-type: none"> • Farmers are identified • Farmers identify seed variety suitable for their environment and encouraged to grow and practice seed production and multiplication • Farmers prepare seed banks
130			
131	Communities supported to develop community level livestock management and herding plans	Facilitate community level planning for livestock herding/ grazing for approval by local government	<p>Bangladesh No activities identified</p> <p>Honduras No activities identified</p> <p>Mali</p> <ul style="list-style-type: none"> • Through community discussions, identify gaps in livestock water supply, grazing, and transit routes. • Facilitate community planning on how to improve livestock facilities • Communities negotiate herding plans with local government <p>Mozambique No activities identified</p> <p>Tanzania No activities identified</p>
132	Livestock wells and other animal husbandry installations in place as identified in community plans	Construct wells for watering livestock and other animal husbandry installations specified in community plans	<p>Bangladesh No activities identified</p> <p>Honduras No activities identified</p> <p>Mali</p> <ul style="list-style-type: none"> • Identify appropriate locations for wells in consultation with community and local government • Mobilize local resources (community contributions) and external inputs for construction of wells • Identify who will provide labor for construction <p>Mozambique No activities identified</p> <p>Tanzania No activities identified</p>
133	Participant farmers (m/f) trained/ mentored in animal husbandry, aquaculture and apiculture	Train/mentor and equip men and women farmers in animal husbandry, aquaculture, and apiculture	<p>Bangladesh</p> <ul style="list-style-type: none"> • Participants are selected • Training is organized on inter-fish cultivation and duck rear <p>Honduras</p> <ul style="list-style-type: none"> • Criteria developed for participants • Training curriculum is developed • Farmers are trained on improved practices for raising poultry <p>Mali</p> <ul style="list-style-type: none"> • Mobilize local funds or revolving fund schemes to purchase animals • Manage one cattle feed supplement warehouse in Boura's community • Assess learning needs of program participants • Develop training materials <p>Mozambique No activities identified</p> <p>Tanzania</p> <ul style="list-style-type: none"> • Train farmers on poultry keeping, indoor beekeeping, and fish pond/aquaculture • Poultry diseases control and vaccination is initiated
140			
141	Women and	Train	Bangladesh No activities identified

#	Outputs	Activities	Sub Activities
	other marginalized groups are trained and supported in the process of accessing land and securing land use rights	community members, especially women and marginalized groups, land rights and the procedures for gaining title from the government	<p>Honduras No activities identified</p> <p>Mali</p> <ul style="list-style-type: none"> Organize community meetings where land rights information is delivered to community members and the process for registering for land title is explained Assist program participants in completing land registration forms Follow up visits to government offices to encourage prompt action on applications <p>Mozambique</p> <ul style="list-style-type: none"> Learn DUAT (Direito de Use e Aproveitamento de Terra/Right to use and take Advantage of Land) policies Acquire or develop informational materials and forms Design training Pilot DUAT training in two communities <p>Tanzania</p> <ul style="list-style-type: none"> Identify and train communities on land rights and on the procedures on for gaining title from the government Train program staff and two government officials on land rights Mobilization activities on land rights are achieved Farmers are assisted in gaining land rights
142	Local government land management institutions are trained and supported in the development of land information management/registration systems	Train and support local government land management institutions in land information management/registration systems	<p>Bangladesh No activities identified</p> <p>Honduras No activities identified</p> <p>Mali No activities identified</p> <p>Mozambique No activities identified</p> <p>Tanzania</p> <ul style="list-style-type: none"> Train village government members and land committee members on land management systems and procedures for resolving or reducing land conflicts Communicate to the government to establish village land registry office for keeping land rights documents (ie: file cabinet)
210			
211	Saving and lending groups formed and strengthened	Organize and provide training to community-based saving and lending groups	<p>Bangladesh</p> <ul style="list-style-type: none"> Form saving and lending groups Train groups Link groups with People Institutions in accordance with their bi-laws <p>Honduras</p> <ul style="list-style-type: none"> Form new savings and credit groups Provide training and TA to new and existing credit unions Promote the program among groups and small businesses Advise credit unions on process for legal registration <p>Mali</p> <ul style="list-style-type: none"> Identify individuals who want to join saving and lending groups. Develop training materials for project staff to use in training the groups Provide lock box, accounts book and other start-up materials <p>Mozambique</p> <ul style="list-style-type: none"> Form saving and lending groups Train groups on managing their funds Design training on small scale enterprise. <p>Tanzania</p> <ul style="list-style-type: none"> Select participants for new saving and lending groups Training group on how to do group constitution and planning Train groups on loan procedures, record keeping and profit redistribution Train the groups on entrepreneurship and proper use of loans

#	Outputs	Activities	Sub Activities
212	Saving and lending groups are linked to financial and government institutions (formal sector)	Strengthen linkages between saving and lending groups and financial and government institutions in the formal sector	<p>Bangladesh</p> <ul style="list-style-type: none"> Advise savings and lending groups on how to open bank accounts Link saving and lending groups with local financial institutions <p>Honduras No activities identified</p> <p>Mali</p> <ul style="list-style-type: none"> Evaluate the older savings and lending groups to determine if they are ready to link with financial institutions Meet with officials at financial institutions to investigate potential for setting up accounts for groups <p>Mozambique</p> <ul style="list-style-type: none"> Peer to peer learning about savings and lending Link groups with other financial and government institutions <p>Tanzania</p> <ul style="list-style-type: none"> Teach group members how to network Train group members on how to work with multiple donors
213	Participants have engaged in regular saving and have access credit	Encourage regular savings by participants and accessing of loans for small enterprises	<p>Bangladesh</p> <ul style="list-style-type: none"> Saving and lending groups are doing regular saving per their bi-laws Groups participate in financial audits Business are identified and receive loans from local institutions <p>Honduras</p> <ul style="list-style-type: none"> Design training on the benefits of saving Deliver training to program participants Credit unions provide loans and technical assistance for income generating activities <p>Mali</p> <ul style="list-style-type: none"> Saving and lending groups engage in regular saving and make distribution to group members according to bi-laws <p>Mozambique</p> <ul style="list-style-type: none"> Savings groups are trained on writing loan applications Loans potentially available for business start-up/expansion <p>Tanzania</p> <ul style="list-style-type: none"> Saving and lending groups engage in regular saving and make distribution to group members according to bi-laws
214	Community mapping of value chains local/ regional marketing strategies facilitated	Facilitate community mapping of value chains, identifying potential farm products and defining community/ regional marketing and growth strategies	<p>Bangladesh</p> <ul style="list-style-type: none"> An assessment is conducted to identify local products Small business receive training on value chain Identify training participants may need for new products <p>Honduras</p> <ul style="list-style-type: none"> Train participants on value chain mapping Train participants on marketing and sales strategies Implementation of marketing strategies <p>Mali No activities identified</p> <p>Mozambique</p> <ul style="list-style-type: none"> Train participants on value chain mapping identify potential high value farm products Communities define marketing strategies <p>Tanzania No activities identified</p>
215	Participants trained/mentor ed in business planning and management	Train/mentor participants in business planning and management	<p>Bangladesh</p> <ul style="list-style-type: none"> A business forum is formed Business owners receive training on business planning account management Business owners develop and action plan <p>Honduras</p> <ul style="list-style-type: none"> Curriculum developed for business training Training and technical assistance provided (ie: business planning) Alliances are formed with other institutions <p>Mali No activities identified</p>

#	Outputs	Activities	Sub Activities
			<p>Mozambique</p> <ul style="list-style-type: none"> • Train participants on business planning and management • Business groups are trained to develop business plans <p>Tanzania</p> <ul style="list-style-type: none"> • Train participants in business planning and management
220			
221	Community members (m/f) trained/mentor ed as literacy instructors	Train/ mentor men and women as literacy instructors	<p>Bangladesh</p> <ul style="list-style-type: none"> • Literacy instructors receive TOT training • PI literacy sub-committee leaders receive leadership training • Community Box libraries receive learning materials • PI observe World Literacy day to enroll eligible children for school <p>Honduras</p> <ul style="list-style-type: none"> • Volunteer leaders with basic literacy skills are identified • Volunteer leaders are trained in becoming literacy instructors • Alliances are formed with other institutions to work on literacy <p>Mali No activities identified</p> <p>Mozambique</p> <ul style="list-style-type: none"> • Communities identify literacy instructors • Literacy committees established • Distribution of school materials <p>Tanzania</p> <ul style="list-style-type: none"> • Select instructors • Facilitate curriculum development • Link community instructors to the government department of adult education
222	Individuals (m/f) have received training in literacy and vocational skills needed to successfully manage small enterprises	Provide instruction on literacy and vocational skills to men and women	<p>Bangladesh</p> <ul style="list-style-type: none"> • Literacy and accounting courses are organized • Assess learning needs of business owners to select vocational training topics • Skill training are arranged for business owners <p>Honduras</p> <ul style="list-style-type: none"> • Develop partnerships with government institutions working in literacy • Recruit participants for literacy course • Teaching materials are developed and distributed to facilitators and students <p>Mali No activities identified</p> <p>Mozambique</p> <ul style="list-style-type: none"> • Meetings with community leaders to discuss literacy and vocational skills training • Identify vocational skills to be taught • Train participants on vocational skills (e.g. carpentry and tailoring) <p>Tanzania</p> <ul style="list-style-type: none"> • Identify communities and members who would like to have adult education classes • Classes are formed and students are recruited • Instructors provide training
310			
311	Community leaders trained and supported in the community governance	Deliver training/ coaching for community leaders in: participatory needs	<p>Bangladesh</p> <ul style="list-style-type: none"> • Groups leaders receive leadership training • Leaders receive training on capacity indicators, participatory need assessment, and participatory monitoring • Local resources are identified and mobilized • Technical and communication training is provided to PI leaders

#	Outputs	Activities	Sub Activities
	(including participatory needs assessment and planning, local resource mobilization, and networking with government and civil society)	assessment and planning; local resource mobilization and financial management; leadership; gender equality; environmental assessment; networking, and community governance.	<p>Honduras</p> <ul style="list-style-type: none"> • Training workshops for new leaders • Mapping of resources • Community leaders develop new community plans • Training on conflict management <p>Mali</p> <ul style="list-style-type: none"> • Learning materials are in vernacular languages and distributed to communities with instructions • Field agent monitors and improves community capacity by using capacity indicators and monitoring tool <p>Mozambique</p> <ul style="list-style-type: none"> • Communities selected • Meetings to discuss needs assessment and planning • Training with community leaders on local resources, financial management, gender equality, leadership, environmental assessment, networking and governance <p>Tanzania</p> <ul style="list-style-type: none"> • Organize and conduct training with community leaders on participatory development planning
312	Women trained and supported to serve in community leadership positions	Train women for community leadership and sensitize men and women in the community to importance of involving women in community decision making	<p>Bangladesh</p> <ul style="list-style-type: none"> • Training on gender issues • Gender policy is developed and communicated • Civil rights workshop is implemented <p>Honduras</p> <ul style="list-style-type: none"> • Gender training • Training curriculum developed • Posters and educational video achieved to promote gender equality • Women trained on community leadership <p>Mali</p> <ul style="list-style-type: none"> • Action plan is set up and shared by men and women • Field agents sensitize communities on importance of involving women in decision making • Women are identified to be trainers/mentors and a strategy is discussed with both men and women <p>Mozambique</p> <ul style="list-style-type: none"> • Attendance to the World Renew Gender training • Staff transfer knowledge from the gender training to communities <p>Tanzania</p> <ul style="list-style-type: none"> • Identify and train men and women community leaders on the importance of involving women in community decision making
321	Financial support provided to partners by World Renew	Provide financial support for 12 World Renew NGO partners (PARI, SATHI, Alfalit, DN, Harvest, MCM, AEDM, ODES, IRM, Diocese of Niassa, AICT-Geita, AICT-MUD)	<ul style="list-style-type: none"> • Clarify budgets and financial reporting requirements with each local NGO partner. • Review financial reports from partner to determine the appropriate amount of funding to advance to the partner each quarter • World Renew country representative submits requests to the Finance Department at headquarters for transfers of funds to partners • Require partners to have annual audits and to submit audited financial statements to World Renew each year.
322	NGO partners have received technical support from World Renew	Deliver tailored technical support to NGO partner project staff as	<p>Bangladesh</p> <ul style="list-style-type: none"> • Project management team meets regularly • Make annual plans for NGO capacity building priorities • Training for partner staff as per organizational training plan • Organizational capacity assessment sessions are organized

#	Outputs	Activities	Sub Activities
	as agreed in partnership agreements	specified in partnership agreements (organizational leadership and management, sustainable agriculture methods, village-based savings and credit, literacy instruction, and micro-enterprise development)	<p>Honduras</p> <ul style="list-style-type: none"> Identify areas of training in food security, micro-credit and literacy Training workshops are developed World Renew provides technical support <p>Mali</p> <ul style="list-style-type: none"> Make annual plans for NGO capacity building priorities World Renew mentors and provides training to field agent <p>Mozambique</p> <ul style="list-style-type: none"> Make annual plans for NGO capacity building priorities World Renew mentors and provides training to staff <p>Tanzania</p> <ul style="list-style-type: none"> Make annual plans for NGO capacity building priorities World Renew staff provide training and technical support to build organizational capacity Receive training from outside consultants to build capacity for the staff on development related issues
323	Relationships established between NGO partners and local agricultural research institutions, MOA extension service providers, and micro-finance institutions	Identify and develop NGO - Ministry of Agriculture and other ag. agency working relationships (at level of extension worker)	<p>Bangladesh No activities identified</p> <p>Honduras</p> <ul style="list-style-type: none"> Establish relationship and cooperation with other organization Develop and exchange mechanism for sharing best practices and lessons learned <p>Mali No activities identified</p> <p>Mozambique</p> <ul style="list-style-type: none"> Meet with various stakeholders on agriculture, food security and nutrition <p>Tanzania</p> <ul style="list-style-type: none"> Hold meetings with government extension workers Involve extension workers in some community training activities
324	World Renew and NGO partners have managed key environmental mitigation and enhancement impacts using their Environmental Management Plans (EMPs).	World Renew and NGO partners managing key environmental mitigation and enhancement impacts using their Environmental Management Plans (EMPs).	<p>Bangladesh</p> <ul style="list-style-type: none"> Implementation of an organizational environmental plan Environmental needs assessment is conducted Participatory monitoring tools are established Develop curriculum on values and BCC for PI leaders and farmers <p>Honduras</p> <ul style="list-style-type: none"> Develop training workshop to develop environmental assessments of projects Monitoring of environmental impacts Technical assistance by World Renew <p>Mali</p> <ul style="list-style-type: none"> World Renew staff and community review the EMP Action plans developed to implement EMP Monitor environmental impacts <p>Mozambique</p> <ul style="list-style-type: none"> Community leaders are trained on environmental awareness Assist communities on developing a plan for environmental management <p>Tanzania</p> <ul style="list-style-type: none"> Train farmers on the principles of environmental conservation Train farmers on tree planting and tree nurseries

*Monitoring and Evaluation implemented according to plan in the Performance Management Framework

4.2 Gantt Chart of Activities by Fiscal Years

Each World Renew country office provided a Gantt Chart that shows the sequencing of activities for each local NGO partner. It is quite challenging to combine the plans of twelve separate partners into a single Gantt Chart. The project is very heavily focused on agriculture, and the sequencing of activities depends heavily on the cropping cycle. But of course the timing of the cropping cycle varies considerably from one country to the next. So a separate Gantt Chart has been developed for each country. These are included in **Annex C** due to their length and level of detail.

The Gantt Chart below only shows the schedule for project administrative and management activities.

Activities	Year 1 2012-13				Year 2 2013-14				Year 3 2014-15				Year 4 2015-16				Year 5 2016-17			
	Q1	Q2	Q3	Q4																
Baseline data collection																				
Implementation planning																				
Semi-annual reporting																				
Annual reporting																				
Financial reporting to CIDA																				
Advance payment requests																				
Development of annual work plans																				
Update risk register																				
Mid-term evaluation/survey																				
Final survey																				
Final evaluation																				
Final report to CIDA																				

Q1: October – December

Q2: January – March

Q3: April- June

Q4: July - September

4.3 Budget per Eligible Cost Categories

	Summary of Eligible Budget Categories	2012-13	2013-14	2014-15	2015-16	2016-17	Total
I	Canadian component						
1.1	Remuneration/Fees						
	Employees based in Canada	109,989	112,189	114,433	116,721	118,985	572,317
	Total - Remuneration/Fees	109,989	112,189	114,433	116,721	118,985	572,317
1.4	Fees - Canadian outside consultants	10,000	10,000	10,000	10,000	10,000	50,000
1.6.1	Travel Costs	7,500	5,000	5,000	5,000	7,500	30,000
1.6.4	Other Training Costs	15,000	15,000	15,000	15,000	15,000	75,000
	Subtotal - Canadian component	142,489	142,189	144,433	146,721	151,485	727,317
II	Developing country component						
BANGLADESH							
1.1	Remuneration - Organization's Employees	35,832	36,549	37,280	38,025	38,786	186,471
1.2	Remuneration - Local employees	114,318	116,258	118,295	120,434	122,680	591,985
1.4	Fees - Canadian outside consultants	0	0	0	0	0	0
1.4	Fees - Local outside consultants	3,000	3,000	3,000	3,000	3,000	15,000
	Total - Remuneration/Fees	153,150	155,807	158,575	161,459	164,466	793,457
1.6	Reimbursable Costs						
1.6.1	Travel Costs	26,680	26,680	26,680	26,680	26,680	133,400
1.6.2	Benefits and Allowable Expenses	5,375	5,482	5,592	5,704	5,818	27,971
1.6.3	Students and Trainees Training Costs	0	0	0	0	0	0
1.6.4	Other Training Costs	22,507	22,507	22,507	22,507	22,507	112,537
1.6.5	Recipient Country Government Employees	0	0	0	0	0	0
1.6.6	Goods, Assets, and Supplies	9,684	9,684	9,684	9,684	9,684	48,421
1.6.7	Project Administration Costs Directly Related to Project	19,350	19,349	19,349	19,349	19,349	96,744
1.6.8	Other Direct Costs	0	0	0	0	0	0
		83,596	83,702	83,812	83,924	84,038	419,073
Total - Direct Program/Project Costs Eligible for the Application of the Overhead Rate - BANGLADESH		236,746	239,509	242,387	245,383	248,504	1,212,529
HONDURAS							
1.1	Remuneration - Organization's Employees	0	0	0	0	0	0
1.2	Remuneration - Local employees	105,274	108,722	112,342	116,144	120,135	562,617
1.4	Fees - Local outside consultants	5,105	5,105	5,105	5,105	5,105	25,526
	Total - Remuneration/Fees	110,379	113,827	117,448	121,249	125,240	588,143
1.6	Reimbursable Costs						
1.6.1	Travel Costs	19,389	21,263	20,768	21,853	21,463	104,737
1.6.2	Benefits and Allowable Expenses	0	0	0	0	0	0
1.6.3	Students and Trainees Training Costs	0	0	0	0	0	0
1.6.4	Other Training Costs	17,332	19,989	18,100	20,947	18,868	95,237
1.6.5	Recipient Country Government Employees	0	0	0	0	0	0
1.6.6	Goods, Assets, and Supplies	99,100	99,100	99,100	99,100	99,100	495,500
1.6.7	Project Administration Costs Directly Related to Project	33,573	33,573	33,573	33,573	33,573	167,864
1.6.8	Other Direct Costs	0	0	0	0	0	0
		169,394	173,925	171,541	175,473	173,004	863,338
Total - Direct Program/Project Costs Eligible for the Application of the Overhead Rate - HONDURAS		279,773	287,753	288,989	296,722	298,245	1,451,481
MALI							

	Summary of Eligible Budget Categories	2012-13	2013-14	2014-15	2015-16	2016-17	Total
1.1	Remuneration - Organization's Employees	86,994	88,734	90,509	92,319	94,165	452,721
1.2	Remuneration - Local employees	69,561	70,130	70,728	71,356	72,015	353,790
1.4	Fees - Canadian outside consultants	0	0	0	0	0	0
1.4	Fees - Local outside consultants	3,000	3,000	3,000	3,000	3,000	15,000
Total - Remuneration/Fees		159,555	161,864	164,237	166,675	169,180	821,511
1.6	Reimbursable Costs						
1.6.1	Travel Costs	28,299	28,299	28,299	28,299	28,299	141,496
1.6.2	Benefits and Allowable Expenses	13,049	13,310	13,576	13,848	14,125	67,908
1.6.3	Students and Trainees Training Costs	0	0	0	0	0	0
1.6.4	Other Training Costs	8,592	8,592	8,592	8,592	8,592	42,958
1.6.5	Recipient Country Government Employees	0	0	0	0	0	0
1.6.6	Goods, Assets, and Supplies	49,254	49,255	49,255	49,255	49,255	246,273
1.6.7	Project Administration Costs Directly Related to Project	6,206	6,206	6,206	6,206	6,206	31,032
1.6.8	Other Direct Costs	0	0	0	0	0	0
		105,400	105,662	105,928	106,200	106,477	529,666
Total - Direct Program/Project Costs Eligible for the Application of the Overhead Rate - MALI		264,955	267,526	270,165	272,874	275,656	1,351,176
MOZAMBIQUE							
1.1	Remuneration - Organization's Employees	49,085	50,067	51,068	52,090	53,132	255,443
1.2	Remuneration - Local employees	18,832	18,926	34,709	34,813	34,921	142,201
1.4	Fees - Local outside consultants	10,783	10,783	21,387	21,387	21,387	85,727
Total - Remuneration/Fees		78,700	79,776	107,165	108,289	109,440	483,370
1.6	Reimbursable Costs						
1.6.1	Travel Costs	25,078	25,936	36,033	36,979	37,972	161,998
1.6.2	Benefits and Allowable Expenses	7,363	7,510	7,660	7,813	7,970	38,316
1.6.3	Students and Trainees Training Costs	0	0	0	0	0	0
1.6.4	Other Training Costs	31,962	31,962	51,338	51,338	51,338	217,937
1.6.5	Recipient Country Government Employees	0	0	0	0	0	0
1.6.6	Goods, Assets, and Supplies	9,452	9,452	12,051	12,051	12,051	55,055
1.6.7	Project Administration Costs Directly Related to Project	7,353	7,353	13,098	13,098	13,098	53,999
1.6.8	Other Direct Costs	0	0	0	0	0	0
		81,207	82,212	120,179	121,278	122,428	527,305
Total - Direct Program/Project Costs Eligible for the Application of the Overhead Rate - MOZAMBIQUE		159,908	161,988	227,344	229,568	231,868	1,010,675
TANZANIA							
1.1	Remuneration - Organization's Employees	76,429	77,957	79,517	81,107	82,729	397,739
1.2	Remuneration - Local employees	27,182	28,120	29,105	30,139	31,225	145,770
1.4	Fees - Canadian outside consultants	0	0	0	0	0	0
1.4	Fees - Local outside consultants	5,632	5,632	5,632	5,632	5,632	28,158
Total - Remuneration/Fees		109,242	111,709	114,253	116,877	119,585	571,667
1.6	Reimbursable Costs						
1.6.1	Travel Costs	24,448	25,328	26,253	27,223	28,242	131,495
1.6.2	Benefits and Allowable Expenses	11,464	11,694	11,927	12,166	12,409	59,661
1.6.3	Students and Trainees Training Costs	0	0	0	0	0	0
1.6.4	Other Training Costs	11,088	11,238	11,394	11,559	11,731	57,010
1.6.5	Recipient Country Government Employees	0	0	0	0	0	0
1.6.6	Goods, Assets, and Supplies	16,842	16,842	16,842	16,842	16,842	84,211
1.6.7	Project Administration Costs Directly Related to Project	4,507	4,508	4,508	4,508	4,508	22,540
1.6.8	Other Direct Costs	0	0	0	0	0	0

	Summary of Eligible Budget Categories	2012-13	2013-14	2014-15	2015-16	2016-17	Total
		68,350	69,610	70,925	72,298	73,733	354,917
Total - Direct Program/Project Costs Eligible for the Application of the Overhead Rate - TANZANIA		177,592	181,319	185,178	189,176	193,319	926,583
(B)	Subtotal - Developing country component	1,118,974	1,138,095	1,214,062	1,233,723	1,247,591	5,952,445
(C)	Total direct costs (A + B)	1,261,463	1,280,284	1,358,495	1,380,444	1,399,076	6,679,762
(D)	Cost share of direct costs :						
	D1. CIDA contribution	75%	75%	75%	75%	75%	75%
		946,098	960,213	1,018,871	1,035,333	1,049,307	5,009,821
	D2. NGO contribution (in cash)	25%	25%	25%	25%	25%	25%
		315,366	320,071	339,624	345,111	349,769	1,669,940
	D3. NGO contribution (in-kind ¹ , if applicable)	0%	0%	0%	0%	0%	0%
		0	0	0	0	0	0
(E)	Overhead allowance (12% of CIDA's share of direct costs)	113,532	115,226	122,265	124,240	125,917	601,179
(F)	Overhead calculation (12% of NGO's share of direct costs)	37,844	38,409	40,755	41,413	41,972	200,393
(G)	*CIDA overhead allowance on in-kind contribution (12% applicable on a deemed in-kind value of \$200 per working day per <u>Canadian volunteer</u> - if applicable) ^{1,2}	0	0	0	0	0	0
(H)	Total Overhead	151,376	153,634	163,019	165,653	167,889	801,571
(I)	Total of the initiative (C+H)	1,412,839	1,433,918	1,521,514	1,546,097	1,566,965	7,481,333
(J)	Total CIDA contribution (D1+E+G)	1,059,629	1,075,439	1,141,136	1,159,573	1,175,224	5,611,000
(K)	Total NGO contribution (D2+D3+F)	353,210	358,480	380,379	386,524	391,741	1,870,333

4.4 Budget per Intermediate Outcomes (approximate)

	100 Agriculture	200 Income Gen	300 Comm Gov	400 NGO Capacity	TOTAL
Canada					
Year 1	60,415	53,576	14,249	14,249	142,489
Year 2	60,288	53,463	14,219	14,219	142,189
Year 3	61,240	54,307	14,443	14,443	144,433
Year 4	62,210	55,167	14,672	14,672	146,721
Year 5	64,230	56,958	15,149	15,149	151,485
Total	308,382	273,471	72,732	72,732	727,317
Bangladesh					
Year 1	18,940	170,457	23,675	23,675	236,746
Year 2	19,161	172,446	23,951	23,951	239,509
Year 3	19,391	174,519	24,239	24,239	242,387
Year 4	19,631	176,676	24,538	24,538	245,383
Year 5	19,880	178,923	24,850	24,850	248,504
Total	97,002	873,021	121,253	121,253	1,212,529
Honduras					
Year 1	78,336	145,482	27,977	27,977	279,773
Year 2	80,571	149,632	28,775	28,775	287,753
Year 3	80,917	150,274	28,899	28,899	288,989
Year 4	83,082	154,295	29,672	29,672	296,722

	100 Agriculture	200 Income Gen	300 Comm Gov	400 NGO Capacity	TOTAL
Year 5	83,509	155,087	29,825	29,825	298,245
Total	406,415	754,771	145,148	145,148	1,451,482
Mali					
Year 1	158,973	52,991	26,496	26,496	264,955
Year 2	160,516	53,505	26,753	26,753	267,526
Year 3	162,099	54,033	27,017	27,017	270,165
Year 4	163,724	54,575	27,287	27,287	272,874
Year 5	165,394	55,131	27,566	27,566	275,656
Total	810,706	270,235	135,118	135,118	1,351,176
Mozambique					
Year 1	52,450	75,477	15,991	15,991	159,908
Year 2	53,132	76,458	16,199	16,199	161,988
Year 3	74,569	107,306	22,734	22,734	227,344
Year 4	75,298	108,356	22,957	22,957	229,568
Year 5	76,053	109,442	23,187	23,187	231,868
Total	331,502	477,039	101,068	101,068	1,010,676
Tanzania					
Year 1	58,250	83,823	17,759	17,759	177,592
Year 2	59,473	85,583	18,132	18,132	181,319
Year 3	60,738	87,404	18,518	18,518	185,178
Year 4	62,050	89,291	18,918	18,918	189,176
Year 5	63,409	91,247	19,332	19,332	193,319
Total	303,920	437,348	92,658	92,658	926,584
Overhead					
Year 1	64,183	56,917	15,138	15,138	151,376
Year 2	65,141	57,766	15,363	15,363	153,634
Year 3	69,120	61,295	16,302	16,302	163,019
Year 4	70,237	62,286	16,565	16,565	165,653
Year 5	71,185	63,126	16,789	16,789	167,889
Total	339,866	301,391	80,157	80,157	801,571
TOTAL	2,597,793	3,387,275	748,134	748,134	7,481,335
Percentage	35%	45%	10%	10%	

5.0 RESULTS BASED MANAGEMENT PROJECT MONITORING AND REPORTING

5.1 Performance Management Framework

Please refer to Annex D: Performance Management Framework

Please note that baseline measurements and targets will be added by the end of February 2013, after the baseline data collection has been completed.

5.2 Performance Reporting Framework

Reporting will be done according to the deliverables outlined in the agreement and the PWCB Reporting Guidelines.

5.3 Stakeholder Communications Plan

Key project stakeholders include:

- Community-level beneficiaries
- Community leaders
- Boards of local NGO partners
- Project staff at NGO partners who are doing the implementation
- World Renew staff at the country level and at headquarters who are directly involved in implementation, support or oversight of the project
- World Renew Board and Executive Director in Canada
- World Renew constituents and supporters who are contributing the 25% match
- CIDA's Partnership with Canadians Branch

The table below summarizes the plan for communicating with stakeholders during project implementation:

Actions	Responsible	Consulted	Informed
Annual Work Plan development	World Renew country representative works with staff of local NGO partner to develop annual plan. Grants Program Manager gives feedback and consolidates all country plans into one document.	Community level beneficiaries and community leaders are consulted on the plans. World Renew's regional Team Leaders give feedback on draft plans and give internal approval. CIDA Officer may offer feedback to make revisions to the annual work plan.	Community leaders informed by NGO partners of final plans. World Renew's regional Team Leaders receive a final copy of the plan so they can monitor performance of the country team. A copy is made available to the World Renew Director and Board.
Semi-Annual and Annual Reports	Local NGO partners provide the World Renew country representatives with quarterly reports on current output and outcome values and narrative to explain variances. The World Renew country representative discusses these reports with the partner and adds additional information. The Grants Program Manager	Information is gathered from community level beneficiaries and community leaders for the reports.	The report is shared with CIDA-PWCB, all the World Renew country representatives and regional Team Leaders, and with the World Renew Director and Board. Highlights from the report are communicated to Canadian supporters on the website, in print and in

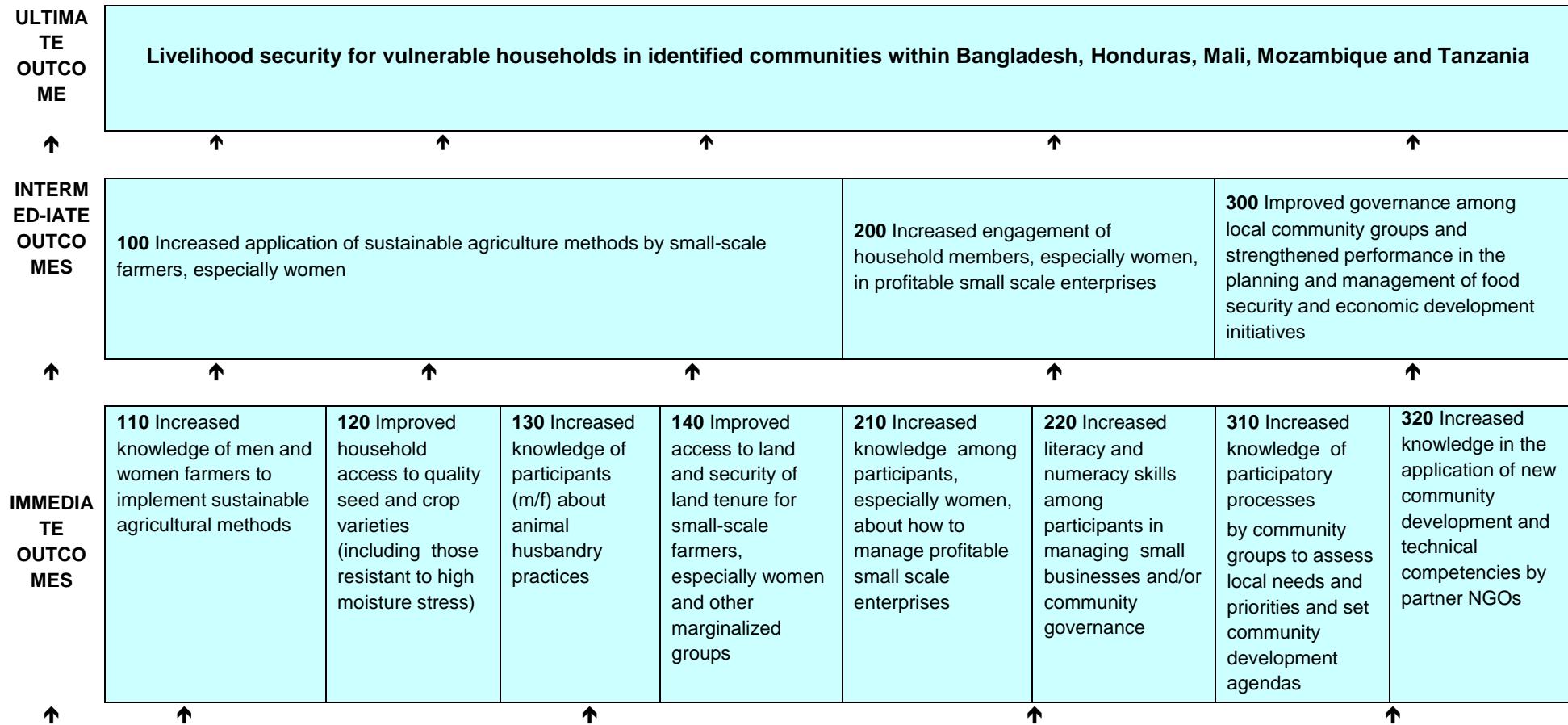
	consolidates the country reports and submits the final report to CIDA.		presentations to churches.
Update of the Risk Register	World Renew country representatives provide information to the Grants Program Manager on changes in likelihood and impact of risks in their country context and what strategies will be used to mitigate risks.	World Renew country representatives consult with the local NGO partners and others in their local network to obtain information on changes in the level of risk.	CIDA is informed of changes in project risk via the updated Risk Register.
Budget Modifications	If any modifications to the budget are needed, the Grants Program Manager will communicate the request to the CIDA Officer. The final decision for modifications of a significant size will be made by CIDA.	The local NGO partners may request changes to the budget during annual work plan development, but approval must come from the World Renew country representative, the regional Team Leader before being submitted to CIDA. The Grants management team and Financial Controller will offer input on the decision.	The country offices and local partners will be notified of decisions regarding budget modifications that have been requested. The World Renew Accountant will be notified.
Surveys and Evaluations	World Renew's Grants Program Manager will coordinate evaluation activities with the country offices so that there is consistency across all five countries. The CRWRC country representatives will work closely with local NGO partners to carry out the data collection activities.	World Renew will receive consultation from MEDA on survey and evaluation design and will seek feedback from the CIDA Officer before evaluation activities are undertaken.	The results of surveys and evaluations will be shared with community level beneficiaries and community leaders. Final evaluation reports will be provided to CIDA, the World Renew country offices and regional Team Leaders, and to the Director and Board of World Renew.

6.0 ANNEXES

6.1 Annex A -- Logic Model

DESCRIPTION OF RESULTS (LOGIC MODEL)

Title	Promoting sustainable livelihood development through supporting food security and economic growth initiatives	No.	S65398	Name of Organization	World Renew
Country/Region	Bangladesh (19.6%), Honduras (25.5%), Mali (20.7%), Mozambique (15.8%), Tanzania (18.4%)	Budget	\$5,611,000	Duration	5 years (2012-2017)



OUTPUT S	111 Farmers (m/f) trained/ mentored in sustainable agricultural methods	121 Disease resistant and drought tolerant crop varieties introduced	131 Communities supported to develop community level livestock management and herding plans	141 Women and other marginalized groups are trained and supported in the process of accessing land and securing land use rights	211 Saving and lending groups formed and strengthened	221 Community members (m/f) trained/mentored as literacy instructors	311 Community leaders trained and supported in the community governance (including participatory needs assessment and planning, local resource mobilization, and networking with government and civil society)	321 Financial support provided to partners by World Renew
	112 Community members encouraged and supported to install composting latrines and other compost production sites	122 Men and women farmers trained/ mentored in seed production, multiplication and storage methods	132 Livestock wells and other animal husbandry installations in place as identified in community plans	142 Local government land management institutions are trained and supported in the development of land information management/ registration systems	212 Saving and lending groups are linked to financial and government institutions (formal sector)	222 Individuals (m/f) have received training in literacy and vocational skills needed to successfully manage small enterprises	312 Women trained and supported to serve in community leadership positions	322 NGO partners have received technical support from World Renew as agreed in partnership agreements
	113 Experimental/demonstration on installations operational (Farmer field schools)		133 Participant farmers (m/f) trained/ mentored in animal husbandry, aquaculture and apiculture		213 Participants have engaged in regular saving and have access credit	214 Community mapping of value chains local/ regional marketing strategies facilitated	312 Women trained and supported to serve in community leadership positions	323 Relationships established between NGO partners and local agricultural research institutions, MOA extension service providers, and micro-finance institutions
	114 Local specific, participatory research conducted with men and women farmers on new crop varieties and farming methods				215 Participants trained/mentored in business planning and management			
	115 Cereal security stocks and warrantage (loans) management system set up							324 World Renew and NGO partners have managed key environmental mitigation and enhancement impacts using their Environmental Management Plans (EMPs).
	116 Improved grain storage facilities installed							
	117 Small scale water resources for agriculture (shallow wells, dams, and irrigation canals) are constructed and maintained							

<u>ACTIVITIES</u>	<u>SUSTAINABLE AGRICULTURAL</u>	<u>CROP DIVERSIFICATION AND SEED PRODUCTION</u>	<u>ANIMAL HUSBANDRY</u>	<u>LAND RIGHTS AND USE</u>	<u>SAVINGS-BASED CREDIT/ MARKET FOCUSED ENTERPRISES</u>	<u>SKILLED WORKFORCE ACTIVITIES</u>	<u>COMMUNITY GOVERNANCE CAPACITY</u>	<u>PARTNER CAPACITY BUILDING</u>
	111 Train/ mentor farmers in sustainable agricultural methods (green manure/ cover crops and legume inter-cropping, composting and bio-fertilizers, agro-forestry, urban agriculture, kitchen gardening, dry season vegetable gardening, System of Rice Intensification, integrated pest management)	121 Introduce and distribute disease and drought resistant crop species 122 Train/mentor men and women farmers on seed production, seed multiplication and storage methods	131 Facilitate community level planning for livestock herding /grazing for approval by local government 132 Construct wells for watering livestock and other animal husbandry installations specified in community plans 133 Train/mentor and equip men and women farmers in animal husbandry, aquaculture, and apiculture	141 Train community members, especially women and marginalized groups, land rights and the procedures for gaining title from the government 142 Train and support local government land management institutions in land information management/registration systems	211 Organize and provide training to community-based saving and lending groups 212 Strengthen linkages between saving and lending groups and financial and government institutions in the formal sector 213 Encourage regular savings by participants and accessing of loans for small enterprises 214 Facilitate community mapping of value chains, identifying potential farm products and defining community/ regional marketing and growth strategies	221 Train/ mentor men and women as literacy instructors 222 Provide instruction on literacy and vocational skills to men and women	311 Deliver training/ coaching for community leaders in: participatory needs assessment and planning; local resource mobilization and financial management; leadership; gender 312 Train women for community leadership and sensitize men and women in the community to importance of involving women in community decision making	321 Provide financial support for 12 World Renew NGO partners (PARI, SATHI, Alfalit, DN, Harvest, MCM, AEDM, ODES, IRM, Diocese of Niassa, AICT-Geita, AICT-MUD) 322 Deliver tailored technical support to NGO partner project staff as specified in partnership agreements (organizational leadership and management, sustainable agriculture methods, village-based savings and credit, literacy instruction, and micro-enterprise development)
	112 Encourage and support community members to install composting latrines and other compost production sites							
	113 Establish experimental/ demonstration sites in the communities (e.g. farmer field schools)							
	114 Conduct participatory research							

<p>with farmers (m/f) on new crop varieties and farming techniques</p> <p>115 Set up and manage system of cereal security stocks and warrantage</p> <p>116 Install improved grain storage facilities</p> <p>117 Organize construction and maintenance of small scale water resources (wells, dams, and irrigation canals)</p>			<p>215 Train/mentor participants in business planning and management</p>		<p>323 Identify and develop NGO - Ministry of Agriculture and other ag. agency working relationships (at level of extension worker)</p> <p>324 World Renew and NGO partners managing key environmental mitigation and enhancement impacts using their Environmental Management Plans (EMPs).</p>
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6.2 Annex B -- Risk Register

Promoting sustainable livelihood development through supporting food security and economic growth initiatives					
Christian Reformed World Relief Committee (World Renew)			Bangladesh, Honduras, Mali, Mozambique, Tanzania		
Risk Definition	Risk Response		Residual Risk Level – Low/Very Low/High/Very High		
				September 1, 2011	
Operational Risks					
OP1	Delay in funding from World Renew supporters and CIDA during project implementation	<ul style="list-style-type: none"> • Uphold/Comply with CIDA Contribution Agreement, including timely submission of quarterly financial reports, audited financial statements and CIDA audited financial schedules, annual workplans, program performance reports, annual reports, and end of program report to CIDA. • Submit narrative and financial reports to World Renew supporters in a timely manner. • Continue to diversify funding sources (i.e. major donors, congregations) among World Renew supporters. • Ensure that funds are transferred on schedule and that the partner has capacity to report on time as periodically agreed upon to avoid delay due to late reporting. 	L = Low I = High		
OP2	Inability to find qualified NGO staff and changes/turnover in personnel and volunteers at World Renew, partner and community levels; which causes gaps in continuity of planning and implementaton	<ul style="list-style-type: none"> • Among staff, maintain knowledge of each others' roles so that gaps can be filled more easily. • Provide staff motivation by recognizing contributions with a) competitive salaries and benefits, b) effective Human Resources (HR) management, c) acknowledgment of contributions, and d) professional development and mentoring opportunities. • Have plans in place to recruit and train replacement volunteers. • Build staff morale through regular meetings and supervision. • Continually train staff in a variety of areas to develop multiple skills 	L = Mod I = High		
OP3	Disruption of liaison functions between World Renew and partners and	<ul style="list-style-type: none"> • Put in place multiple communication channels and protocols – e.g. satellite/cell phone, skype, courier arrangements • Train beneficiaries in how to continue the activities indefinitely on their own in the event that program staff are not able to come visit them 	L = Mod		

	<p>between partners and community leaders due to natural or political events</p> <ul style="list-style-type: none"> Establish key beneficiaries in communities to oversee implementation of activities and achievement of results in that community (local project champion) World Renew will maintain non-partisan role in programming. Continue community development plans and implementation as long as it is safe to do so, in accordance with World Renew evacuation plan. Put program operations on hold if political instability is very high. Review and update security plans with partners 	I = High		
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Financial Risks

FIN1	Severe currency fluctuation	<ul style="list-style-type: none"> Assess cash flow projections in light of currency market trends Evaluate when currency fluctuations may occur (i.e. during insecurity) and prepare action plans. With current strength of Cdn.\$, this risk should not be high, especially if purchase of local currency is not affected. 	L = Low I = Mod		
FIN2	Partners may use program funds for unplanned programs	<ul style="list-style-type: none"> Clarify for local partners at the start of the program period the types of expenditures that are un-allowable (and cannot be reimbursed with CIDA funds) and those that may be allowable with prior written approval. Require monthly financial reports from partners using a financial reporting form provided by World Renew and submitted with supporting general ledgers, receipts and time reports. Monitor spending by partners by reviewing receipts and other supporting documentation and comparing expenditures to quarterly plans. World Renew staff will also participate in program activities and make periodic community visits to ensure that funds are being used in the way they were intended. Require partners to make formal, written request if any program or budget changes are needed. Require partners to track staff time spent on CIDA- World Renew program via timesheets; and ensure that time spent by employees is charged to the appropriate funder of specific programs 	L = Low I = Mod		
FIN3	Political corruption	<ul style="list-style-type: none"> Adhere to World Renew policy of not paying bribes for the start-up of any program. Continue to rely on long and strong partnerships with partners, based on strong financial accountability and transparency. Ensure complete transparency in accounting at program level and display evidence in budget reports to CIDA. Mali: World Renew staff to monitor the MCA project for transparency; build participant capacities in advocacy to speak out; continue to build relations with Office du Niger. 	L = Low I = High		

		<p>practices to reduce the destruction caused by drought on farmers' crop yields</p> <ul style="list-style-type: none"> • In Bangladesh, assist beneficiaries to: grow crops that can tolerate flooding; install protective boundaries around dwellings and other public services; build appropriate latrines that will not collapse, (using additional funding from other agencies). • Perform action-reflection exercises with shorter planning cycles to assess lessons learned. • Plan community visits during periods when roads are accessible • Facilitate disaster preparedness at the community level. World Renew to provide training support in DRR. (Not with CIDA funds) 	I = High		
DEV4	Failure to accomplish set objectives due to climate change	<ul style="list-style-type: none"> • Tie into climate change monitoring networks and be part of information exchanges on adaptive strategies • Ensure selection of appropriate measures depending on the nature of the change e.g. late rains, flood etc. 	L = Mod I = Very High		
DEV5	Feelings of alienation by one group in community where there are several ethnic groups	<ul style="list-style-type: none"> • World Renew consultant and partner staff will ensure that program participants are not selected based on religion, political affiliation, tribe, gender or other criteria that can leave interested people out. • Involve ethnically diverse community leaders to select the specific recipients of the training. • Address through local peace-building initiatives (Not with CIDA funds) 	L = Low I = Mod		
DEV6	Localized contamination of water supply due to use of chemical manure for fertilizer and/or installation of latrines	<ul style="list-style-type: none"> • All water sites tested annually for contamination • All latrines are placed at a minimum distance of 30 metres from water • Ecological Sanitation latrines are used. The latrines pose minimal risk for ground water contamination, since they are shallow (1 meter deep) composting latrines. 	L = Very Low I = High		
DEV7	Safety and contamination of wells; and siltation of irrigation canals	<ul style="list-style-type: none"> • Only use well contractors who have a track record of building wells that don't collapse. • Well water sources at activity sites are tested annually for contamination • Cattle trough and barriers are constructed and maintained to prevent animals from contaminating water sources • De-siltation and maintenance of canals after each rainy season, by beneficiaries • Water shade management through planting trees and construction of soil conservation structures such as check dams, terraces etc 	L = Very Low I = High		
DEV8	Spread of disease by distribution of seedlings and livestock	<ul style="list-style-type: none"> • Program focuses on the distribution of indigenous, disease-resistant varieties • Partners and local farmers are trained on disease identification and treatment protocol • Ensure compliance with animal distribution guidelines • Vaccinated livestock and seedlings are inspected by trained staff before 	L = Very Low		

		<p>distributed</p> <ul style="list-style-type: none"> • Local forestry and agriculture authorities monitor distributions • Signs of sickness among livestock trigger the postponement of further distribution, quarantine and treatment. 	I = Mod		
DEV9	Micro-enterprise businesses are not profitable for participants	<ul style="list-style-type: none"> • Self-monitoring of loans given by group members • Help participants engage in market-study for small businesses to analyze best chance of being successful or profitable • Partner organizations ensure participant business plans are feasible • Ensure crop diversification for agricultural markets • Help farmers reduce input and borrowing costs to make their business more profitable • If groups get to the level of enterprise, partners will look into the possibilities of insurance 	L = Low	I = High	
Reputation Risks					
REP1	Program may have negative unintended outcomes	<ul style="list-style-type: none"> • Continue to listen to beneficiaries (women and men) and local community and religious leaders to understand their concerns • Raise issues of concern with community during annual community participatory planning processes • Do regular monitoring of the program and use participatory processes to evaluate effectiveness and impacts • Maintain flexibility and adjust programming to account for planning/design errors and unforeseen implementation issues. • Network with government district officers to build political buy-in and support of program, as well as further connect community to local government. • Continue to base programming in best practices in the field. 	L = Low	I = High	
REP2	Conflicts due to competing development philosophies and approaches of NGOs and other organizations	<ul style="list-style-type: none"> • Share the organizational vision, mission and project's goal and objective with the community during survey and project start up. • Talk with program beneficiaries about the long-term benefits to them in mobilizing their own savings for micro-credit and not relying on outside organizations to pay "volunteers." • World Renew and local partner organization will represent the project at NGO networking forums and will engage in ongoing dialogues and roundtable discussions with other NGOs and organizations to seek coordinated development approaches. • Prepare communities to assert themselves in their interaction with other NGOs and governments who want to initiate new projects • Track what other development work is being carried out by NGO's in nearby villages to help avoid duplication and confusion. 	L = Low	I = Low	

L=Likelihood of risk occurring I=Impact if risk occurs

6.3 Annex C -- Country Gantt Charts

6.3.1 Bangladesh Gantt Chart of Activities

Activities and Sub-Activities	O	N	D	J	F	M	A	M	J	J	A	S
100 Increased application of sustainable agriculture methods by small-scale farmers, especially women, using sustainable methods												
112: Encourage and support community members to install composting latrines and other compost production sites												
PARI												
• Set criteria for participants for compost training							✓					
• Develop Curriculum and method for training							✓					
• Organize compost training for targeted male and female farmers							✓					
• Set criteria for participants for Kitchen garden training									✓			
• Curriculum development on kitchen garden									✓			
• Contract Agriculturist/Trainer to facilitate kitchen garden training									✓			
• Organize kitchen garden training for farmers (male and female)									✓			
• Set criteria for participants for floating Kitchen gardening									✓			
• Develop curriculum and select participants for training									✓			
• Organize floating garden training for farmers.										✓		
133: Train/mentor and equip men and women farmers in animal husbandry, aquaculture, or beekeeping												
PARI												
• Setting selection criteria for participants							✓					
• Select and enlist participants/farmers							✓					
• Organize training on inter-fish cultivation methods							✓					
• Collect fingerlings from hatchery							✓					
• Set criteria for participants for Duck Rearing training										✓		
• Contract Livestock Officer at Agriculture office										✓		
• Organize duck rearing training for female and male farmers											✓	
200 Increased engagement of household members, especially women, in profitable small scale enterprises												
211: Organize and provide training to community-based saving and lending groups												
SATHI												
• Formation of savings and lending groups (primary groups) separate male and female with their bi-laws.					✓	✓	✓	✓	✓	✓	✓	✓
• Linking the newly formed savings and lending groups with the Peoples Institutions with their bi-laws.					✓	✓	✓	✓	✓	✓	✓	✓
• Provide training to the groups and PI leaders on Savings and lending management.						✓		✓		✓		
• Provide training on financial audit					✓			✓				
212: Strengthen linkages between saving and lending groups and financial and government institutions in the formal sector												
SATHI												
• Motivate savings and lending groups in opening bank account.						✓		✓		✓		✓
• Introduce savings and lending groups with the local financial resources and motivate for making linkage.						✓		✓		✓		✓

Activities and Sub-Activities	O	N	D	J	F	M	A	M	J	J	A	S
213: Encourage regular savings by participants and accessing of loans for small enterprises												
SATHI												
<ul style="list-style-type: none"> • Encourage savings and lending groups in doing saving and facilitate in having regular savings as per their bi-laws. • Organize financial audit to track their financial transparency. • Identify and enlist the potential small business persons who are eager to grow their business. • Assist the identified small business persons in accessing loan from local resources (group, PI and financial resources) for starting business. 	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
214: Facilitate community mapping of value chains, identifying potential farm products and defining community/ regional marketing and growth strategies												
SATHI												
<ul style="list-style-type: none"> • Provide training on value chain. • Identify the potential products and assist in mapping the value chains. • Provide lesson on business ethics to the potential business persons. • Provide training on behavioral change to business person and PI leaders. 							✓	✓	✓	✓	✓	✓
215: Train/mentor participants in business planning and management												
SATHI												
<ul style="list-style-type: none"> • Organize business forums with the selected likeminded business persons and assist them on having regular meeting. • Provide training on business planning and management to the selected business persons. • Assist the selected business persons on business planning. • Provide training on business accounts management to the potential business persons. • Organize regular follow-up on the business plan. 				✓			✓			✓		
221: Train/mentor men and women as literacy instructors												
SATHI												
<ul style="list-style-type: none"> • Select the literacy instructors and provide TOT training and assist in organizing regular meeting. • Provide leadership training to PI literacy sub-committee. • Collect materials and arrange the Community Box Library. • Assist PI in observing world literacy day. • Assist PI literacy sub-committee in identifying the eligible children for school going and take initiative for enrolling them in school. 	✓				✓						✓	
222: Provide instruction on literacy and vocational skills to men and women												
SATHI												
<ul style="list-style-type: none"> • Identify learners for the functional literacy course and organize the literacy course • Select learners for the accounting course and provide the accounting course 	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Activities and Sub-Activities	O	N	D	J	F	M	A	M	J	J	A	S
<ul style="list-style-type: none"> Arrange various skill training (tailoring, block printing, mushroom cultivation, poultry, kitchen gardening) for the identified business persons 	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
300 Improved governance among local community groups and strengthened performance in the planning and management of food security and economic development initiatives												
311: Deliver training/coaching for community leaders in: participatory needs assessment and planning; local resource mobilization and financial management; leadership; gender equality; environmental assessment; networking, and community governance.(Community Capacity Development)												
PARI												
<ul style="list-style-type: none"> Set criteria for participants for leadership training Organize training on leadership for female and male PI leaders Set criteria for participants for local resource mobilization/exploration Organize training on local resource exploration for male and female PI leaders Set criteria for participants for advocacy and networking training Organize training on advocacy & networking for female and male community leaders Contact concern organization to fix date and time for exposure visit for farmers Select appropriate farmers for exposure visit Organize exposure for 50 farmers to earn knowledge about inter-fish from a successful organization Set selection criteria for participants for Participatory Monitoring Training Organize Participatory Monitoring Training for 60 PI leaders (30 male and 30 female) Set criteria for participants for Technical Training Organize Technical Training for farmers and PI leaders 					✓							
SATHI												
<ul style="list-style-type: none"> Provide leadership training to group leaders Provide leadership training to PI leaders Organize orientation on PICI. Organize CCI and PICI session. Assist in organizing area meeting / annual gathering. Provide training on participatory need assessment and planning to the PI leaders and assist in conducting participatory need assessment sessions. 				✓	✓					✓	✓	
312: Train women for community leadership and sensitize men and women in the community to importance of involving women in community decision making												
SATHI												
<ul style="list-style-type: none"> Provide special leadership training to women leaders. Organize workshop on gender issue for leaders Provide lesson on gender to the group members. Organize workshop on civil rights. 					✓	✓						

Activities and Sub-Activities	O	N	D	J	F	M	A	M	J	J	A	S
<ul style="list-style-type: none"> • Assist PI in developing gender policy and assist in implement the gender policy. • Assist PI in organizing world women's day 									✓	✓		
322: Deliver technical support to partner staff as specified in partnership agreements (organizational leadership and management, sustainable agriculture methods, village-based savings and credit, literacy instruction, and micro-enterprise development)(Organizational Capacity Development)												
SATHI												
<ul style="list-style-type: none"> • Organize Project Management Team Meeting and provide feedback as per MOU. • Provide and arrange necessary trainings for project staff. • Provide training to staff on gender as per CIDA guideline. • Assist project management in organizational capacity development. 	✓			✓		✓			✓			
324: World Renew, the Local NGO and communities manage key environmental mitigation and enhancement impacts using the Environmental Management Plans (EMP).												
PARI									✓			
<ul style="list-style-type: none"> • Develop monitoring tools to assess impact of "project on environment and vice-versa" • Set responsibilities for World Renew (WR) and PARI about when and how tools will be used • Periodical meeting between WR and PARI to review EMP • Develop curriculum on values and BCC for PI leaders and farmers • Provide training on values and BCC to PI leaders and farmers with joint efforts of WR and PARI 								✓			✓	
SATHI											✓	✓
<ul style="list-style-type: none"> • Assist partner in conducting Environmental need assessment. • Assist partner in implementation of organizational environmental plan. 										✓	✓	

6.3.2 Honduras Gantt Chart of Activities

Activities and Sub-Activities	O	N	D	J	F	M	A	M	J	J	A	S
100 Increased application of sustainable agriculture methods by small-scale farmers, especially women, using sustainable methods												
111: Train/mentor farmers in sustainable agricultural methods that include:												
Diacionia Nacional												
<ul style="list-style-type: none"> • Training on improving soil fertility through green manure. • Planting Mucuna in a demonstration plot • Supervision and technical management of the crop of Mucuna 							✓	✓			✓	
Alfalit							✓				✓	
<ul style="list-style-type: none"> • Train farmers on food security based on sustainable agriculture • Training on the importance of sustainable agriculture • Training on improved agricultural practices. • Training on green manures • Training farmers on Compost production 						✓	✓	✓		✓		✓
MCM					✓							
<ul style="list-style-type: none"> • Develop criteria for participants • Recruit farmer participants • Develop training curriculum • Train woman on sustainable agricultural methods 					✓		✓	✓	✓	✓	✓	✓
Harvest/Cosecha							✓					
<ul style="list-style-type: none"> • Perform a field evaluation along with food security experts to determining the main problems affecting the food security of the area or community. • Identify sustainable agriculture methods appropriate for each area or community. • Develop training curriculum • Identify farmer participants • Invite and motivate participating farmers. • Train farmers on community gardens/kitchen gardening and other agricultural methods identified. 						✓						
112: Encourage and support community members to install composting latrines and other compost production sites												
Diacionia Nacional												
<ul style="list-style-type: none"> • Promote the project and select farmers who will build the composting latrines • Train the farmers on composting latrines • Build composting latrines • Training and construction of other compost production sites • Monitoring production and use of composting by farmers 									✓			
MCM									✓	✓	✓	✓
<ul style="list-style-type: none"> • Promotion and socialization of composting latrines and organizing work teams • Exchange visits on construction, use and benefit of composting latrines • Demonstration workshops on composting latrine construction. • Demonstration workshops on the use and management of the latrine and biofertilizer 							✓	✓	✓	✓		

Activities and Sub-Activities	O	N	D	J	F	M	A	M	J	J	A	S
• Construction of composting latrines with beneficiaries						✓	✓	✓	✓			
Harvest/Cosecha						✓						
• Training farmers in the production of compost						✓						
113: Establish experimental/ demonstration sites in the communities (e.g. farmer field schools)												
Alfalit												
• Five demonstration plots set up							✓	✓	✓	✓	✓	✓
116: Install improved grain storage facilities												
Diacionia Nacional												
• Installing grain storage silos in communities												✓
• Training on the proper use of silos												✓
Alfalit												
• Training on the use of improved grain storage facilities.							✓			✓		
• Research which grain storage facilities are more appropriate for each community										✓		
117: Organize construction and maintenance of small scale water resources (wells, dams, and irrigation canals)												
MCM												
• Implementation of rain water capture and treatment systems									✓			
121: Introduce and distribute disease and drought resistant crop species that include:												
Diacionia Nacional												
• Introduce disease and drought resistant crop such as passion fruit, papaya, banana and cassava	✓	✓	✓				✓	✓	✓	✓	✓	
• Preparation of community gardens			✓				✓	✓	✓	✓	✓	
• Planting new crop							✓	✓	✓	✓	✓	✓
• Supervision and technical management of crops							✓	✓	✓	✓	✓	✓
Alfalit												
• Introduce and provide farmers improved tomato seed							✓	✓	✓	✓		✓
• Introduce and provide farmers improved cabbage seed.							✓	✓	✓	✓		✓
• Introduce and provide farmers improved carrot seed							✓	✓	✓	✓		✓
MCM												
• Identify the species of drought-tolerant crops appropriate for the area						✓						
• Install demonstration plots in community gardens with drought tolerant species such as green beans, cilantro, radish and celery								✓				
• Training on agricultural practices to reduce drought stress. (Incorporation of organic matter and drip irrigation)									✓			
• Evaluation of results obtained with drought resistant species											✓	
122: Train/mentor men and women farmers on seed production, seed multiplication and storage methods												
Diacionia Nacional												
• Train on seed production and seed multiplication methods								✓				✓
• Search collaboration with other institutions of agriculture to develop training workshops.								✓				✓
Alfalit												
• Train farmers on seed production and quality seed selection for maize and beans								✓	✓			

Activities and Sub-Activities	O	N	D	J	F	M	A	M	J	J	A	S
133: Train/mentor and equip men and women farmers in animal husbandry, aquaculture, or beekeeping												
Diacionia Nacional												
• Develop criteria for participants					✓					✓	✓	✓
• Develop training curriculum					✓					✓	✓	✓
• Train farmers on improve practices for raising poultry				✓						✓	✓	✓
• Build improved enclosures							✓	✓		✓	✓	✓
• Supervision and technical management									✓	✓	✓	✓
200 Increased engagement of household members, especially women, in profitable small scale enterprises												
211: Organize and provide training to community-based saving and lending groups												
Diacionia Nacional												
• Form new credit and savings groups				✓	✓	✓	✓	✓	✓	✓	✓	✓
• Training existing credit unions					✓	✓	✓	✓	✓	✓	✓	✓
• Provide technical assistance to existing credit unions				✓	✓	✓	✓	✓	✓	✓	✓	✓
• field study to determine the feasibility to form other credit unions						✓	✓					
Alfalit												
• Organization of credit unions						✓						
• Training in basic accounting and other management topics		✓				✓			✓		✓	
• Advise and provide technical assistance to existing credit unions on the processes of acquiring legal status		✓	✓			✓	✓					
• Evaluate and graduate those credit unions that have grown to an advanced level and have achieved legal status										✓		
• Knowledge exchanges visits between members of credit unions	✓							✓			✓	
MCM												
• Promote the program through the groups already formed and through visits to small businesses.					✓		✓		✓		✓	✓
• Organize and strengthen groups with new members	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓
• Evaluation of groups leaders					✓			✓			✓	
• Administrative Performance Evaluation of credit unions.					✓		✓		✓		✓	✓
• Training on Business Values	✓	✓						✓	✓			
• Provide loans/funds to credit unions	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Harvest/Cosecha												
• Conduct field research in communities to know the possibility of establishing new credit unions.						✓						
• Identify potential communities for the formation of credit unions.						✓						
• Prepare and coordinate with other institutions for the training of new and existing credit unions							✓		✓		✓	
• Organize and train new credit unions								✓		✓		✓
• Formally establish new credit unions.												✓
213: Encourage regular savings by participants and accessing of loans for small enterprises												
Diacionia Nacional												
• Develop training to increase awareness of the benefits and savings.						✓	✓				✓	✓
• Provide loans to participants for their income generation activities.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
• Provide to participants technical support for the	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Activities and Sub-Activities	O	N	D	J	F	M	A	M	J	J	A	S
request of a loan and its management												
Alfalit												
<ul style="list-style-type: none"> Promote and develop strategies inside credit unions to encourage and increase regular savings. Signing of agreements between Alfalit and credit unions to provide revolving funds. 					✓	✓	✓	✓	✓			
MCM					✓	✓	✓					
<ul style="list-style-type: none"> Awareness of the participants on the importance of savings through group meetings. Develop campaigns on the importance of teaching children to save. 	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Harvest/Cosecha												
<ul style="list-style-type: none"> Coordinate training of motivation and increased awareness of regular savings. Develop trainings on motivation and increased awareness of regular savings. Develop a plan to motivate and increase savings and the creation of income-generating activities through credit unions. Implement the plan to motivate and increase savings and the creation of income-generating activities through credit unions. 				✓								
214: Facilitate community mapping of value chains, identifying potential farm products and defining community/ regional marketing and growth strategies												
Diacionia Nacional												
<ul style="list-style-type: none"> Training on Value Chain Mapping Preparation and monitoring of Value Chain Mapping Training on Marketing and Sales Strategies Visits to businesses to assess the implementation of the marketing strategies 					✓	✓	✓			✓	✓	
MCM												
<ul style="list-style-type: none"> Training on Value Chain Mapping Preparation and monitoring of Value Chain Mapping Training on Marketing and Sales Strategies Visits to businesses to assess the implementation of the marketing strategies 					✓	✓	✓			✓	✓	
215: Train/mentor participants in business planning and management												
Diacionia Nacional												
<ul style="list-style-type: none"> Develop a curriculum for business training Train participants in business planning Create alliances with other institutions for the development of technical training on business planning 					✓	✓				✓	✓	
Alfalit												
<ul style="list-style-type: none"> Training on marketing and commercialization Training on legal requirements for micro-enterprises Training on hygiene and sanitation of small businesses Provide advice and training for the implementation of group business 						✓						
MCM												
<ul style="list-style-type: none"> Training on Business Planning Basic Accounting Training Monitoring of business plans 					✓	✓				✓	✓	

Activities and Sub-Activities	O	N	D	J	F	M	A	M	J	J	A	S
Harvest/Cosecha												
• Coordinate with other institutions and prepare a training workshop on business planning and management.					✓							
• Identify training participants					✓							
• Develop a training workshop on business planning and management.						✓						
221: Train/mentor men and women as literacy instructors												
Diacionia Nacional												
• Identify volunteer leaders with basic literacy skills in their communities.						✓						
• Train leaders who will serve as literacy instructors										✓		
• Search and make alliances with governmental and non-governmental institutions that support education to work together on literacy programs						✓	✓	✓		✓	✓	✓
Alfalit												
• Recruitment and selection of literacy instructors					✓							
• Train instructors on the literacy curriculum					✓					✓		
• Provide advice to literacy instructors	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
222: Provide instruction on literacy and vocational skills to men and women												
Diacionia Nacional												
• Establish partnerships with government institutions working in rural literacy						✓	✓	✓	✓	✓		
• Start literacy programs in communities									✓	✓	✓	✓
Alfalit												
• Enrollment of students / participants to the literacy program					✓					✓		
• Provide teaching materials to facilitators and students					✓							
• Monitoring and supervision of literacy centers						✓	✓	✓	✓	✓		
• Collecting results on student evaluations				✓						✓		
• Closing of the course and graduation of participants									✓	✓		
300 Improved governance among local community groups and strengthened performance in the planning and management of food security and economic development initiatives												
311: Deliver training/coaching for community leaders in: participatory needs assessment and planning; local resource mobilization and financial management; leadership; gender equality; environmental assessment; networking, and community governance.(Community Capacity Development)												
Diacionia Nacional												
• Assist community leaders to develop new community plans					✓	✓				✓	✓	
• Monitoring community plans					✓	✓		✓		✓	✓	✓
• Begin the process of community planning in a new community					✓		✓	✓				
Alfalit												
• Training leaders to strengthen community relations						✓		✓				✓
• Train and advise leaders for the development of community action plan					✓	✓				✓	✓	
• Develop a mapping of resources in each community					✓	✓				✓	✓	
• Annual evaluation of the community action plan					✓	✓				✓	✓	
MCM												

Activities and Sub-Activities	O	N	D	J	F	M	A	M	J	J	A	S
• Development of training workshops for new leaders				✓								
• Evaluation and development of community annual plans					✓							
• Training on writing project profiles					✓							
• Training in conflict management and practices that promote good relations.										✓		
Harvest/Cosecha												
• Identify opportunities to strengthen community capacity							✓			✓		
• Coordinate training for community capacity development						✓			✓			
• Develop new community plans and evaluation of existing plans							✓			✓		
312: Train women for community leadership and sensitize men and women in the community to importance of involving women in community decision making												
Diacionia Nacional												
• Develop gender training in communities with fewer incidences of women to participate in community development.									✓		✓	✓
• Conduct workshops on self-esteem for women							✓	✓				
Alfalit												
• Train women in leadership topics	✓	✓				✓						✓
• Promote in community organizations women's participation in decision making.				✓	✓	✓	✓	✓	✓	✓	✓	
• Formation of women's groups to get involved in food security initiatives				✓		✓			✓	✓		
MCM												
• Gender training for men and women participating in the project									✓			
• Development of posters concerning gender equality									✓	✓		
• Search collaboration with other organizations working on gender									✓	✓		
• Presentation of educational videos for gender equality									✓			
Harvest/Cosecha												
• Develop training curriculum							✓					
• Identify training participants							✓					
• Train women community leadership themes.								✓				
322: Deliver technical support to partner staff as specified in partnership agreements (organizational leadership and management, sustainable agriculture methods, village-based savings and credit, literacy instruction, and micro-enterprise development) (Organizational Capacity Development)												
Diacionia Nacional												
• Apply a survey to identify Diaconia Nacional technical strengths and weaknesses and identify areas of training especially on issues of food security, micro credit and literacy.				✓	✓							
• Search and select outside consultants to develop training workshops to strengthen weak technical areas.				✓		✓		✓		✓		
• Develop training workshops on issues of food security, micro credit, education, community development and finance / administration.			✓		✓		✓		✓		✓	

Activities and Sub-Activities	O	N	D	J	F	M	A	M	J	J	A	S
• World Renew consulting and field supervision.	✓			✓			✓			✓		✓
• World Renew technical support in matters of accounting, strategic planning, monitoring, program evaluations and reports	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Alfalit												
• Apply a survey to identify Alfalit's technical strengths and weaknesses and identify areas of training especially on issues of food security, micro credit and literacy				✓	✓							
• Search and select outside consultants to develop training workshops to strengthen weak technical areas					✓		✓		✓		✓	
• Develop training workshops on issues of food security, micro credit, education, community development and finance / administration				✓		✓		✓		✓		✓
• World Renew consulting and field supervision	✓			✓			✓			✓		
• World Renew technical support in matters of accounting, strategic planning, monitoring, program evaluations and reports	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
MCM												
• Apply a survey to identify MCM technical strengths and weaknesses and identify areas of training especially on issues of food security, micro credit and literacy.					✓	✓						
• Search and select outside consultants to develop training workshops to strengthen weak technical areas.						✓		✓		✓		✓
• Develop training workshops on issues of food security, micro credit, education, community development and finance / administration.				✓		✓		✓		✓		✓
• World Renew consulting and field supervision.	✓			✓			✓			✓		✓
• World Renew technical support in matters of accounting, strategic planning, monitoring, program evaluations and reports.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Harvest/Cosecha												
• Apply a survey to identify Harvest technical strengths and weaknesses and identify areas of training especially on issues of food security, micro credit and literacy.					✓	✓						
• Search and select outside consultants to develop training workshops to strengthen weak technical areas.						✓		✓		✓		✓
• Develop training workshops on issues of food security, micro credit, education, community development and finance / administration.				✓		✓		✓		✓		✓
• World Renew consulting and field supervision.	✓			✓			✓			✓		✓
• World Renew technical support in matters of accounting, strategic planning, monitoring, program evaluations and reports.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
323: Identify and develop NGO - Ministry of Agriculture and other agriculture agency working relationships (at level of extension worker)												
Diacionia Nacional												
• Research and establish a database of other organizations with whom DN could establish a relationship or project collaboration.				✓	✓	✓						
• Establish contacts and initial meetings with other organizations to find opportunities for cooperation in				✓			✓		✓		✓	

Activities and Sub-Activities	O	N	D	J	F	M	A	M	J	J	A	S
the future												
<ul style="list-style-type: none"> • World Renew support to DN to establish relations and cooperation with other organizations • Develop exchanges between DN and other World Renew partner agencies to share experiences and best practices 	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Alfalit												
<ul style="list-style-type: none"> • Research and establish a database of other organizations with whom Alfalit could establish a relationship or project collaboration • Establish contacts and initial meetings with other organizations to find opportunities for cooperation in the future • World Renew support to Alfalit to establish relations and cooperation with other organizations • Develop exchanges between Alfalit and other World Renew partner agencies to share experiences and best practices 			✓	✓	✓							✓
MCM												
<ul style="list-style-type: none"> • Research and establish a database of other organizations with whom MCM could establish a relationship or project collaboration • Establish contacts and initial meetings with other organizations to find opportunities for cooperation in the future • World Renew support to MCM to establish relations and cooperation with other organizations • Develop exchanges between MCM and other World Renew partner agencies to share experiences and best practices 			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Harvest/Cosecha												
<ul style="list-style-type: none"> • Research and establish a database of other organizations with whom Harvest could establish a relationship or project collaboration • Establish contacts and initial meetings with other organizations to find opportunities for cooperation in the future • World Renew support to Harvest to establish relations and cooperation with other organizations • Develop exchanges between Harvest and other World Renew partner agencies to share experiences and best practices 			✓	✓	✓							✓
324: World Renew and communities manage key environmental mitigation and enhancement impacts using the Environmental Management Plans (EMP).												
Diacionia Nacional												
<ul style="list-style-type: none"> • Develop a training workshop to develop environmental assessments of programs and projects • Monitoring and evaluation of Environmental Management Plan by DN • World Renew technical assistance for monitoring and evaluation of the Environmental Management Plan 						✓						
Alfalit												
<ul style="list-style-type: none"> • Develop a training workshop to develop environmental assessments of programs and projects 						✓						

Activities and Sub-Activities	O	N	D	J	F	M	A	M	J	J	A	S
• Monitoring and evaluation of Environmental Management Plan by Alfalit			✓			✓			✓			✓
• World Renew technical assistance for monitoring and evaluation of the Environmental Management Plan	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
MCM												
• Develop a training workshop to develop environmental assessments of programs and projects.							✓					
• Monitoring and evaluation of Environmental Management Plan by MCM.				✓		✓			✓			✓
• World Renew technical assistance for monitoring and evaluation of the Environmental Management Plan	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Harvest/Cosecha												
• Develop a training workshop to develop environmental assessments of programs and projects						✓						
• Monitoring and evaluation of Environmental Management Plan by Harvest				✓		✓			✓			✓
• World Renew technical assistance for monitoring and evaluation of the Environmental Management Plan	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

6.3.3 Mali Gantt Chart of Activities

Activities and Sub-Activities	O	N	D	J	F	M	A	M	J	J	A	S
100 Increased application of sustainable agriculture methods by small-scale farmers, especially women, using sustainable methods												
111: Train/mentor farmers in sustainable agricultural methods that include:												
ODES												
7 Field agents and World Renew agriculture specialist identify sustainable agriculture techniques that may be suited for Boura area				✓	✓	✓	✓	✓	✓	✓	✓	✓
8 Field agents and World Renew identify agricultural techniques to promote in year 2.												✓
AEDM												
9 Compile a list of the farmers who currently use the green manure cover crop in each villages (acacia trees, moringa trees, glyricidia trees to fertilize the soil)				✓	✓	✓						
10 Field agents facilitate the identified farmers to mentor others							✓	✓	✓			
11 Monitor new farmers who use the gmcc in each villages (acacia trees, moringa trees, glyricidia trees to fertilize the soil)												✓
12 Field agents and World Renew agriculture specialist identify sustainable agriculture techniques that may be suited for Boura area				✓	✓	✓	✓	✓	✓	✓	✓	✓
13 Field agents and World Renew identify agricultural techniques to promote in year 2												✓
Kumari												
• Review baseline results with communities to identify priority agricultural methods for training in year 2.				✓	✓	✓	✓	✓				
• Identify priority communities to begin with the different methods.							✓	✓	✓			✓
• Identify farmers in those communities to be trained.									✓			✓
• Identify venues for training/exchange visits and costs.									✓			✓
• Assess security situation in Kurmari area to evaluate risk and accordingly adjust activities.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
112: Encourage and support community members to install composting latrines and other compost production sites												
ODES												
• Select Farmers for composting activities					✓							
• Field agents coach farmers in composting					✓	✓						
• Farmers make compost pits						✓	✓					
• Farmers apply compost to fields									✓			
• Field agents monitor existing Ecosan latrines						✓		✓				✓
AEDM												
• Select Farmers for Composting					✓							
• Field agents coach farmers in composting (learn in Burkina)					✓	✓						
• Farmers make compost pits						✓	✓					
• Farmers apply compost to fields									✓			
• Field agents monitor cultural rotation, intercropping and fallow and make farmers list								✓	✓	✓		
• Field evaluate the results of the gmcc, cultural rotation, intercropping... on the crop yield of the farmers.												✓
113: Establish experimental/ demonstration sites in the												

Activities and Sub-Activities	O	N	D	J	F	M	A	M	J	J	A	S
communities (e.g. farmer field schools)												
Kurmari												
<ul style="list-style-type: none"> Review baseline results with communities to identify priority needs for crops that should have demonstration sites. Discuss potential locations for demonstration sites with the communities Assess security situation in Kurmari area to evaluate risk for demonstration plot work. Develop plan for demonstration plots to implement in year two. 									✓			✓
114: Conduct participatory research with farmers (m/f) on new crop varieties and farming techniques									✓	✓	✓	✓
Kurmari												
<ul style="list-style-type: none"> Working with baseline survey data, communities discuss and select what crops and techniques to prioritize. List is made of farmers currently using these techniques or growing these crops. Gather harvest data to identify farmers who are in the most need and most motivated to do tests. Give inputs support to farmers who will do participatory research. Farmers are conducting research in the 2013 rainy season 				✓	✓	✓	✓	✓	✓			
115: Set up and manage system of cereal security stocks (or warrantage in Mali)									✓	✓	✓	
ODES											✓	✓
<ul style="list-style-type: none"> Field agents meet and coach existing CB committees during purchase season and sales season Field agents meet with new villages about putting cereal banks in their action plans Field agents meet with food security network members to discuss warrantage 	✓	✓		✓			✓	✓				
116: Install improved grain storage facilities									✓			✓
ODES												
<ul style="list-style-type: none"> Field agents meet with new villages about putting cereal banks buildings in their action plans and budgeting for them (installation in following year) 							✓					
117: Organize construction and maintenance of small scale water resources (wells, dams, and irrigation canals)												
AEDM												
<ul style="list-style-type: none"> Field agents make the list of the potential villages and farmers for sand dams, and Puisard. Field agents coach farmers on sand dams and puisard Field agents facilitate the dissemination of dry season cultivation – list of the farmers and villages 				✓	✓	✓						✓
Kurmani												
<ul style="list-style-type: none"> Discuss with communities the baseline survey data about tertiary canal maintenance needs. Coach communities in organizing tertiary canal maintenance. Identify any communities that can use immediate assistance with inputs for tertiary canal maintenance. World Renew supports communities with matching grant inputs. Research (World Renew working with farmers) to 				✓	✓	✓	✓					✓

Activities and Sub-Activities	O	N	D	J	F	M	A	M	J	J	A	S
identify techniques that can help with long term tertiary stabilization												
122: Train/mentor men and women farmers on seed production, seed multiplication and storage methods												
AEDM												
• Field agents monitor existing seed production program						✓	✓	✓	✓			✓
• Field agents make the list of the farmers train and commit into seed production program						✓	✓					
131: Facilitate community level planning for livestock herding/ grazing for approval by local government												
Kurmari												
• Through discussion in communities of baseline data, identify gaps in livestock water supply, grazing, and transit routes.				✓	✓	✓	✓	✓	✓			✓
• Communities plan for improvements in livestock facilities.							✓	✓				
• Communities negotiate with local government for agreement on plans								✓	✓			✓
132: Construct wells for watering livestock and other animal husbandry installations specified in community plans												
Kurmari												
• Communities mobilize their contributions to livestock installations.								✓	✓			✓
• World Renew supports communities with matching grant inputs.												✓
• Installations constructed – year 2												
133: Train/mentor and equip men and women farmers in animal husbandry, aquaculture, or beekeeping												
ODES												
• Field agents monitor village mobilization of funds for oxen for animal traction				✓	✓	✓	✓	✓				
• Field agents work with villages to plan how to set up oxen revolving funds				✓	✓	✓	✓	✓				
• Disburse funds for oxen purchase (if funds are received)							✓					
• Field agents monitor management of the health of animals and village use of the veterinary department								✓				✓
• Farmers use the oxen in their fields.								✓	✓	✓		
Kurmari												
• Materials in vernacular language on protecting animal passages and pastures and water sources within the government institutional structures are distributed to communities					✓	✓	✓					✓
• Communities respond and assess their current level of knowledge and additional learning needs.						✓	✓	✓				✓
• Learning plan in vernacular language is approved by the communities												✓
141: Train community members, especially women and marginalized groups, on land rights and the procedures for gaining title from the government (or in Mali access to land for grazing animals)												
Kurmari												
• World Renew enables translation of requests for land rights from vernacular language into French in appropriate official format		✓	✓	✓	✓	✓	✓	✓				✓
• Community members, with coaching, transmit these		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Activities and Sub-Activities	O	N	D	J	F	M	A	M	J	J	A	S
requests to appropriate offices												
• World Renew and community members make follow-up visits to government offices to encourage prompt action			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
• World Renew and community members respond to government requests for further information or actions			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
200 Increased engagement of household members, especially women, in profitable small scale enterprises												
211: Organize and provide training to community-based saving and lending groups												
ODES												
• Field agents coach existing groups	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
• Field agents meet with women requesting to form new groups and teach them how it works					✓	✓						
AEDM												
• Field agent learn how to do saving – lending with one Word Renew partner in Boura					✓	✓						
• Field agents meet with women requesting to form new groups and teach them how it works					✓	✓	✓	✓	✓	✓	✓	
• Field agents facilitate women to set – up “women community group” based on World Renew saving – lending experience.					✓	✓	✓	✓	✓	✓	✓	✓
212: Strengthen linkages between saving and lending groups and financial and government institutions in the formal sector												
ODES												
• Field agents evaluate capacity of women’s groups to see if any are ready to link with banks					✓	✓	✓	✓				✓
• Field agents evaluate capacity of women’s groups to be graduated from outside funds and coaching					✓	✓	✓	✓				✓
213: Encourage regular savings by participants and accessing of loans for small enterprises												
ODES												
• Field agents monitor savings and payments and results of existing groups	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓
• Potential groups mobilize starting capital							✓	✓	✓	✓	✓	✓
• Field agents decide which new groups can start, and disburse funds												✓
AEDM												
• Potential groups mobilize starting capital							✓	✓	✓	✓	✓	✓
• Disburse funds for micro – credit in 4 women’s group (pilot phase) (year 2) if funds are received												
• Field agents coach new groups (year 2)												
221: Train/mentor men and women as literacy instructors												
ODES												
• Identify individuals who can teach their peers on using the micro credit tool and the cereal bank tool					✓							
• Field agents facilitate these participants to go to other groups to teach						✓	✓	✓				✓
• Field agents monitor and coach the peer instructors						✓	✓					✓
222: Provide instruction on literacy and vocational skills to men and women												
ODES												
• Field agents facilitate peer instructors to visit and train other groups						✓	✓	✓				✓
• Field agents monitor how those trained are doing with the micro credit tool and cereal bank tools						✓	✓					✓

Activities and Sub-Activities	O	N	D	J	F	M	A	M	J	J	A	S
300 Improved governance among local community groups and strengthened performance in the planning and management of food security and economic development initiatives												
311: Deliver training/coaching for community leaders in: participatory needs assessment and planning; local resource mobilization and financial management; leadership; gender equality; environmental assessment; networking, and community governance.(Community Capacity Development)												
ODES												
• Field agents visit villages to discuss / evaluate their action planning	✓	✓	✓	✓	✓	✓	✓	✓				✓
• Field agents monitor community capacity using WR CCI tool	✓	✓	✓	✓	✓	✓	✓	✓				✓
• Field agents take initiatives to improve capacity according to areas identified in the CCI tool	✓	✓	✓	✓	✓	✓	✓	✓				✓
AEDM												
• Field agents visit villages to discuss, set up and consolidate their action planning					✓	✓	✓	✓	✓	✓	✓	✓
• Field agents monitor community capacity using World Renew CCI tool						✓	✓	✓	✓	✓	✓	✓
• Field agents take initiatives to improve capacity according to areas identified in the CCI tool						✓	✓	✓	✓	✓		✓
Kurmari												
• Learning materials in vernacular language are selected or new materials are produced.						✓	✓	✓	✓	✓		✓
• Learning materials in vernacular language are distributed to villages with instructions for use.						✓	✓	✓	✓	✓		✓
• Villages respond with written feedback forms and in meetings to assess their current level of knowledge and additional learning needs.									✓	✓	✓	✓
• Assess security situation in Kurmari area to evaluate risk and accordingly adjust activities	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
312: Train women for community leadership and sensitize men and women in the community to importance of involving women in community decision making												
ODES, AEDM												
• Field agents visit villages to discuss, set up and consolidate their action planning, they include women in all part of the process					✓	✓	✓	✓	✓	✓	✓	✓
• Field agents talk with men and women in the villages about the importance of involving women in community decision making						✓	✓	✓	✓	✓	✓	✓
• Field agents verify that the sense of ownership of community action plans is shared by men and women equally						✓	✓	✓	✓	✓	✓	✓
Kurmari												
• Existing learning materials in vernacular language are selected or new materials are produced.						✓	✓	✓	✓	✓		✓
• List of local potential female trainers/mentors is developed.							✓	✓	✓			✓
• Strategy and methodology is discussed with female trainers and male community leaders.									✓			✓
• World Renew monitors implementation of all activities and sub-activities in the PMF for inclusiveness of women.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
• Assess security situation in Kurmari area to evaluate risk and adjust activities accordingly.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Activities and Sub-Activities	O	N	D	J	F	M	A	M	J	J	A	S
322: Deliver technical support to partner staff as specified in partnership agreements (organizational leadership and management, sustainable agriculture methods, village-based savings and credit, literacy instruction, and micro-enterprise development) (Organizational Capacity Development)												
ODES, AEDM												
• Field agents work out their capacity building plan according to the need of the current program and submit it to World Renew				✓	✓							
• Field agents will be mentored by world Renew to enhance their capacity building							✓	✓	✓	✓	✓	✓
• Field agents attend any training opportunity to reinforce their capacity building to meet the need of the program.									✓	✓	✓	✓
324: World Renew and Kurmari communities manage key environmental mitigation and enhancement impacts using the Environmental Management Plans (EMP).												
ODES, AEDM												
• Field agents working with World Renew Consultant and community input develop the EMP						✓	✓					
• Field agents work with communities so that EMP elements are incorporated into activities and monitored.									✓	✓	✓	✓
Kurmari												
• EMP is drafted in English based on information from baseline study.						✓						
• Proposed EMP translated into vernacular language.							✓					
• Villages discuss EMP and send feedback on what they commit to do and what changes they may suggest.								✓	✓			
• Final EMP is established in English and vernacular language, given to CIDA and villages.									✓			
• Villages begin monitoring the implementation of the EMP.										✓	✓	✓

6.3.4 Mozambique Gantt Chart of Activities

Activities and Sub-Activities	O	N	D	J	F	M	A	M	J	J	A	S
100 Increased application of sustainable agriculture methods by small-scale farmers, especially women												
111: Train/mentor farmers in sustainable agricultural methods that include:												
Diocese of Niassa												
7 Staff learn about sustainable agriculture methods	✓				✓				✓			
8 Develop training curriculum		✓		✓					✓			
9 staff teach about sustainable agriculture methods	✓	✓					✓	✓		✓	✓	
10 Participants implement sustainable agriculture methods								✓	✓	✓	✓	✓
IRM/RDD												
11 Develop criteria for participants	✓	✓	✓	✓								
12 Recruit farmer participants	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
13 Research no-till agriculture methods	✓	✓		✓								
14 Develop training curriculum	✓	✓	✓	✓	✓							
15 Train project staff on no-till agriculture	✓			✓								
112: Encourage and support community members to install composting latrines and other compost production												

Activities and Sub-Activities	O	N	D	J	F	M	A	M	J	J	A	S
sites												
Diocese of Niassa												
16 Create brochure on composting				✓	✓							
17 Teach composting to fieldworkers					✓							
18 Teach composting in communities				✓	✓		✓	✓				
19 Develop brochure on composting toilet					✓							
20 Publicize results of composting toilet at the Diocese of Niassa							✓	✓				
21 Teach about composting toilets								✓	✓	✓	✓	✓
IRM/RDD												
22 Training champion farmers on Compost making (establishing compost production sites; types of compost; materials used in making compost; caring compost in order to decompose well; importance of compost)	✓							✓	✓			✓
23 Training on compost application		✓	✓									
24 Training on seed plantation (number of seeds per planting station; thinning after germination to leave 2 maize plants per planting station)		✓	✓	✓						✓	✓	
113: Establish experimental/ demonstration sites in the communities (e.g. farmer field schools)												
Diocese of Niassa												
25 Develop experimental/demonstration sites on church properties	✓	✓										
26 Use experimental/demonstration sites for teaching and evaluation					✓	✓	✓	✓	✓			
IRM/RDD												
27 Identifying sites for Demo Plot (Technician, champion farmers and community leaders)	✓	✓	✓	✓			✓	✓				
28 Training on measurements (plot measurements; spacing between line as well as planting stations; depth of planting stations and the process of planting)	✓							✓	✓			✓
29 Training on mulching; compost application		✓	✓							✓	✓	
114: Conduct participatory research with farmers (m/f) on new crop varieties and farming techniques												
IRM/RDD												
30 Discuss with farmers, community leader and other members in the community on the type of seed that does well in their area (testimonies from different farmers should help to identify good varieties of seed like (DK 80; Pannar 67 and Matuba "Mozseed")	✓	✓						✓	✓			
31 Experimental program: Plant different varieties to identify the best in that particular area.		✓	✓	✓						✓	✓	
115: Set up and manage system of cereal security stocks (or warrantage)												
IRM/RDD												
32 Staff training on harvesting and seed selection									✓			
33 Training farmers on harvesting and seed selection and preservation of cereals (tradition way and artificial-using chemical)										✓		
116: Install improved grain storage facilities												
Diocese of Niassa												
34 Practice improved traditional grain storage facilities	✓	✓										
35 Create brochure on improved traditional grain storage facilities					✓							
36 Teach improved traditional grain storage facilities					✓	✓						

Activities and Sub-Activities	O	N	D	J	F	M	A	M	J	J	A	S
IRM/RDD												
37 Train farmers on grain storage; weevil protection									✓			✓
117: Organize construction and maintenance of small scale water resources (wells, dams, and irrigation canals)												
Diocese of Niassa												
38 Acquire treadle pump Stephanie: Not in PMF and partner is interested in carrying out this activity))				✓	✓	✓						
39 Pilot treadle pump((Stephanie: Not in PMF and partner is interested in carrying out this activity))							✓	✓	✓	✓	✓	✓
IRM/RDD												
40 Identify farmers groups for small scale irrigation and good water sources							✓					
41 Training farmers on good use of farm inputs (treadle pumps); Basin making; Nursery making; transplantation; compost application; mulching and pastes protection									✓			
121: Introduce and distribute disease and drought resistant crop species: drought-resistant orange-fleshed sweet potato												
Diocese of Niassa												
42 Acquisition and multiplication of drought-resistant orange-fleshed sweet potatoes	✓											
43 Distribution of drought-resistant orange-fleshed sweet potatoes		✓	✓									
44 Evaluation of drought-resistant orange-fleshed sweet potatoes												✓
45 Work with business to make seeds available for sale					✓	✓	✓	✓	✓	✓	✓	✓
IRM/RDD												
46 Purchase and distribution of disease and drought resistant crops (Monsanto DK 80; Pannar 67 and Matuba)		✓										
122: Train/mentor men and women farmers on seed production, seed multiplication and storage methods												
Diocese of Niassa												
47 Technical team develops didactic materials on seed multiplication and storage methods			✓									
48 Fieldworkers learn about seed multiplication and storage methods				✓	✓							
49 Fieldworkers teach about seed multiplication and storage methods						✓	✓					
IRM/RDD												
50 Train farmers on seed production and multiplication (cassava and sweet potatoes)	✓										✓	
51 Train farmers on storage methods (Irish and sweet potatoes for future use or marketing)												
52 Monitoring the progress	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
141: Train community members, especially women and marginalized groups, on land rights and the procedures for gaining title from the government (or in Mali access to land for grazing animals)												
Diocese of Niassa												
53 Learn DUAT (Direito de Uso e Aproveitamento de Terra/Right to Use and Take Advantage of Land) policies from the local NGO Estamos-Organização Comunitária and others with experience							✓	✓				
54 Pilot DUAT training in two communities									✓	✓		
200 Increased engagement of household members,												

Activities and Sub-Activities	O	N	D	J	F	M	A	M	J	J	A	S
especially women, in profitable small scale enterprises												
211: Organize and provide training to community-based saving and lending groups												
IRM/RDD												
55 Training of committees, community and religious leaders on business enterprise, sawing, culinary, gender and hygiene, and business planning				✓	✓							
56 Training of beneficiaries on business enterprise, sawing, culinary, gender and hygiene, and business planning						✓						
57 Business monitoring in markets	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
58 Field visits			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
212: Strengthen linkages between saving and lending groups and financial and government institutions in the formal sector												
IRM/RDD												
59 Facilitate saving and lending groups know each other between neighboring communities and learn from one another			✓		✓				✓			
60 Facilitate the linkage with other financial and government institutions					✓	✓						
213: Encourage regular savings by participants and accessing of loans for small enterprises												
IRM/RDD												
61 Training of saving groups on procedure to follow to have access to loans						✓						
214: Facilitate community mapping of value chains, identifying potential farm products and defining community/ regional marketing and growth strategies												
IRM/RDD												
62 Help communities to define potential farm products for income generating and consumption	✓						✓					
63 Facilitate communities define strategies of marketing their products in community and regional markets	✓					✓		✓				
64 Monitoring business groups in markets and fields	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
215: Train/mentor participants in business planning and management												
Diocese of Niassa												
65 Develop and pilot appropriate crop management exercises (games)					✓							
66 Guide participants through crop management exercises					✓	✓						
67 Farmers develop community-level crop management strategies					✓	✓						
68 Provide follow-up support on crop management					✓	✓	✓					
IRM/RDD												
69 Identifying interested business groups and explain the procedure to follow to have access to loans from RDD						✓						
70 Receiving applications for loans from business groups and selection depending on funds available						✓						
71 Training business before getting loans on business planning and management						✓						
72 Loan collection								✓	✓	✓	✓	✓
221: Train/mentor men and women as literacy instructors												
IRM/RDD												

Activities and Sub-Activities	O	N	D	J	F	M	A	M	J	J	A	S
73 Announcing results of final examinations for year 2012			✓									
74 Help communities to identify literacy instructors and establish committees						✓						
75 Training of committee members and instructors						✓						
76 School opening and distribution of school materials						✓						
222: Provide instruction on literacy and vocational skills to men and women												
IRM/RDD												
77 Meeting with community leaders and discuss on literacy and facilitate them to identify vocational skills of men and women in their communities							✓					
300 Improved governance among local community groups and strengthened performance in the planning and management of food security and economic development initiatives												
311: Deliver training/coaching for community leaders in: participatory needs assessment and planning; local resource mobilization and financial management; leadership; gender equality; environmental assessment; networking, and community governance.(Community Capacity Development)												
Diocese of Niassa												
78 Community leader conference/training								✓			✓	
79 Follow-up of community leader training								✓	✓	✓	✓	✓
IRM/RDD												
80 Identify communities and meet community leaders to discuss about needs assessment and planning	✓	✓	✓	✓								
81 Training of community leaders on good use of local resources, good financial management and gender equality			✓			✓			✓			✓
82 Training community leaders on leadership, environment assessment, networking and community governance		✓			✓			✓			✓	
312: Train women for community leadership and sensitize men and women in the community to importance of involving women in community decision making												
Diocese of Niassa												
83 3 staff members travel to Malawi and participate in Gender training led by World Renew personnel		✓										
84 Acquire translated versions of key World Renew gender materials					✓							
85 3 staff members train fieldworkers and catechists in participatory gender activities					✓							
86 Participatory gender activities facilitated in 40 communities						✓	✓	✓	✓	✓		
IRM/RDD												
87 Train community leaders, committees and other members on biblical gender equality (women as the same as men)	✓			✓			✓			✓		
88 Encourage community leaders, committees to empower women (be part of decision making groups at all levels) in their communities		✓			✓			✓			✓	
322: Deliver technical support to partner staff as specified in partnership agreements (organizational leadership and management, sustainable agriculture methods, village-based savings and credit, literacy instruction, and micro-enterprise development) (Organizational Capacity)												

Activities and Sub-Activities		O	N	D	J	F	M	A	M	J	J	A	S
Development)													
Diocese of Niassa													
• Receive training						✓	✓	✓	✓	✓	✓	✓	✓
IRM/RDD													
89	Internal (within RDD) Staff training to enhance their capacity on different subjects	✓			✓			✓			✓		
90	trainings on different topics according to the needs of the staff, organized by World Renew facilitated by the Program Consultant			✓			✓			✓			✓
323: Identify and develop NGO - Ministry of Agriculture and other agriculture agency working relationships (at level of extension worker)													
Diocese of Niassa													
• meetings with IIAM (Instituto de Investigação Agrária de Moçambique)		✓			✓			✓			✓		
• meetings with representatives from SETSAN (Secretariado Técnico de Segurança Alimentar / Food and Nutritional Security Technical Secretariat)				✓		✓		✓		✓		✓	
• research on institutions/organizations working on agriculture and food security issues in Niassa					✓	✓							
IRM/RDD													
91	Identify and develop working relationships	✓											
92	Exchange learning visits (extension workers)					✓					✓		
324: World Renew communities manage key environmental mitigation and enhancement impacts using the Environmental Management Plans (EMP).													
Diocese of Niassa													
• Community leaders are trained on environmental awareness								✓					
• Assist communities on developing a plan for environmental management								✓	✓	✓			
IRM/RDD													
93	Train community leaders, farmers on the importance of caring the environment; and dangers that may follow if the environment is mismanaged	✓			✓			✓			✓		
94	Help communities develop a plan on environment management				✓								
95	Progress monitoring		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
96	Reporting to RDD	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

6.3.5 Tanzania Gantt Chart of Activities

Activities and Sub-Activities	O	N	D	J	F	M	A	M	J	J	A	S
100 Increased application of sustainable agriculture methods by small-scale farmers, especially women												
111: Train/mentor farmers in sustainable agricultural methods that include:												
AICT Geita and AICT Mud												
7 Develop training curriculum					✓							
8 Train project staff and facilitators on sustainable conservation agriculture (Farming God's Way)					✓	✓	✓					
9 Train famers on sustainable Agriculture (FGW)					✓	✓	✓					
10 Link famers with other stakeholders.							✓	✓	✓	✓	✓	✓
11 Conduct monitoring and follow up				✓	✓	✓	✓	✓	✓	✓	✓	✓
113: Establish experimental/ demonstration sites in the communities (e.g. farmer field schools)												
12 Identify farmers' groups							✓					
13 Identify demonstration sites							✓					
14 Prepare all required materials for experimental/demonstration exercise							✓					
15 Conduct practical exercise on sustainable agriculture with the famers to develop demonstration sites.							✓	✓	✓	✓	✓	
16 Link the farmers with Agricultural Extension officers for further consultation.							✓	✓	✓	✓	✓	
17 Monitoring and follow – up							✓	✓	✓	✓	✓	✓
114: Conduct participatory research with farmers (m/f) on new crop varieties and farming techniques												
18 To identify pilot communities							✓	✓				
19 Conduct study survey for the purpose of identifying suitable new crop varieties							✓	✓				
20 Train famers on how to get and plant new crop varieties							✓	✓				
21 To train farmers on how to establish demonstration sites								✓	✓	✓	✓	✓
22 Link the famers with Agricultural Extension officers for further consultation							✓	✓	✓	✓	✓	✓
23 Conduct monitoring and follow-up							✓	✓	✓	✓	✓	✓
116: Install improved grain storage facilities												
24 Identify modern and traditional storage facilities systems							✓					
25 Train farmers on traditional and modern storage systems							✓	✓				
26 Link the farmers with Agricultural extension officers for further consultation.							✓	✓	✓	✓	✓	✓
27 Conduct monitoring and follow-up							✓	✓	✓	✓	✓	✓
121: Introduce and distribute disease and drought resistant crop species that include: Maize, Cassava, sweet potatoes, Sunflower												
28 Identify famers and communities							✓					
29 Conduct training to famers on how to get and grow diseases and drought resistant crops							✓	✓	✓	✓		
30 To link the farmers with Agricultural extension officers for further consultation.								✓	✓	✓		
31 Conduct monitoring and follow-up							✓	✓	✓	✓		
122: Train/mentor men and women farmers on seed production, seed multiplication and storage methods												
32 Identify the targeted farmers groups								✓				
33 To facilitate farmers to identify seed varieties that								✓				

Activities and Sub-Activities	O	N	D	J	F	M	A	M	J	J	A	S
are suitable in their local environment												
34 To encourage farmers to grow and practice seed production and multiplication							✓	✓				
35 To link farmers with extension officers for further consultation on seed production and multiplication							✓	✓				
36 Facilitate farmers to prepare the seed banks									✓	✓		
37 Conduct monitoring and follow-up							✓	✓	✓	✓	✓	
133: Train/mentor and equip men and women farmers in animal husbandry, aquaculture, or beekeeping												
38 Train famers on poultry keeping									✓	✓	✓	✓
39 Poultry diseases control and vaccination				✓	✓	✓	✓	✓	✓	✓	✓	✓
40 Conduct training to farmers on indoor beekeeping					✓	✓	✓	✓	✓	✓	✓	✓
41 Facilitate farmers to start beekeeping projects in their local areas						✓	✓	✓	✓	✓	✓	✓
42 Facilitate famers to keep records on their activities and products						✓	✓	✓	✓	✓	✓	✓
43 Train farmers to establish fish ponds/aquaculture							✓	✓	✓	✓	✓	✓
44 Conduct monitoring and follow-up							✓	✓	✓	✓	✓	✓
141: Train community members, especially women and marginalized groups, on land rights and the procedures for gaining title from the government.												
45 To identify the communities to be involved									✓	✓		
46 Train project staffs and two government officials on land rights by external land right expert									✓	✓	✓	
47 Train the identified communities on land rights and the procedures for gaining title from the government									✓	✓	✓	
48 Lobbying and advocating on village land registry for keeping land rights documents e.g. Village land certificates									✓	✓	✓	
49 Mobilize and sensitize community members to form land rights committees									✓	✓	✓	
50 Helping farmers going through the process of getting land right									✓	✓	✓	
142: Train and support local government land management institutions in land information management/registration systems												
51 Train village government members and land committee members on land management systems and procedures for resolving or reducing land conflicts											✓	
52 Communicate to the government to establish village land registry office (or section of existing office) for keeping land rights documents e.g. File cabinet											✓	✓
200 Increased engagement of household members, especially women, in profitable small scale enterprises												
211: Organize and provide training to community-based saving and lending groups												
53 Train community on income generating activities						✓						
54 Facilitate community groups on saving and credit scheme systems (village savings and lending groups)							✓	✓	✓	✓	✓	✓
55 Facilitate community groups on leadership and management									✓	✓	✓	✓
56 Conduct monitoring and follow up						✓	✓	✓	✓	✓	✓	✓
212: Strengthen linkages between saving and lending groups and financial and government institutions in the												

Activities and Sub-Activities	O	N	D	J	F	M	A	M	J	J	A	S
formal sector												
57 Teaching groups members on how to network and get support from other stakeholders e.g. Tanzania Social action Fund (TASAF), Small Industry Development Organization (SIDO), District Agriculture Sector Program (DASP)									✓	✓	✓	✓✓✓
58 Train groups on how to work with multiple donors									✓	✓	✓	✓✓✓
59 Conduct monitoring and follow-up									✓	✓	✓	✓✓✓
213: Encourage regular savings by participants and accessing of loans for small enterprises												
60 Train groups on entrepreneurship and proper use of loans							✓	✓	✓	✓	✓	✓✓✓
61 Facilitate the groups on loan procedures, record keeping and profit redistribution.							✓	✓	✓	✓	✓	✓✓✓
62 Facilitate the communities to start new groups							✓	✓	✓	✓	✓	✓✓✓
63 Training groups on how to prepare group constitution and Planning.							✓	✓	✓	✓	✓	✓✓✓
64 Conduct monitoring and follow-up							✓	✓	✓	✓	✓	✓✓✓
215: Train/mentor participants in business planning and management												
65 Train participants in business planning/management							✓	✓	✓	✓	✓	✓✓✓
66 Provide monitoring and follow-up							✓	✓	✓	✓	✓	✓✓✓
221: Train/mentor men and women as literacy instructors												
67 Identify instructors and facilitate them to develop curriculum							✓	✓				
68 Link the community instructors with the government/department of adult education							✓	✓	✓	✓	✓	✓✓✓
69 Conduct monitoring and follow-up							✓	✓	✓	✓	✓	✓✓✓
222: Provide instruction on literacy and vocational skills to men and women												
70 Identify communities and members who want to join adult education classes									✓	✓		
71 Form the classes and start recruiting the students									✓	✓	✓	✓✓✓
72 Facilitate instructors to provide training to the community members									✓	✓	✓	✓✓✓
300 Improved governance among local community groups and strengthened performance in the planning and management of food security and economic development initiatives												
311: Deliver training/coaching for community leaders in: participatory needs assessment and planning; local resource mobilization and financial management; leadership; gender equality; environmental assessment; networking, and community governance.(Community Capacity Development)												
73 Organize training with the community leaders							✓	✓	✓	✓	✓	✓✓✓
74 Conduct training to community leaders on participatory development planning							✓	✓	✓	✓	✓	✓✓✓
312: Train women for community leadership and sensitize men and women in the community to importance of involving women in community decision making												
75 Identify community leaders (m/f) for training							✓	✓	✓	✓	✓	✓✓✓
76 Train men and women community leaders on the importance of involving women in decision making							✓	✓	✓	✓	✓	✓✓✓
77 Provide follow-up support							✓	✓	✓	✓	✓	✓✓✓
322: Deliver technical support to partner staff as specified in partnership agreements (organizational												

Activities and Sub-Activities	O	N	D	J	F	M	A	M	J	J	A	S
leadership and management, sustainable agriculture methods, village-based savings and credit, literacy instruction, and micro-enterprise development) (Organizational Capacity Development)												
78 Receive training from World Renew staff on mutually identified areas of organizational capacity development	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
79 Receive training from outside consultants targeting to build capacity of the staff on development related matters.			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
323: Identify and develop NGO - Ministry of Agriculture and other agriculture agency working relationships (at level of extension worker)												
80 To identify the communities that have extension workers.					✓	✓	✓	✓	✓	✓	✓	✓
• Hold meeting with the extension workers for the purpose of building connections with famers					✓	✓	✓	✓	✓	✓	✓	✓
• Involve extension workers in some of our trainings in the communities.					✓	✓	✓	✓	✓	✓	✓	✓
324: World Renew and AICT Geita manage key environmental mitigation and enhancement impacts using the Environmental Management Plans (EMP).												
81 Train the famers on principles of environmental conservation					✓	✓	✓	✓	✓	✓	✓	✓
82 Train famers to start tree nurseries					✓	✓	✓	✓	✓	✓	✓	✓
83 Facilitate famers on tree planting					✓	✓	✓	✓	✓	✓	✓	✓

6.4 Annex D -- Performance Management Framework

Please note that baseline measurements and targets will be added by the end of February 2013, after baseline data collection is completed.

Expected Results	Indicators	Data Sources	Data Collection Methods	Frequency	Responsibility
Ultimate Outcome (Long term) Livelihood security for vulnerable households in identified communities within Bangladesh, Honduras, Mali, Mozambique and Tanzania	1. Income level from increased production and economic growth activities 2. Change in productive and non-productive assets 3) Food security score constructed through a triangulated assessment of i) food access score; ii) dietary diversity score; and iii) seasonal food security score	Participant households (m/f headed) in target communities	<u>Three Point Evaluative Survey</u> Quantitative survey conducted at three points. Assesses a statistical sample of beneficiaries to achieve a confidence score of 95% 5 +/1 <u>Case studies</u> developed through partner observation, and field visits with beneficiaries identified through a collaborative process with the implementing partner. Identified beneficiaries are surveyed three times over life of intervention. Using a structured interview guide, the case study approach allows for a rich examination of programming interventions, providing intensive analysis to explore causation as well as a longitudinal assessment. Supporting anecdotal evidence through <u>Most Significant Change stories</u> (MSCs)	Three points – at baseline, mid-term and end-of-project	

Expected Results	Indicators	Data Sources	Data Collection Methods	Frequency	Responsibility
Intermediate Outcomes (Medium term) 100 Increased application of sustainable agriculture methods by small-scale farmers, especially women	1. Percentage of participant farmers (m/f) that are correctly practicing sustainable agriculture methods on their own farms 2. Percentage of participant farmers(m/f) who gave a 4 or higher to the following survey question: "How much do you agree with the following statement: Crop yields (productivity) of my farm has increased as a result of using sustainable farming methods."	Participant households (m/f headed) Local Partners' Program Coordinators	Three point survey – baseline, mid term and end-of-project Most Significant Change stories Case studies	Three points – at baseline, mid-term and end-of-project	
200 Increased engagement of household members, especially women, in profitable small scale enterprises	1. Percentage of participants (m/f) that have started or expanded small scale enterprises or income generating activities (IGA) since the program started 2. Percentage of participants (m/f) who gave a 4 or higher to the following survey question: "How much do you agree with the following statement: The money our family earns from our small business or farming enterprise has increased as a result of what I have learned and/or support I have received by participating in this program."	Participant households (m/f headed) Local Partners' Program Coordinators	Three point survey – baseline, mid term and final Most Significant Change stories Case studies	At baseline, mid-term and end-of-project	

Expected Results	Indicators	Data Sources	Data Collection Methods	Frequency	Responsibility
300 Improved governance among local community groups	1. Percentage of targeted communities with a community action plan that was developed in a participatory manner as the result of the leadership of a community governance body or local community group	Local community groups (m/f) Local Partners' Program Coordinators Participant households (m/f headed)	Focus group discussion (m/f) and review of performance and achievements Evaluative survey (Likert scale) Most Significant Change stories Case Studies	At baseline, mid-term and end-of-project	
	2. Percentage of participants (m/f) who gave a 4 or higher to the following survey question: "How much do you agree with the following statement: Women and marginalized groups (substitute the specific wording appropriate for each local context) in our community are able to influence the planning and management of community action planning."				
	3. Percentage of participants (m/f) with increased satisfaction (4 or higher) in community leadership	Participant households (m/f headed)	Narrative reports from Country Managers Most Significant Change stories Evaluative survey		
Immediate Outcomes (Short term)	1. Percentage of participant farmers (m/f) with increased knowledge of sustainable agricultural methods	Participant households (m/f headed) Local Partners' Program Coordinators	Post training survey, using Kirkpatrick's evaluation method, levels 1-2 Participant household interviews Field visits and observation MSCs Evaluative survey (Likert	Semi-annual 3-point survey: baseline, midterm, and final	
110 Increased knowledge of men and women farmers to implement sustainable agricultural methods	2 Level of perception of the importance of sustainable agriculture methods among PFs (m/f).				

Expected Results	Indicators	Data Sources	Data Collection Methods	Frequency	Responsibility
			scale) Kirkpatrick's evaluation metod level 3 (110.2)		
120 Improved household access to quality seed and crop varieties (including those resistant to high moisture stress)	1. Percentage of participant farmers (m/f) whom accessed sufficient quantities of high quality/improved seed during the last planting season	Participant households (m/f headed) Local Partners' Program Coordinators Partners' office and financial records	Partners records Focus group discussion (m/f) Participant household interviews Field visits and	Semi-annual	
	2. Percentage of participant farmers (m/f) growing at least one new disease resistant or drought tolerant crop since the program started	Participant households (m/f headed)	Evaluative survey MSCs		
130 Increased knowledge of participants (m/f) about animal husbandry practices	1. Percentage of participants (m/f) with increased knowledge of animal husbandry practices	Participants (m/f)	Post-training survey, Kirkpatricks evaluation method, levels 1-2	Semi-annual	
	2. Percentage of participant farmers (m/f) who answered 4 or higher: "How much do you agree with the following statement: I feel confident in my ability to breed and raise healthy livestock."		Evaluative survey Likert scale Field visits and observation MSCs		
140 Increased access to land and security of land tenure for small-scale farmers, especially women and other marginalized groups	1. Area of arable land under cultivation by PFs (m/f), and other marginalized groups	Participant households (m/f headed) Local Partners' Program Coordinators Local government land management institutions' records	Evaluative survey Focus group discussion with women and other marginalized groups Field visits and observation Review of land management institutions' records and documents	3-point survey: baseline, mid-term and final Semi-annual	
	2. Percentage of participant farmers (m/f) who have security of land tenure (formal title deed or any other formal and informal certification)				
210 Increased knowledge	1. Percentage of participants (m/f)	Participant households	Focus group discussion	Semi-annual	

Expected Results	Indicators	Data Sources	Data Collection Methods	Frequency	Responsibility
among participants, especially women, about how to manage profitable small scale enterprises	who have developed a business plan or marketing strategy for their small scale enterprises	(m/f headed) Local Partners' Program Coordinators Local government land management institutions' records	with women and other marginalized groups Participant household interviews Field visits and observation Review of land management institutions' records and documents		
	2. Percentage of participants (m/f) who answered 4 or higher to the following question: "How much do you agree with the following statement: I feel confident in my ability to manage my small business."		Evaluative survey (Likert scale)	Semi-annual	
220 Increased literacy and numeracy skills among participants in managing small businesses and/or community governance	1. Percentage of men and women participating in literacy instruction that pass the literacy exam at the end of the course	Program participants (m/f) Local Partners' Program Coordinators Participants pre and post training test scores	Participant household interviews Evaluative survey MSC	Three point survey – baseline, mid term and final	
	2. Percentage of literacy participants (m/f) using basic literacy and numeracy skills for managing small enterprises and/or for community governance				
	3. % of participants (m/f) surveyed who answered "agreed" or strongly agree" to: My increased literacy and numeracy skills have improved how I manage my enterprise and/or community governance				
310 Increased knowledge of participatory processes by	1. Percentage of targeted communities where community leaders (or a community group) have	Community groups Local Partners' Program	Focus group discussion with community groups	Semi-annual	

Expected Results	Indicators	Data Sources	Data Collection Methods	Frequency	Responsibility
community groups to set community development agendas	done participatory needs assessment and planning	Coordinators Partner reports Community group's records	(m/f) Participant household interviews Document review		
	2. Number of target communities that are tracking and making progress on self-selected community capacity indicators				Semi-annual
320 Increased knowledge in the application of new community development and technical competencies by partner NGOs	1. Number and type of new community development and technical competencies applied by partners	Local Partner Organizations World Renew Program and Country Consultants	Institutional interview with local partner organizations Document review	Semi-annual	
	2. Percentage of partners (out of 12 total) that are demonstrating progress on their self-selected organizational capacity indicators	World Renew Program and Country Consultants Local partner organizations records and documents		Three point survey – baseline, mid term and final	
	3. Percentage of partners with increased confidence levels on practicing new community development and technical competencies	Local Partner Organizations	Online survey (Likert scale)	Three point survey – baseline, mid term and final	
Outputs 111 Farmers (m/f) trained/mentored in sustainable agricultural methods	1. Number of farmers (m/f) trained/mentored in sustainable agricultural methods	Program participants (m/f) Local Partners' Program Coordinators	Focus group discussion with community groups (m/f) Participant household interviews	Quarterly	
	2. Number farmer-to-farmer learning exchanges conducted				
	3. Number of farmers (m/f) who participated in farmer-to-farmer learning exchanges				
112 Community members	1. Number of composting latrines	Program participants	Focus group discussion	Quarterly	

Expected Results	Indicators	Data Sources	Data Collection Methods	Frequency	Responsibility
encouraged and supported to install composting latrines and other compost production sites	installed since the program started 2. Number of other (non-latrine) compost product sites established	(m/f) Local Partners' Program Coordinators	with community groups (m/f) Participant household interviews		
113 Experimental/demonstration installations operational (Farmer field schools)	1. Number of operational experimental/demonstration installations (e.g farmer field schools) 2. Number of farmers (m/f) actively participating in experimental/demonstration installations (e.g. farmer field schools)	Program participants (m/f) Local Partners' Program Coordinators Participants pre and post training test scores	Focus group discussion with community groups (m/f) Participant household interviews	Quarterly	
114 Local specific, participatory research conducted with men and women farmers on new crop varieties and farming methods	1. Number participatory research experiments conducted with farmers to test new farming techniques 2. Number of participatory research experiments conducted with farmers to test new crop varieties	Program participants (m/f) Local Partners' Program Coordinators Local agricultural research institutions Local Ministry of Agriculture departments	Focus group discussion Participant household interviews Institutional interviews with institutions involved	Quarterly	
115 Cereal security stocks and warrantage (loans) management system set up	1. Number of cereal security stocks and warrantage (loans) management systems set up 2. Number of households benefitting from warrantage	Program participants (m/f) Local Partners' Program Coordinators	Focus group discussion with community groups (m/f) Participant household interviews	Quarterly	
116 Improved grain storage facilities installed	1. Number of improved grain silos and other storage facilities constructed 2. Number participant farmers (m/f) that have improved grain silos and other storage facilities	Participant households (m/f) Local Partners' Program Coordinators	Focus group discussion with community groups (m/f) Participant household interviews Household visit and	Quarterly	

Expected Results	Indicators	Data Sources	Data Collection Methods	Frequency	Responsibility
			observation		
117 Small scale water resources for agriculture (shallow wells, dams, and irrigation canals) are constructed and maintained	1. Number of small scale water resources constructed since the program started 2. Number of water resources being maintained by community members	Program participants (m/f) Local Partners' Program Coordinators	Focus group discussion with (m/f) groups Participant household interviews	Quarterly	
121 Disease resistant and drought tolerant crop varieties introduced	1. Number disease and drought resistant crops introduced and distributed 2. Number of farmers(m/f) who received disease and drought resistant crop 3. Number of farmers(m/f) who received disease and drought resistant tuber species	Program participants (m/f) Local Partners' Program Coordinators	Focus group discussion Participant household interviews	Quarterly	
122 Men and women farmers trained/mentored on seed production, multiplication and storage methods	1. Number of farmers (m/f) trained/mentored on seed production, multiplication and storage methods 2. Number of farmers (m/f) that have initiated seed production operations since the project started	Program participants (m/f) Local Partners' Program Coordinators Participants pre and post training test scores	Focus group discussion Participant household interviews	Quarterly	
131 Communities assisted to develop community level livestock management and herding plans	1. Number of communities facilitated through the process of developing community level livestock management and herding plans 2. Number of community level livestock and herding plans that are being implemented	Program participants (m/f) Local Partners' Program Coordinators	Focus group discussion Participant household interviews Field visits and observation Review of community groups plans and documents	Quarterly	

Expected Results	Indicators	Data Sources	Data Collection Methods	Frequency	Responsibility
132 Livestock wells and other animal husbandry installations in place as identified in community plans	1. Number of livestock wells constructed 2. Number of animal husbandry installations constructed	Program participants (m/f) Local Partners' Program Coordinators	Focus group discussion Participant household interviews Field visits and observation Review of community groups plans and documents	Quarterly	
133 Participant farmers (m/f) trained/ mentored in animal husbandry, aquaculture and apiculture	1. Number of farmers trained/mentored (m/f) in animal husbandry (raising of cattle, small livestock or poultry) 2. Number of farmers trained/mentored (m/f) in aquaculture (fish ponds) 3. Number of farmers trained/mentored (m/f) in beekeeping	Program participants (m/f) Local Partners' Program Coordinators Participants pre and post training test scores	Focus group discussion with (m/f) groups Participant household interviews Review of participants pre and post training test scores	Quarterly	
141 Women and other marginalized groups are trained and supported in the process of accessing land and securing land use rights	1. Number of individuals (m/f) supported in accessing or protecting access to/ownership of land Number of individuals (m/f) supported in applying for title to land 2. Number of meetings/forums in which community members are engaged in discussions on land management issues such as access to land, user rights and how to invest on their land	Program participants (m/f) Local Partners' Program Coordinators Participants pre and post training test scores	Focus group discussion with (m/f) groups Participant household interviews	Quarterly	
142 Local government land management institutions are	1. Number of local government institutions supported in the development of land registration	Participant local government institutions	Interview of institutions that attended the	Quarterly	

Expected Results	Indicators	Data Sources	Data Collection Methods	Frequency	Responsibility
trained and supported in the development of land information management/registration systems	systems 2. Number of examples of land rights issues being addressed by local government	Local Partners' Program Coordinators	trainings		
211 Saving and lending groups formed and strengthened	1. Number of functional saving and lending groups 2. Number of community members (m/f) who have joined saving-lending groups 3. Number of saving-lending groups who received technical support	Saving-lending groups Local Partners' Program Coordinators	Focus group discussion with (m/f) groups Participant household interviews	Quarterly	
212 Saving-lending groups are linked to financial and government institutions (formal sector)	1. Number of saving and lending groups linked to financial institutions out of total number of groups established 2. Number of saving and lending groups linked to government institutions out of total number of groups established	Saving-lending groups Local Partners' Program Coordinators	Focus group discussion with (m/f) groups Participant household interviews	Quarterly	
213 Participants have engaged in regular savings and have accessed credit	1. Number of participants (m/f) engaged in regular savings 2. Number of participants (m/f) that have received a loan for investing in a small enterprise or income generating activity since the start of the program	Saving-lending groups Program participants (m/f) Local Partners' Program Coordinators	Focus group discussion with (m/f) groups Participant household interviews Review of saving and lending groups records	Quarterly	
214 Community mapping of value chains and local/regional marketing	1. Number of participants(m/f) that have participated in value chain mapping and/or marketing strategy sessions	Program participants (m/f) Community groups	Focus group discussion with (m/f) groups Participant household	Quarterly	

Expected Results	Indicators	Data Sources	Data Collection Methods	Frequency	Responsibility
strategies facilitated	2. Number of marketing strategies developed 3. Number of participants (m/f) trained/mentored on value added processing of agricultural products	Local Partners' Program Coordinators	interviews Review of documents of community groups		
215 Participants trained/mentored on business planning and management	1. Number of participants (m/f) trained/mentored on business planning 2. Number of participants (m/f) trained/mentored on financial record keeping/accounting	Program participants (m/f) Local Partners' Program Coordinators Participants pre and post training test scores	Focus group discussion with (m/f) groups Participant household interviews	Quarterly	
221 Community members (m/f) trained/mentored as literacy instructors	1. Number of community (m/f) members who are trained/mentored as literacy instructors 2. Number of communities that have trained literacy instructors	Program participants (m/f) Local Partners' Program Coordinators Participants pre and post training test scores	Focus group discussion with (m/f) groups Participant's interviews	Quarterly	
222 Individuals (m/f) receive training in literacy and vocational skills needed to successfully manage enterprises	1. Number of participants (m/f) who received training in functional literacy skills 2. Number of participants (m/f) who received instruction in vocational skills (e.g. carpentry, tailoring)	Program participants (m/f) Local Partners' Program Coordinators Participants pre and post training test scores	Focus group discussion with (m/f) groups Participant's interviews	Quarterly	
311 Community leaders trained and supported in the community governance (including participatory needs assessment and planning, local resource mobilization, and networking with government	1. Number of community leaders (m/f) trained and supported in doing participatory needs assessment and planning 2. Number of community leaders (m/f) supported in networking with government and civil society	Program participants (m/f) Local Partners' Program Coordinators Participants pre and post training test scores	Focus group discussion with (m/f) groups Participant's interviews	Quarterly	

Expected Results	Indicators	Data Sources	Data Collection Methods	Frequency	Responsibility
and civil society)					
312 Women trained and supported to serve in community leadership positions	1. Number of women trained and supported to serve in community leadership positions 2. Number of women and men trained on gender or taken through a facilitated discussion on gender issues	Program participants (m/f) Local Partners' Program Coordinators Participants pre and post training test scores	Focus group discussion with (m/f) groups Participant's interviews	Quarterly	
321 Financial support provided to partners by World Renew	1. Number of partners provided with financial support 2. Amount of financial support provided to partners	World Renew's Local Partners World Renew's Country and Program Consultants World Renew- Canada	Institutional interview with local partner organizations Review of financial records and documents of local partners	Quarterly	
322 NGO partners have received technical support from World Renew as agreed in partnership agreements	1. Number of partners provided with technical support as agreed in partnership agreements 2. Number of trainings on technical issues 3. Number of visits conducted by World Renew	World Renew's Local Partners World Renew's Country and Program Consultants World Renew- Canada	Institutional interview with local partner organizations Review of financial records and documents of local partners Review of financial records and documents of World Renew Canada Organizational capacity assessment tool	Quarterly	
323 Relationships established between NGO partners and local agricultural research institutions, MOA extension service providers, and micro-finance institutions	1. Number of relationships and collaborations established between World Renew partners and local agricultural research institutions, MOA extension service providers, and micro-finance institutions 2. Number of linkages/collaborations established between community	World Renew's Local Partners World Renew's Country and Program Consultants World Renew- Canada	Institutional interview with local partner organizations Review of financial records and documents of local partners Review of financial records and documents	Quarterly	

Expected Results	Indicators	Data Sources	Data Collection Methods	Frequency	Responsibility
	groups and local agricultural research institutions, MOA extension service providers, and micro-finance institutions		of World Renew Canada		
324 World Renew and NGO partners have managed key environmental mitigation and enhancement impacts using the Environmental Management Plans (EMPs).	1. Number of World Renew field offices (out of five total) that are monitoring and reporting on the effective implementation of their EMPs. 2. Number of partners (out of 12 total) that are monitoring and reporting on the effective implementation of their EMPs.	World Renew's Country and Program Consultants World Renew's Local Partners		Quarterly	
Actual number of participants	1. Actual number of farmer participants 2. Actual number of literacy participants 3. Actual number of VSL/IGA participants 4. Number of communities targeted by the program	World Renew's Local Partners		Quarterly	

Appendix D: Final Performance Management Framework

Title	Promoting Sustainable Livelihood Development through Supporting Food Security and Economic Growth Initiatives	No.	S-065398	Organization	World Renew
Country/Region/ Institution	Bangladesh (SATHI and PARI) Honduras (MCM, Diaconia Nacional, Alfalit, and Harvest) Mali (AEDM, ODES and World Renew) Mozambique (IRM-RDD and Diocese of Niassa) Tanzania (AICT Geita and AICT MUD)	Budget	\$7,093,218 GAC: \$\$5,319,912 (plus \$6,828 cumulative interest) World Renew: \$1,773,306	Duration	October 2, 2012 – September 30, 2017

Expected Results	Indicators	Baseline Data	Target	Final Result	Notes and Explanation
Ultimate Outcome (Long term) Livelihood security for vulnerable households in identified communities within Bangladesh, Honduras, Mali, Mozambique and Tanzania	1. Income level from increased production and economic growth activities	Bangladesh: 60,676 Taka M: 61,195 Taka F: 60,358 Taka	Bangladesh: 30% increase	Bangladesh: Percent of respondents with increased income: 100% (M: 99%, F: 100%) Percent of respondents who experienced a significant increase: 95% (M: 92%, F: 97%)	During the final evaluation, program participants were asked whether they experienced an increase in income as a result of participating in the program and whether that increase was significant to them (this approach was followed because the participant's perception of whether the increase was significant influenced outcomes to a greater extent than whether the increase was or was not greater than 30%). Respondents were also asked to identify the various income sources they and their family now have as a result of being program participants. Responses included farming (both rain-fed and irrigation-based agriculture), selling of livestock including cattle and chicken, fishing or fish ponds, selling other animal products including eggs, meat and honey, value-added processing,
		Honduras: 34,135 Lempira M: 30,449 Lempira F: 35,164 Lempira	Honduras: 30% increase	Honduras: Percent of respondents with increased income: 76% (M: 79%, F: 74%) Percent of respondents who experienced a significant increase: 90% (M: 91%, F: 88%)	
		Mali: No income data for Mali	Mali: No target	Mali: Percent of respondents with increased income: 97% (M: 94%, F: 99%) Percent of respondents who experienced a significant increase: 97%	

			(M: 98%, F: 96%)	including milling cereals into flour and selling baked good, working as a day labourer, other business activities such as tailoring and carpentry, and remittances.
		Mozambique: 6,977 Meticais M: 7,334 Meticais F: 6,495 Meticais	Mozambique: 30% increase	Mozambique: Percent of respondents with increased income: 83% (M: 78%, F: 89%) Percent of respondents who experienced a significant increase: 96% (M: 94%, F: 97%)
		Tanzania: 1,080,370 Shillings M: 1,361,041 Shillings F: 841,668 Shillings	Tanzania: 30% increase	Tanzania: Percent of respondents with increased income: 76% (M: 78%, F: 74%) Percent of respondents who experienced a significant increase: 59% (M: 59%, F: 59%)
2. Change in productive and non-productive assets	TOTAL: PRODUCTIVE ASSETS House: All 56%, M 64%, F 46% Farm Assets: All 29% M 38% F 27% Mobile Phone: All 19.5%, M 21%, F 19% Small Business Tools: All 8%, M 8%, F 12% Donkey/Oxen Cart: All 7%, M 10%, F 3% NON-PRODUCTIVE ASSETS Mobile Phone (personal use): All 42%, M 52%, F 35% Radio: All 39%, M 49%, F 34% Bicycle: All 33%, M 27%, F 42% Mobile Phone (Other use): All 27%, M 24%, F 28% TV: All 27%, M 20%, F 27%	Increase in household assets compared to baseline	Total: House: 94% (M: 93%, F: 95%) Farm Tools/Equipment: 85% (M: 86%, F: 84%) Mobile Phone: 80% (M: 80%, F: 79%) Bicycle: 88% (M: 89%, F: 86%)	
	BANGLADESH: PRODUCTIVE ASSETS		Bangladesh:	

	<p>House All: 49%, M: 69%, F: 37%</p> <p>Farm Equipment All: 5%, M: 9%, F: 2%</p> <p>Sewing Machine All: 4%, M: 2%, F: 5%</p> <p>Truck/car/motorcycle All 3%, M 4%, F 2%</p> <p>Mechanic's Tools All: 3%, M: 5%, F: 1.5%</p> <p>NON-PRODUCTIVE ASSETS</p> <p>TV All: 51%, M: 41%, F: 57%</p> <p>Mobile (personal) All: 43%, M: 62%, F: 31%</p> <p>Mobile (other use) All 40%, M 31%, F 46%</p> <p>Bicycle All: 15%, M: 21%, F: 11%</p>		<p>Farm Tools/Equipment: 100% (M: 100%, F: 100%)</p> <p>Mobile Phone: 100% (M: 99%, F: 100%)</p> <p>Bicycle: 99% (M: 100%, F: 99%)</p>	<p>Note: No final result is available for house ownership in Bangladesh. A translation error resulted in project participants reporting levels of house ownership that are believed to be substantially higher than true levels of house ownership in the areas where the Bangladesh project operated.</p>
	<p>HONDURAS:</p> <p>PRODUCTIVE ASSETS</p> <p>House All: 86%, M: 94%, F: 83%</p> <p>Farm Equipment All: 36%, M: 62%, F: 29%</p> <p>Mobile Phone All: 36%, M: 62%, F: 29%</p> <p>Carpentry/ Masonry Tools All: 19%, M: 24%, F: 17%</p> <p>Sewing Machine All: 6%, M: 4%, F: 7%</p> <p>NON-PRODUCTIVE ASSETS</p> <p>Mobile (personal) All: 67%, M: 78%, F: 64%</p> <p>TV All: 57%, M: 45%, F: 60%</p> <p>Radio All: 65%, M: 85%, F: 59%</p> <p>Hand Cart All: 34%, M: 33%, F: 34%</p>		<p>Honduras:</p> <p>House: 98% (M: 97%, F: 98%)</p> <p>Farm Tools/Equipment: 93% (M: 93%, F: 93%)</p> <p>Mobile Phone: 91% (M: 92%, F: 90%)</p> <p>Bicycle: 93% (M: 95%, F: 92%)</p>	

	<p>Bicycle All: 29%, M: 42%, F: 25%</p> <p>MALI:</p> <p>PRODUCTIVE ASSETS</p> <p>House All: 50%, M: 58%, F: 13%</p> <p>Farm Equipment All: 33%, M: 38%, F: 13%</p> <p>Mobile Phone All: 28%, M: 30%, F: 22%</p> <p>Donkey/Oxen Cart All: 28%, M: 32%, F: 9%</p> <p>Sm. Business Tools All 14%, M 11%, F 31%</p> <p>NON-PRODUCTIVE ASSETS</p> <p>Mobile (personal) All: 49%, M: 52%, F: 34%</p> <p>Mobile (shared) All: 40%, M: 41%, F: 39%</p> <p>Radio All: 31%, M: 35%, F: 11%</p> <p>Bicycle All: 30%, M: 34%, F: 8%</p> <p>Motorcycle All: 20%, M: 22%, F: 13%</p>		<p>Mali:</p> <p>House: 98% (M: 99%, F: 98%)</p> <p>Farm Tools/Equipment: 79% (M: 81%, F: 78%)</p> <p>Mobile Phone: 57% (M: 66%, F: 47%)</p> <p>Bicycle: 82% (M: 85%, F: 78%)</p>	
	<p>MOZAMBIQUE:</p> <p>PRODUCTIVE ASSETS</p> <p>House All: 38%, M: 41%, F: 35%</p> <p>Farm Equipment All: 24%, M: 25%, F: 24%</p> <p>Sm. Business Tools All 10%, M 10%, F 11%</p> <p>Mobile Phone All: 4%, M: 5%, F: 3%</p> <p>NON-PRODUCTIVE ASSETS</p> <p>Radio All: 64%, M: 68%, F: 58%</p> <p>Bicycle All: 51%, M: 59%, F: 40%</p>		<p>Mozambique:</p> <p>House: 77% (M: 71%, F: 83%)</p> <p>Farm Tools/Equipment: 64% (M: 68%, F: 60%)</p> <p>Mobile Phone: 55% (M: 46%, F: 68%)</p> <p>Bicycle: 78% (M: 79%, F: 73%)</p>	

	<p>Motorcycle All: 15%, M: 17%, F: 12%</p> <p>Mobile (personal) All: 15%, M: 17%, F: 12%</p> <p>TANZANIA:</p> <p>PRODUCTIVE ASSETS</p> <p>House All: 61%, M: 60%, F: 63%</p> <p>Farm Equipment All: 61%, M: 57%, F: 65%</p> <p>Mobile Phone All: 31%, M: 29%, F: 32%</p> <p>Sm. Business Tools All 16%, M 15%, F 16%</p> <p>Sewing Machine All: 13%, M: 13%, F: 13%</p> <p>NON-PRODUCTIVE ASSETS</p> <p>Bicycle All: 52%, M: 56%, F: 50%</p> <p>Radio: All: 46%, M: 54%, F: 40%</p> <p>Mobile (personal) All: 41%, M: 50%, F: 33%</p> <p>Mobile (shared) All: 19%, M: 21%, F: 18%</p>		<p>Tanzania:</p> <p>House: 90% (M: 89%, F: 90%)</p> <p>Farm Tools/Equipment: 90% (M: 89%, F: 90%)</p> <p>Mobile Phone: 82% (M: 86%, F: 78%)</p> <p>Bicycle: 90% (M: 92%, F: 88%)</p>	
3) Food security score constructed through a triangulated assessment of i) food frequency;	<p>Bangladesh:</p> <p>i) food frequency All: 4.15, M: 4.46, F: 3.97</p> <p>ii) coping strategies; All: 1.43, M: 1.56, F: 1.35</p> <p>iii) dietary diversity score; All: 4.87, M: 5.01, F: 4.78</p> <p>iv) seasonal food security score All: 2.45, M: 2.27, F: 2.56</p>	<p>Bangladesh:</p> <p>i) food frequency: 4.5</p> <p>ii) coping strategies: 1.2</p> <p>iii) dietary diversity score: 5.5</p> <p>iv) seasonal food security score: 2.0</p>	<p>Bangladesh:</p> <p>i) food frequency All: 5.63, M: 5.52, F: 5.71</p> <p>ii) coping strategies; All: 0.11, M: 0.15, F: 0.07</p> <p>iii) dietary diversity score; All: 9.34, M: 9.21, F: 9.44</p> <p>iv) seasonal food security score All: 0.40, M: 0.39, F: 0.40</p>	

	<p>ii) coping strategies; ii) dietary diversity score; and iv) seasonal food security score</p>	<p>Honduras: i) food frequency All: 3.44, M: 3.45, F: 3.44 ii) coping strategies; All: 2.82, M: 3.06, F: 2.76 iii) dietary diversity score; All: 7.19, M: 7.03, F: 7.23 iv) seasonal food security score All: 8.68, M: 9.20, F: 8.53</p>	<p>Honduras: i) food frequency: 4.0 ii) coping strategies: 2.5 iii) dietary diversity score: 7.5 iv) seasonal food security score: 6.0</p>	<p>Honduras: i) food frequency All: 5.01, M: 5.03, F: 5.00 ii) coping strategies; All: 1.41, M: 1.29, F: 1.50 iii) dietary diversity score; All: 8.51, M: 8.54, F: 8.5 iv) seasonal food security score All: 1.16, M: 1.04, F: 1.25</p>	
	<p>Mali: i) food frequency All: 3.43, M: 3.44, F: 3.36 ii) coping strategies; All: 4.20, M: 4.09, F: 4.8 iii) dietary diversity score; All: 4.92, M: 5.08, F: 4.20 iv) seasonal food security score All: 6.12, M: 5.81, F: 7.62</p>	<p>Mali: i) food frequency: 4.0 ii) coping strategies: 4.0 iii) dietary diversity score: 5.5 iv) seasonal food security score: 5.0</p>	<p>Mali: i) food frequency All: 4.89, M: 4.89, F: 4.90 ii) coping strategies; All: 1.64, M: 1.53, F: 1.73 iii) dietary diversity score; All: 6.17, M: 5.99, F: 6.32 iv) seasonal food security score All: 2.39, M: 2.75, F: 2.11</p>		
	<p>Mozambique: i) food frequency All: 3.63, M: 3.73, F: 3.51 ii) coping strategies; All: 1.67, M: 1.56, F: 1.82 iii) dietary diversity score; All: 5.41, M: 5.64, F: 5.10 iv) seasonal food security score All: 2.29, M: 2.25, F: 2.35</p>	<p>Mozambique: i) food frequency: 4.0 ii) coping strategies: 1.5 iii) dietary diversity score: 6.0 iv) seasonal food security score: 2.0</p>	<p>Mozambique: i) food frequency All: 4.68, M: 4.83, F: 4.51 ii) coping strategies; All: 1.80, M: 1.95, F: 1.65 iii) dietary diversity score; All: 7.42, M: 7.60, F: 7.23 iv) seasonal food security score All: 1.78, M: 2.22, F: 1.30</p>		
	<p>Tanzania: i) food frequency All: 2.57, M: 2.58, F: 2.56 ii) coping strategies; All: 2.64, M: 2.66, F: 2.63 iii) dietary diversity score; All: 6.25, M: 6.55, F: 6.00 iv) seasonal food security score All: 4.40, M: 4.78, F: 4.07</p>	<p>Tanzania: i) food frequency: 3.0 ii) coping strategies: 2.2 iii) dietary diversity score: 7.0 iv) seasonal food security score: 3.5</p>	<p>Tanzania: i) food frequency All: 2.85, M: 2.83, F: 2.87 ii) coping strategies; All: 2.84, M: 2.65, F: 2.99 iii) dietary diversity score; All: 5.36, M: 5.50, F: 5.24 iv) seasonal food security score All: 4.56, M: 4.27, F: 4.79</p>		

Intermediate Outcomes (Medium term) 100 Increased application of sustainable agriculture methods by small-scale farmers, especially women	1. Percentage of participant farmers (m/f) that are practicing sustainable agriculture methods	TOTAL: 46% M: 48% F: 43%	Total: 74% (8643 ppts) M: 75% F: 74%	Total: 98% M: 98% F: 98%	
		Bangladesh: 58% M: 60% F: 55%	Bangladesh: 96% (1950) M: 97% (1100) F: 95% (850)	Bangladesh: 100% M: 100% F: 100%	Top methods practiced: Compost, Kitchen Gardens, Bio-pesticides
		Honduras: 32% M: 43% F: 29%	Honduras: 58% (847) M: 57% (529) F: 59% (318)	Honduras: 98% M: 99% F: 98%	Top methods practiced: Family Gardens, Crop Rotation, Minimum Tillage
		Mali: 54% M: 48% F: 71%	Mali: 89% (1730) M: 91% (1225) F: 87% (651)	Mali: 98% M: 97% F: 99%	Top methods practiced: Compost, Crop Rotation, Minimum Tillage
		Mozambique: 31% M: 33% F: 28%	Mozambique: 59% (2016) M: 59% (1073) F: 60% (943)	Mozambique: 99% M: 99% F: 99%	Top methods practiced: Keeping the Soil Covered, Minimum Tillage, Proper Spacing of Seeds
		Tanzania: 64%, M: 66% F: 63%	Tanzania: 75% (2100) M: 75% (840) F: 75% (1260)	Tanzania: 96% M: 98% F: 94%	Top methods practiced: Manure, Minimum Tillage, Proper Spacing of Seeds
	2. Percentage of participant farmers (m/f) who say that their crop yields (productivity) have increased as a result of using sustainable farming methods	Total: All: 72%	Total: 80%	Total: 90% M: 92% F: 88%	
		Bangladesh: All: 24%, M: 37%, F: 13%	Bangladesh: 30%	Bangladesh: 87% M: 88% F: 87%	
		Honduras: All: 32%, M: 47%, F: 28%	Honduras: 53%	Honduras: 79% M: 85% F: 74%	
		Mali: All: 64%, M: 63%, F: 67%	Mali: 82%	Mali: 99% M: 99% F: 99%	
		Mozambique: All: 39%, M: 41%, F: 36%	Mozambique: 49%	Mozambique: 92% M: 90% F: 94%	
		Tanzania: All: 79%, M: 76%, F: 80%	Tanzania: 80%	Tanzania: 88% M: 91% F: 86%	
	1. Percentage of participants	Total: All: 53%	Total: All: 68% (13,217 ppts)	Total: 85% M: 85%	Includes farm and non-farm income earning activities

200 Increased engagement of household members, especially women, in profitable small scale enterprises	(m/f) that are doing small scale enterprises or income generating activities (IGA)	Bangladesh: 31% M: 32% F: 31%	Bangladesh: 45% (2418) M: 47% (777) F: 46% (1641)	F: 86% Bangladesh: 87% M: 87% F: 87%	
		Honduras: 55% M: 70% F: 50%	Honduras: 65% (2184) M: 67% (1055) F: 63% (1129)	Honduras: 86% M: 88% F: 83%	
		Mali: 69% M: 70% F: 65%	Mali: 45% (1000) M: 27% (320) F: 68% (680)	Mali: 88% M: 88% F: 88%	
		Mozambique: 65% M: 67% F: 61%	Mozambique: 71% (3356) M: 72% (1668) F: 70% (1688)	Mozambique: 77% M: 83% F: 73%	
		Tanzania: 68% M: 70% F: 67%	Tanzania: 87% (4259) M: 83% (1647) F: 89% (2612)	Tanzania: 81% M: 77% F: 84%	
		2. Percentage of participants (m/f) who say that their earnings have increased as a result of what they have learned and/or support they have received from this program.	NA – Only makes sense to measure after the program is implemented	Total: 66% (15,726 participants) Bangladesh: 88% (5228) M: 92% (1654) F: 86% (3574) Honduras: 51% (1703) M: 50% (785) F: 51% (918) Mali: 45% (1000) M: 45% (540) F: 46% (460) Mozambique: 42% (1973) M: 41% (945) F: 43% (1028) Tanzania: 75% (5822) M: 75% (2327) F: 76% (3493)	Total: 85% M: 85% F: 85% Bangladesh: 95% M: 93% F: 97% Honduras: 90% M: 91% F: 88% Mali: 97% M: 98% F: 96% Mozambique: 96% M: 94% F: 97% Tanzania: 59% M: 59% F: 59%
300 Improved governance among local	1. Percentage of targeted communities with a community	Total: 44% Those who said "Yes, CAP was developed with community participation." 121 out of 276 communities	Total: 62% 212 out of 341 communities	Total: 83% 288 out of 345 communities	

community groups	action plan that was developed in a participatory manner as the result of the leadership of a community governance body or local community group	Bangladesh: 57% 51 out of 90 communities	Bangladesh: 100% 56 out of 143 communities	Bangladesh: 100% 143 out of 143 communities	
		Honduras: 68% 39 out of 57 communities	Honduras: 100% 57 out of 57 communities	Honduras: 91% 52 out of 57 communities	
		Mali: 11% 6 out of 55 communities	Mali: 62% 34 out of 55 communities	Mali: 69% 66 out of 95 communities	
		Mozambique: 25% 15 out of 60 communities	Mozambique: 75% 45 out of 60 communities	Mozambique: 63% 15 out of 24 communities	There were fewer total communities because one of the two partners in Mozambique left the project.
		Tanzania: 71% 10 out of 14 communities	Tanzania: 77% 20 out of 26 communities	Tanzania: 46% 12 out of 26 communities	
	2. Percentage of participants (m/f) who say that women and marginalized groups in their community are able to influence the planning and management of community action planning.	Total: Women: 45% (M: 48%, F: 41%) Ethnic Minorities: 30% (M: 33%, F: 27%) Disabled: 36% (M: 41%, F: 30%)	Total: Women: 60% Ethnic Minorities: 33% Disabled: 40%	Total: Women: 71% (M: 80%, F: 60%) Ethnic Minorities: 31% (M: 40%, F: 21%)	Inclusion of people with disabilities in community planning processes was not assessed during the final evaluation because it was not tracked consistently for all five countries during the course of program implementation. Final results for Indicator 300-2 are for inclusion of women and ethnic minorities in community planning only.
	Bangladesh: Women: 39% (M: 53%, F: 30%) Ethnic Minority: 39% (M: 55%, F: 29%) Disabled: 37% (M: 52%, F: 28%)	Bangladesh Women: 51% Ethnic Minority: 40% Disabled: 40%	Bangladesh Women: 86% (M: 100%, F: 75%) Ethnic Minority: 35% (M: 28%, F: 40%)		
	Honduras: Women: 50% (M: 61%, F: 47%)	Honduras: Women: 66%	Honduras: Women: 100% (M: 100%, F: 100%) Ethnic Minority: 32% (M: 64%, F: 0%)		
	Mali Women: 64% (M: 62%, F: 75%) Ethnic Minorities: 42% (M: 36%, F: 71%)	Mali Women: 78% Ethnic Minority: 66%	Mali Women: 23% (M: 42%, F: 7%) Ethnic Minority: 35% (M: 28%, F: 40%)		

		Disabled: 54% (M: 51%, F: 72%)	Disabled: 71%		
		Mozambique Women: 5% (M: 6%, F: 4%) Ethnic Minorities: 11% (M: 12%, F: 10%) Disabled: 16% (M: 17%, F: 14%)	Mozambique: Women: 38% Ethnic Minority: 30% Disabled: 38%	Mozambique: Women: 89% (M: 67%, F: 100%)	
		Tanzania: Women: 46% (M: 46%, F: 45%) Ethnic Minorities: 30% (M: 31%, F: 29%) Disabled: 38% (M: 46%, F: 32%)	Tanzania Women: 76% Ethnic minorities: 40% Disabled: 40%	Tanzania Women: 73% (M: 79%, F: 58%) Ethnic Minorities: 53% (M: 65%, F: 19%)	
	3. Percentage of participants (m/f) that say they are satisfied with the quality of community leadership	Total: 31% (M: 24%, F: 36%)	Total: 66%	Total: 95% (M: 96%, F: 94%)	
		Bangladesh: 47% (M: 38%, F: 53%)	Bangladesh: 81%	Bangladesh: 97% (M: 100%, F: 94%)	
		Honduras: 25% (M: 21%, F: 26%)	Honduras: 49%	Honduras: 100% (M: 100%, F: 100%)	
		Mali: 5% (M: 5%, F: 4%)	Mali: 25%	Mali: 100% (M: 100%, F: 100%)	
		Mozambique: 26% (M: 23%, F: 31%)	Mozambique: 59%	Mozambique: 76% (M: 68%, F: 80%)	
		Tanzania: 32% (M: 36%, F: 29%)	Tanzania: 74%	Tanzania: 100% (M: 100%, F: 100%)	
110 Increased knowledge of men and women farmers to implement sustainable	1. Percentage of participant farmers (m/f) with increased knowledge of sustainable agricultural methods	No baseline	Total: 69%	Total: 78%	
			Bangladesh: 48%	Bangladesh: 100%	
			Honduras: 66%	Honduras: 89%	
			Mali: 63%	Mali: 98%	
			Mozambique: 90%	Mozambique: 75%	
			Tanzania: 75%	Tanzania: 22%	
	2. Level of perception of	Total: 48% (M: 25%, F: 23%)	Total: 86%	Total: 100% M: 100% F: 100%	

agricultural methods	the importance of sustainable agriculture methods among PFs (m/f)	Bangladesh: 88% (M: 92%, F: 84%)	Bangladesh: 90%	Bangladesh: 100% M: 100% F: 100%	
		Honduras: 37% (M: 50%, F: 33%)	Honduras: 63%	Honduras: 100% M: 100% F: 100%	
		Mali: 73% (M: 73%, F: 76%)	Mali: 80%	Mali: 100% M: 100% F: 100%	
		Mozambique: 34% (M: 34%, F: 33%)	Mozambique: 62%	Mozambique: 99% M: 99% F: 99%	
		Tanzania: 87% (M: 87%, F: 86%)	Tanzania: 87%	Tanzania: 99% M: 100% F: 99%	
120 Improved household access to quality seed and crop varieties (including those resistant to high moisture stress)	1. Percentage of participant farmers (m/f) who accessed sufficient quantities of high quality/ improved seed during the last planting season	Total: 30% (M: 30%, F: 28%)	Total: 50% (5045 ppts)	Total: 75% M: 70% F: 81%	
		Honduras: 14% M: 11% F: 15%	Honduras: 42% (456) M: 46% (291) F: 36% (165)	Honduras: 83% M: 95% F: 65%	
		Mali: 37% M: 37% F: 38%	Mali: 50% (400) M: 50% (200) F: 50% (200)	Mali: 79% M: 71% F: 92%	
		Mozambique: 26% M: 26% F: 26%	Mozambique: 37% (1258) M: 37% (668) F: 38% (590)	Mozambique: 66% M: 63% F: 70%	
		Tanzania: 52% M: 55% F: 49%	Tanzania: 64% (3327) M: 70% (1574) F: 60% (1753)	Tanzania: 69% M: 40% F: 88%	
	2. Percentage of participant farmers (m/f) growing at least one disease resistant or drought	Total: 47% M: 31% F: 49%	Total: 60% (6365) M: 63% (3456) F: 57% (2909)	Total: 83% M: 84% F: 83%	
		Honduras: 20% M: 19% F: 21%	Honduras: 48% (599) M: 46% (271) F: 50% (328)	Honduras: 75% M: 80% F: 70%	
		Mali: 0% M: 0% F: 0%	Mali: 13% (100) M: 14% (55) F: 11% (45)	Mali: 92% M: 91% F: 94%	

	tolerant crop since the program started	Mozambique: 38% M: 38% F: 40%	Mozambique: 61% (2085) M: 62% (1127) F: 62% (958)	Mozambique: 91% M: 83% F: 98%	
		Tanzania: 57% M: 60% F: 55%	Tanzania: 69% (3581) M: 75% (2003) F: 62% (1578)	Tanzania: 82%con M: 84% F: 80%	
130 Increased knowledge of participants (m/f) about animal husbandry practices	1. Percentage of participants (m/f) practicing animal husbandry	Total: 64% M: 37% F: 53%	Total: 61% (4611) M: 46% (2230) F: 61% (2381)	Total: 83% M: 87% F: 80%	
		Bangladesh: 42% M: 42.95% F: 41.18%	Bangladesh: 23% (600) M: 31% (400) F: 15% (200)	Bangladesh: 100% M: 100% F: 100%	
		Inter-fish: 1% M: 2% F: 0%	Inter-fish: 8% (200) M: 12.5% (160) F: 3% (40)		
		Ducks: 3% M: 3% F: 3%	Ducks: 16% (400) M: 19% (240) F: 12% (160)		
		Honduras: 53% M: 68% F: 48%	Honduras: 64% (384) M: 70% (294) F: 50% (90)	Honduras: 81% M: 88% F: 75%	
		Mali: 88% M: 87% F: 100%	Mali: 91% (137) M: 87% (87) F: 100% (50)	Mali: 69% M: 76% F: 63%	
		Tanzania: 68% M: 70% F: 67%	Tanzania: 83% (3490) M: 81% (1449) F: 84% (2041)	Tanzania: 78% M: 79% F: 77%	
	2. Percentage of participant farmers (m/f) who feel confident in their ability to breed and raise healthy livestock.	Total: 41% M: 41% F: 39%	Total: 49% (3359) M: 48% (1550) F: 49% (1809)	Total: 51% M: 53% F: 49%	
		Bangladesh: 19% M: 21% F: 17%	Bangladesh: 14% (360) M: 18% (234) F: 10% (126)	Bangladesh: 44% M: 47% F: 41%	
		Honduras: 79% M: 81% F: 79%	Honduras: 80% (480) M: 80% (336) F: 80% (144)	Honduras: 43% M: 52% F: 36%	Results appear low relative to baseline because the final survey percentages are based on percentage of overall program participants, whereas the baseline survey was

					based on a sample of farmer participants
		Mali: 8% M: 9% F: 0%	Mali: 20% (30) M: 20% (20) F: 20% (10)	Mali: 80% M: 79% F: 80%	
		Tanzania: 57% M: 55% F: 59%	Tanzania: 69% (2489) M: 67% (960) F: 70% (1529)	Tanzania: 34% M: 34% F: 34%	Results appear low relative to baseline because the final survey percentages are based on percentage of overall program participants, whereas the baseline survey was based on a sample of farmer participants
140 Increased access to land and security of land tenure for small-scale farmers, especially women and other marginalized groups	1. Area of arable land under cultivation by PFs (m/f), and other marginalized groups (average per ppt)	Total: 3.5 ha	Total: 4 ha	Not measured	We decided not to track this indicator anymore due to challenges that were inherent in monitoring this type of data.
		Mali: 4.3 ha (M: 4.4 ha, F: 2.6 ha)	Mali: 4.5 ha	Not measured	
		Tanzania: 3.9 ha (M: 4.4 ha, F: 3.5 ha)	Tanzania: 3.5 ha	Not measured	
	2. Percentage of participant farmers (m/f) who have security of land tenure (formal title deed or any other formal and informal certification)	Mali: All: 80% M: 79% F: 100%	Mali: All: 85% (128) M: 83% (83) F: 100% (50)	Mali: All: 100% M: 100% F: 99%	A 30-year lease for 200 hectares of land for three villages was signed after two years of working through various obstacles.
		Mozambique: All: 2.8% M: 1.4% F: 4.7%	Mozambique: All: 30% (778) M: 30% (428) F: 30% (350)	Mozambique: All: 60% M: 61% F: 59%	
		Tanzania: All: 21.1% M: 18.3% F: 23.4%	Tanzania: All: 23% (810) M: 25.6% (340) F: 22.8% (470)	Tanzania: All: 82% M: 74% F: 89%	
210 Increased knowledge among participants,	1. Percentage of participants doing an income generating	Total: 31% (M: 38%, F: 28%)	Total: 66% (M: 67%, F: 65%)	Total: 70% M: 72% F: 68%	
		Bangladesh: 33% (M: 69%, F: 20%)	Bangladesh: 58%	Bangladesh: 89% M: 91%	

especially women, about how to manage profitable small scale enterprises	activity (m/f) who have a business plan or marketing strategy for their small scale enterprises	Honduras: 15% (M: 15%, F: 15%)	Honduras: 30%	F: 88% Honduras: 68% M: 74% F: 64%	
		Mali: 0% (M: 0%, F: 0%)	Mali: 47%	Mali: 71% M: 71% F: 71%	
		Mozambique: 43% (M: 44%, F: 41%)	Mozambique: 62%	Mozambique: 84% M: 87% F: 82%	
		Tanzania: 65% (M: 64%, F: 65%)	Tanzania: 83%	Tanzania: 56% M: 57% F: 55%	
	2. Percentage of participants doing an income generating activity (m/f) who feel confident in their ability to manage their small business.	Total: 50% (M: 51%, F: 53%)	Total: 80%	Total: 94% M: 95% F: 93%	
		Bangladesh: 2.6% (M: <1%, F: 3.7%)	Bangladesh: 16%	Bangladesh: 98% M: 98% F: 98%	
		Honduras: 79% (M: 81%, F: 78%)	Honduras: 80%	Honduras: 96% M: 99% F: 94%	Due to concerns that the baseline measurement may be unreliable, the target was not set much higher.
		Mali: 31% (M: 26%, F: 47%)	Mali: 55%	Mali: 99% M: 99% F: 99%	
		Mozambique: 54% (M: 58%, F: 49%)	Mozambique: 79%	Mozambique: 86% M: 90% F: 82%	
		Tanzania: 88% (M: 88%, F: 87%)	Tanzania: 89%	Tanzania: 89% M: 92% F: 87%	Due to concerns that the baseline measurement may be unreliable, the target was not set much higher.
220 Increased literacy and numeracy skills among participants in managing small businesses	1. Percentage of men and women participating in literacy instruction that pass the literacy exam at	Total: N/A Not measured until after literacy course	Total: 66% (1855)	Total: 100%** M: 95%** F: 91%	
		Bangladesh	Bangladesh: 60% (617) M: 60% (125) F: 60% (492)	Bangladesh: 100% M: 99% F: 100%	Bangladesh data include only data from one partner - Sathi.
		Honduras	Honduras: 77% (193) M: 83% (91) F: 73% (102)	Honduras: 86% M: 83% F: 87%	Honduras includes data from two partners - Alfalit and Diaconia Nacional – only.

and/or community governance	the end of the course	Mozambique:	Mozambique: 60% (472) M: 60% (236) F: 60% (236)	Mozambique: N/A	No final result is reported for Mozambique because literacy was only part of IRM-RDD's project plan, and IRM-RDD left the project by the time that the mid-term evaluation was completed. There was no literacy component in the activities that World Renew's remaining partner in Mozambique: Diocese of Niassa, conducted during the final two years of the Livelihoods project
		Tanzania	Tanzania: 77% (573) M: 82% (261) F: 74% (312)	Tanzania: 100%** M: 100%** F: 90%	No responses were provided for this question in the final survey data for Tanzania, so the passage rate that Tanzania reported for September 2017 is provided here.
	2. Percentage of literacy participants (m/f) using basic literacy and numeracy skills for managing small enterprises and/or for community governance	Total: 49% M: 52% F: 52%	Total: 71% (1754) M: 61% (651) F: 72% (1103)	Total: 87% M: 91% F: 85%	
		Bangladesh: 15% M: 28% F: 9%	Bangladesh: 65% (194) M: 68% (82) F: 62% (112)	Bangladesh: 100% M: 100% F: 100%	Bangladesh data include data from one partner only – Sathi.
		Honduras: 79% M: 94% F: 70%	Honduras: 81% (203) M: 81% (89) F: 81% (114)	Honduras: 76% M: 77% F: 75%	Honduras data include data from two partners - Alfalit and Diaconia Nacional - only
		Mali: 52% M: 43% F: 72%	Mali: 80% (320) M: 0 F: 80% (320)	Mali: 98% M: 100% F: 97%	Mali data include data from one partner only – ODES.
		Mozambique: 19% M: 15% F: 26%	Mozambique: 50% (394) M: 50% (197) F: 50% (197)	Mozambique:	No final result is reported for Mozambique because literacy was only part of IRM-RDD's project plan, and IRM-RDD left the project by the time that the mid-term evaluation was completed. There was no literacy component in the activities that World Renew's remaining partner in Mozambique: Diocese of Niassa, conducted during the final two years of the Livelihoods project.

		Tanzania: 81% M: 79% F: 83%	Tanzania: 87% (643) M: 63% (283) F: 85% (360)	Tanzania: 61% M: 73% F: 56%	Given the strong stigma around being illiterate and fear of being mocked, enumerators noted that some respondents were reluctant to answer questions around literacy and its impacts.
3. Percentage of participants (m/f) who agree that increased literacy and numeracy skills have improved how they manage their enterprise and/or participate in community governance		Total: 50% M: 50% F: 50%	Total: 61% (1837) M: 55% (546) F: 59% (1191)	Total: 86% M: 89% F: 84%	
		Bangladesh: 16% M: 28% F: 9%	Bangladesh: 33% (204) M: 38% (47) F: 32% (157)	Bangladesh: 100% M: 100% F: 100%	Bangladesh data are from one partner only – Sathi.
		Honduras: 87% M: 94% F: 83%	Honduras: 88% (220) M: 88% (97) F: 88% (123)	Honduras: 82% M: 81% F: 82%	Honduras data are from two partners only - Alfalit and Diaconia Nacional.
		Mali: 64% M: 57% F: 81%	Mali: 80% (320) M: 0% F: 80% (320)	Mali: 81% M: 100% F: 76%	Mali data include data from only one partner – ODES.
		Mozambique: 24% M: 15% F: 40%	Mozambique: 50% (394) M: 50% (197) F: 50% (197)	Mozambique: N/A	No final result is reported for Mozambique because literacy was only part of IRM-RDD's project plan, and IRM-RDD left the project by the time that the mid-term evaluation was completed. There was no literacy component in the activities that World Renew's remaining partner in Mozambique: Diocese of Niassa, conducted during the final two years of the Livelihoods project.
		Tanzania: 87% M: 82% F: 90%	Tanzania: 74% (699) M: 57% (205) F: 68% (394)	Tanzania: 71% M: 70% F: 71%	Given the strong stigma around being illiterate and fear of being mocked, enumerators noted that some respondents were reluctant to answer questions around literacy and its impacts.
310 Increased knowledge of participatory processes by	1. Percentage of targeted communities where community	Total: 54% 93 out of 306 communities	Total: 87% 295 out of 341 communities	Total: 92% 293 out of 320 communities	
		Bangladesh: 16% 18 out of 113 communities	Bangladesh: 100% 143 out of 143 communities	Bangladesh: 100% 144 out of 143 communities**	

community groups to set community development agendas	leaders (or a community group) have done participatory needs assessment and planning	Honduras: 68% 39 out of 57 communities	Honduras: 91% 52 out of 57 communities	Honduras: 98% 52 out of 53 communities	
		Mali: 31% 17 out of 55 communities	Mali: 64% 35 out of 55 communities	Mali: 82% 60 out of 73 communities	
		Mozambique: 15% 9 out of 60 communities	Mozambique: 75% 45 out of 60 communities	Mozambique: 63% 15 out of 24 communities	One of the two local partners in Mozambique (IRM – RDD) left the program early, reducing the overall number of communities that the program was able to target.
		Tanzania: 47% 10 out of 21 communities	Tanzania: 77% 20 out of 26 communities	Tanzania: 81% 22 out of 27 communities	
2. Number of target communities that are tracking and making progress on self-selected community capacity indicators	Total: 66% 380 out of 573 communities	Total: 92% 616 out of 668 communities	Total: 96% 631 out of 654 communities		
	Bangladesh: 82% 311 out of 380 communities	Bangladesh: 100% 470 out of 470 communities	Bangladesh: 99% 467 out of 470 communities	In Bangladesh, each self help group is counted as a “community” for the community capacity indicators.	
	Honduras: 63% 36 out of 57 communities	Honduras: 79% 45 out of 57 communities	Honduras: 96% 51 out of 53 communities		
	Mali: 31% 17 out of 55 communities	Mali: 69% 38 out of 55 communities	Mali: 80% 60 out of 75 communities		
	Mozambique: 12% 7 out of 60 communities	Mozambique: 72% 43 out of 60 communities	Mozambique: 100% 31 out of 31 communities		
	Tanzania: 48% 10 out of 21 communities	Tanzania: 77% 20 out of 26 communities	Tanzania: 81% 22 out of 27 communities		
320 Increased knowledge in the application of new community development and technical competencies by partner NGOs	1. Number and type of new community development and technical competencies applied by partners	Total: 0 (since we are tracking new competencies gained during life of project)	Total: 66	Total: 104	
			Bangladesh: 9	Bangladesh: 19	
			Honduras: 23	Honduras: 17	
			Mali: 8	Mali: 52	
			Mozambique: 6	Mozambique: 3	
			Tanzania: 20	Tanzania: 13	
	2. Percentage of partners (out of 12 total) that are demonstrating progress on their self-	100% - 12 partners	100% - 12 partners	100% - 11 partners	One of World Renew’s partnerships (with IRM-RDD in Mozambique) ended before the conclusion of the Livelihoods program. 11 local partners actively implemented the program from start to finish.

	selected organizational capacity indicators				
Outputs 111 Farmers (m/f) trained/mentored in sustainable agricultural methods	1. Number of farmers (m/f) trained/mentored in sustainable agricultural methods since the project started	Total: 0	Total: 11,517 M: 5708 F: 5809	Total: 26,349 M: 13,100 F: 13,063	
		Bangladesh: 0	Bangladesh: 0 M: 0 F: 0	Bangladesh: 4268 M: 1987 F: 2281	
		Honduras: 0	Honduras: 1075 M: 644 F: 431	Honduras: 1176 M: 590 F: 586	
		Mali: 0	Mali: 1150 M: 975 F: 175	Mali: 9364 M: 5194 F: 4170	
		Mozambique: 0	Mozambique: 3392 M: 1826 F: 1566	Mozambique: 5227* M: 2503* F: 2538*	Includes IRM-RDD data
		Tanzania: 0	Tanzania: 5900 M: 2263 F: 3637	Tanzania: 6314 M: 2826 F: 3488	
	2. Number farmer-to-farmer learning exchanges conducted since the project started	Total: 0	Total: 207	Total: 359	
		Bangladesh: 0	Bangladesh: 0	Bangladesh: 17	
		Honduras: 0	Honduras: 48	Honduras: 55	
		Mali: 0	Mali: 8	Mali: 39	
		Mozambique: 0	Mozambique: 113	Mozambique: 215	
		Tanzania: 0	Tanzania: 38	Tanzania: 33	
	3. Number of farmers (m/f) who participated in farmer-to-farmer learning exchanges	Total: 0	Total: 2335 M: 1272 F: 1063	Total: 6836 M: 3474 F: 3362	
		Bangladesh: 0	Bangladesh: 0 M: 0 F: 0	Bangladesh: 265 M: 143 F: 122	
		Honduras: 0	Honduras: 595 M: 320 F: 275	Honduras: 680 M: 284 F: 396	

	since the project started	Mali: 0	Mali: 100 M: 80 F: 20	Mali: 272 M: 207 F: 65	
		Mozambique: 0	Mozambique: 1120 M: 608 F: 512	Mozambique: 4704 M: 2408 F: 2296	
		Tanzania: 0	Tanzania: 520 M: 264 F: 256	Tanzania: 915 M: 432 F: 483	
112 Community members encouraged and supported to install composting latrines and other compost production sites	1. Number of composting latrines installed since the program started	Total: 0	Total: 288	Total: 148	
			Honduras: 90	Honduras: 86	
			Mali: 25	Mali: 36	
			Mozambique: 173	Mozambique: 26	
	2. Number of other (non-latrine) compost product sites established since the project started	Total: 0	Total: 2394	Total: 8390	
			Bangladesh: 120	Bangladesh: 812	
			Honduras: 362	Honduras: 463	
			Mali: 600	Mali: 2449	
113 Experimental /demonstration installations operational (Farmer field schools)	1. Number of operational experimental/demonstration installations (e.g farmer field schools)	Total: 6	Total: 80	Total: 368	
		Honduras: 0	Honduras: 0	Honduras: No data	
		Mali: 0	Mali: 2	Mali: 7	
		Mozambique: 0	Mozambique: 40	Mozambique: 280	
		Tanzania: 6	Tanzania: 38	Tanzania: 81	
	2. Number of farmers (m/f) actively participating in	Total: 0	Total: 1122 M: 573 F: 549	Total: 7257 M: 3534 F: 3723	
			Mali: 10 M: 5 F: 5	Mali: 6 M: 6 F: 0	

	experimental/ demonstra- tion installations (e.g. farmer field schools)		Mozambique: 808 M: 436 F: 372	Mozambique: 5175 M: 2552 F: 2623	
			Tanzania: 304 M: 132 F: 172	Tanzania: 2076 M: 976 F: 1100	
114 Local specific, participatory research conducted with men and women farmers on new crop varieties and farming methods	1. Number participatory research experiments conducted with farmers to test new farming techniques since the project started	Total: 0	Total: 31 Mali: 2 Mozambique: 5 Tanzania: 24	Total: 208 Mali: 7 Mozambique: 186 Tanzania: 15	
	2. Number of participatory research experiments conducted with farmers to test new crop varieties since the project started	Total: 0	Total: 29 Mali: 0 Mozambique: 5 Tanzania: 24	Total: 200 Mali: 0 Mozambique: 186 Tanzania: 14	
115 Cereal security stocks and warrantage (loans) management system set up	1. Number of cereal security stocks and warrantage (loans) management systems set up	Mali: 6	Mali: 12	Mali: 22	
	2. Number of households benefitting	Mali: 0	Mali: 200	Mali: 743	

	from warrantage				
116 Improved grain storage facilities installed	1. Number of improved grain silos and other storage facilities constructed since the project started	Total: 0	Total: 1394 Honduras: 75 Mozambique: 1189 Tanzania: 130	Total: 1450 Honduras: 180 Mozambique: 360 Tanzania: 910	
	2. Number participant farmers (m/f) that have improved grain silos and other storage facilities	Total: 40 M: 35 F: 5	Total: 1624 M: 905 F: 719	Total: 1629 M: 788 F: 841	
		Honduras: 40 M: 35 F: 5	Honduras: 235 M: 174 F: 61	Honduras: 304 M: 204 F: 100	
		Mozambique: 0	Mozambique: 1189 M: 614 F: 575	Mozambique: 360 M: 192 F: 168	
		Tanzania: 0	Tanzania: 200 M:117 F: 83	Tanzania: 965 M: 392 F: 573	
117 Small scale water resources for agriculture (shallow wells, dams, and irrigation canals) are constructed and maintained	1. Number of small scale water resources constructed since the program started	Total: 0	Total: 55	Total: 91	
		Mali: 0	Mali: 3	Mali: 32	
		Mozambique: 0	Mozambique: 52	Mozambique: 59*	Includes IRM-RDD data
	2.Number of water resources being maintained by community members	Total: 0	Total: 60	Total: 194	
		Mali: 0	Mali: 8 canals	Mali: 137	
		Mozambique: 0	Mozambique: 52	Mozambique: 57*	Includes IRM-RDD data
		Total: 0	Total: 27	Total: 64	

121 Disease resistant and drought tolerant crop varieties introduced	1. Number disease and drought resistant crops introduced and distributed since the project started		Honduras: 15	Honduras: 27	
			Mozambique: 9	Mozambique: 16*	Includes IRM-RDD data
			Tanzania: 3 (same 3 for both partners)	Tanzania: 21	
	2. Number of farmers(m/f) who received disease and drought resistant crop since the project started	Total: 0	Total: 4441 M: 2252 F: 2189	Total: 8897 M: 4574 F: 4323	
			Honduras: 691 M: 480 F: 211	Honduras: 795 M: 421 F: 374	
			Mozambique: 800 M: 400 F: 400	Mozambique: 4742* M: 2468* F: 2274*	Includes IRM-RDD data
			Tanzania: 2950 M: 1372 F: 1578	Tanzania: 3360 M: 1685 F: 1675	
	3. Number of farmers (m/f) who received disease and drought resistant tuber species since the project started	Total: 0	Total: 3477 M: 1676 F: 1801	Total: 6729 M: 3305 F: 3424	
			Honduras: 165 M: 120 F: 45	Honduras: 245 M: 99 F: 146	
			Mozambique: 1837 M: 970 F: 867	Mozambique: 4509 M: 2304 F: 2205	
			Tanzania: 1475 M: 586 F: 889	Tanzania: 1975 M: 902 F: 1073	
122 Men and women farmers	1. Number of farmers (m/f) trained/ment	Total: 0	Total: 7070 M: 3397 F: 3673	Total: 9107 M: 4530 F: 4577	
			Honduras: 446	Honduras: 495	

trained/mentored on seed production, multiplication and storage methods	trained on seed production, multiplication and storage methods since the project started	M: 335 F: 111	M: 355 F: 140	
		Mali: 100 M: 70 F: 30	Mali: 1072 M: 423 F: 649	
		Mozambique: 2744 M: 1469 F: 1,275	Mozambique: 4542 M: 2334 F: 2208	
		Tanzania: 3780 M: 1523 F: 2257	Tanzania: 2998 M: 1418 F: 1580	
		Total: 17 M: 11 F: 6	Total: 5457 M: 2447 F: 3010	Total: 7024 M: 3590 F: 3434
	2. Number of farmers (m/f) that have seed production operations	Honduras: 0 M: 0 F: 0	Honduras: 220 M: 166 F: 54	Honduras: 260 M: 179 F: 81
		Mali: 2 M: 2 F: 0	Mali: 20 M: 18 F: 2	Mali: 99 M: 33 F: 66
		Mozambique: 0 M: 0 F: 0	Mozambique: 1837 M: 970 F: 867	Mozambique: 4503 M: 2317 F: 2186
		Tanzania: 15 M: 9 F: 6	Tanzania: 3380 M: 1293 F: 2087	Tanzania: 2162 M: 1061 F: 1101
131 Communities assisted to develop community level livestock management and herding plans	1. Number of communities facilitated through the process of developing community level livestock management and herding plans	Mali: 0	Mali: 4	Mali: 5
	2. Number of community level livestock	Mali: 0	Mali: 2	Mali: 3

	and herding plans that are being implemented				
132 Livestock wells and other animal husbandry installations in place as identified in community plans	1. Number of livestock wells constructed since the project started	Mali: 0	Mali: 2	Mali: 3	
	2. Number of animal husbandry installations constructed	Mali: 0	Mali: 2	Mali: 0	
133 Participant farmers (m/f) trained/mentored in animal husbandry, aquaculture and apiculture	1. Number of farmers trained/mentored (m/f) in animal husbandry (raising of cattle, small livestock or poultry) since the project started	Total: 0	Total: 5074 M: 2317 F: 2757	Total: 5819 M: 2522 F: 3297	
			Bangladesh: 400 M: 240 F: 160	Bangladesh: 1024 M: 395 F: 629	
			Honduras: 200 M: 50 F: 150	Honduras: 246 M: 86 F: 160	
			Mali: 274 M: 244 F: 30	Mali: 830 M: 476 F: 354	
			Tanzania: 4200 M: 1783 F: 2417	Tanzania: 3719 M: 1565 F: 2154	
	2. Number of farmers trained/mentored (m/f) in aquaculture (fish ponds) since the project started	Total: 0	Total: 3400 M: 1363 F: 2037	Total: 1081 M: 539 F: 542	
			Bangladesh: 200 M: 160 F: 40	Bangladesh: 237 M: 100 F: 137	
			Tanzania: 3200 M: 1203 F: 1997	Tanzania: 844 M: 439 F: 405	

	3. Number of farmers trained/mentored (m/f) in beekeeping during the project	Tanzania: 0	Tanzania: All: 3240 M: 1223 F: 2017	Tanzania: All: 1656 M: 722 F: 934	
141 Women and other marginalized groups are trained and supported in the process of accessing land and securing land use rights	1. Number of individuals (m/f) supported in accessing or protecting access to/ownership of land during the project (i.e. supported in applying for title to land)	Total: 0	Total: 2196 M: 1103 F: 1093	Total: 1745 M: 1063 F: 682	
			Mali: 150 M: 100 F: 50	Mali: 366 M: 203 F: 163	
			Mozambique: 1296 M: 713 F: 583	Mozambique: 0 M: 0 F: 0	
			Tanzania: 750 M: 290 F: 460	Tanzania: 1379 M: 860 F: 519	
	2. Number of meetings/formal forums in which community members are engaged in discussions on land management issues such as access to land, user rights and how to invest on their land since the project started	Total: 0	Total: 236	Total: 42	
			Mali: 15	Mali: 12	
			Mozambique: 204	Mozambique: 5	
			Tanzania: 17	Tanzania: 25	

142 Local government land management institutions are trained and supported in the development of land information management /registration systems	1. Number of local government institutions supported in the development of land registration systems	Tanzania: 0	Tanzania: 12	Tanzania: 19	
	2. Number of examples of land rights issues being addressed by local government (since the project started)	Tanzania: 0	Tanzania: 17	Tanzania: 12	
211 Saving and lending groups formed and strengthened	1. Number of functional saving and lending groups	Total: 482	Total: 788	Total: 899	
		Bangladesh: 289	Bangladesh: 349	Bangladesh: 359	
		Honduras: 32	Honduras: 57	Honduras: 56	
		Mali: 11	Mali: 33	Mali: 45	
		Mozambique: 7	Mozambique: 12	Mozambique: 101	
		Tanzania: 150	Tanzania: 337	Tanzania: 338	
	2. Number of participants (m/f) participating in saving-lending groups	Total: 8849 M: 2851 F: 5998	Total: 12,049 M: 4146 F: 7903	Total: 17,499 M: 5663 F: 11,836	
		Bangladesh: 5054 M: 1438 F: 3616	Bangladesh: 5954 M: 1798 F: 4156	Bangladesh: 6116 M: 1654 F: 4462	
		Honduras: 403 M: 171 F: 232	Honduras: 977 M: 390 F: 587	Honduras: 1196 M: 494 F: 702	
		Mali: 234 M: 0 F: 234	Mali: 550 M: 25 F: 525	Mali: 870 M: 25 F: 845	
		Mozambique: 406	Mozambique: 545	Mozambique: 2518	

		M: 78 F: 328	M: 100 F: 445	M: 964 F: 1554	
		Tanzania: 2752 M: 1164 F: 1588	Tanzania: 4023 M: 1833 F: 2190	Tanzania: 6799 M: 2526 F: 4273	
	3. Number of saving-lending groups who received technical support (since project started)	Total: 0	Total: 777	Total: 901*	Includes 5 groups that received technical support from IRM-RDD.
			Bangladesh: 349	Bangladesh: 359	
			Honduras: 57	Honduras: 56	
			Mali: 22	Mali: 45	
			Mozambique: 12	Mozambique: 106*	Includes 5 groups that received technical support from IRM-RDD.
			Tanzania: 337	Tanzania: 322	
212 Saving-lending groups are linked to financial and government institutions (formal sector)	1. Number of saving and lending groups linked to financial institutions out of total number of groups established	Total: 13% 67 out of 506 communities	Total: 39% 303 out of 776	Total: 30% 272 out of 904	
		Bangladesh: 13% 37 groups out of 289 groups	Bangladesh: 30% 104 out of 349	Bangladesh: 43% 154 out of 359	
		Honduras: 0 out of 32	Honduras: 25% 23 out of 57	Honduras: 38% 21 out of 56	
		Mali: 0% 0 out of 11 communities	Mali: 67% 14 out of 21	Mali: 16% 7 out of 45	
		Mozambique: 43% 3 of 7 communities	Mozambique: 42% 5 of 12	Mozambique: 0% 0 out of 106	
		Tanzania: 16% 27 out of 167 communities	Tanzania: 47% 157 out of 337	Tanzania: 27% 90 out of 338	
		Total: 26% 174 out of 676 communities	Total: 69% 534 out of 776	Total: 53% 476 out of 904	
	2. Number of saving and lending groups linked to government institutions out of total number of	Bangladesh: 18% 53 groups out of 289 groups	Bangladesh: 71% 247 out of 349	Bangladesh: 70% 251 out of 359	
		Honduras: 0 out of 32	Honduras: 40% 23 out of 57	Honduras: 36% 20 out of 56	
		Mali: 0% 0 out of 11 communities	Mali: 53% 11 out of 21	Mali: 0% 0 out of 45	
		Mozambique: 43% 3 of 7 communities	Mozambique: 42% 5 of 12	Mozambique: 0% 0 out of 106	

	groups established	Tanzania: 35% 118 out of 337	Tanzania: 74% 248 out of 337	Tanzania: 61% 205 out of 338	
213 Participants have engaged in regular savings and have accessed credit	1. Number of participants (m/f) engaged in regular savings	Total: 8968 M: 2815 F: 6153	Total: 12,408 M: 4159 F: 8249	Total: 18,210 M: 5845 F: 12365	
		Bangladesh: 5054 M: 1438 F: 3616	Bangladesh: 5954 M: 1798 F: 4156	Bangladesh: 6116 M: 1654 F: 4462	
		Honduras: 522 M: 135 F: 387	Honduras: 1336 M: 403 F: 933	Honduras: 1432 M: 486 F: 946	
		Mali: 234 M: 0 F: 234	Mali: 550 M: 25 F: 525	Mali: 870 M: 25 F: 845	
		Mozambique: 406 M: 78 F: 328	Mozambique: 545 M: 100 F: 445	Mozambique: 2607* M: 964* F: 1643*	Includes IRM-RDD data
		Tanzania: 2752 M: 1164 F: 1588	Tanzania: 4023 M: 1833 F: 2190	Tanzania: 7185 M: 2716 F: 4469	
	2. Number of participants (m/f) that have received a loan for investing in a small enterprise or income generating activity since the start of the project	Total: 0	Total: 10,490 M: 3651 F: 6939	Total: 13,926 M: 4079 F: 9847	
			Bangladesh: 5228 M: 1654 F: 3574	Bangladesh: 5231 M: 1446 F: 3785	
			Honduras: 1025 M: 270 F: 755	Honduras: 1066 M: 331 F: 735	
			Mali: 366 M: 25 F: 341	Mali: 870 M: 25 F: 845	
			Mozambique: 545 M: 100 F: 445	Mozambique: 379 M: 130 F: 249	

214 Community mapping of value chains and local/regional marketing strategies facilitated	1. Number of participants (m/f) that have participated in value chain mapping and/or marketing strategy sessions	Total: 0	Total: 300 M: 60 F: 240	Total: 211 M: 54 F: 157	
			Bangladesh: 150 M: 60 F: 90	Bangladesh: 184 M: 52 F: 132	
			Honduras: 150 M: 0 F: 150	Honduras: 27 M: 2 F: 25	
	2. Number of marketing strategies developed	Total: 0	Total: 275	Total: 313	
			Bangladesh: 150	Bangladesh: 287	
			Honduras: 125	Honduras: 26	
	3. Number of participants (m/f) trained/mentored on value added processing of agricultural products since the project started	Total: 0	Total: 275 M: 100 F: 175	Total: 165 M: 54 F: 111	
			Bangladesh: 150 M: 60 F: 90	Bangladesh: 151 M: 54 F: 97	
			Honduras: 125 M: 40 F: 85	Honduras: 14 M: 0 F: 14	
215 Participants trained/mentored on business planning and management	1. Number of participants (m/f) trained/mentored on business planning since the start of the project	Total: 0	Total: 6901 M: 3016 F: 3885	Total: 10,313 M: 4433 F: 5880	
			Bangladesh: 300 M: 120 F: 180	Bangladesh: 337 M: 63 F: 274	
			Honduras: 400 M: 100 F: 300	Honduras: 560 M: 173 F: 387	
			Mozambique: 1841 M: 813 F: 1,028	Mozambique: 4239 M: 2215 F: 2024	
			Tanzania: 4360 M: 1983	Tanzania: 5177 M: 1982	

			F: 2377	F: 3195	
	2. Number of participants (m/f) trained/mentored on financial record keeping/accounting since the start of the project	Total: 0	Total: 7026 M: 3016 F: 4016	Total: 10,238 M: 4419 F: 5819	
			Bangladesh: 300 M: 120 F: 180	Bangladesh: 305 M: 122 F: 183	
			Honduras: 525 M: 100 F: 425	Honduras: 614 M: 176 F: 438	
			Mozambique: 1841 M: 813 F: 1028	Mozambique: 4239 M: 2215 F: 2024	
			Tanzania: 4360 M: 1983 F: 2377	Tanzania: 5080 M: 1906 F: 3174	
221 Community members (m/f) trained/mentored as literacy instructors	1. Number of community (m/f) members who are trained/mentored as literacy instructors	Total: 30 M: 26 F: 4	Total: 152 M: 49 F: 103	Total: 180 M: 64 F: 116	
		Bangladesh: 0	Bangladesh: 79 M: 16 F: 63	Bangladesh: 73 M: 18 F: 55	
		Honduras: 0	Honduras: 29 M: 11 F: 18	Honduras: 72 M: 26 F: 46	
		Mozambique: 25 M: 23 F: 2	Mozambique: 30 M: 23 F: 7	No results	No final result is reported for Mozambique because literacy was only part of IRM-RDD's project plan, and IRM-RDD left the project by the time that the mid-term evaluation was completed. There was no literacy component in the activities that World Renew's remaining partner in Mozambique: Diocese of Niassa, conducted during the final two years of the Livelihoods project
		Tanzania: 5 M: 3 F: 2	Tanzania: 44 M: 22 F: 22	Tanzania: 35 M: 20 F: 15	

	2. Number of communities that have trained literacy instructors	Total: 39% 55 out of 140 communities	Total: 94% 120 out of 128	Total: 78% 132 out of 169	World Renew partners who operated literacy training activities as part of the Sustainable Livelihoods program: Sathi, AICT/Geita, AICT/MUD, ODES, Alfalit and Diaconia Nacional.
		Bangladesh: 50% 44 out of 88	Bangladesh: 100% 88 out of 88	Bangladesh: 100% 93 out of 93	Instead of communities, Bangladesh focused on Literacy Sub-committees of the People's Institution (PI). This number represents the percentage of trained PI Literacy Sub-committee leaders that are actively playing a role in implementation of literacy classes.
		Honduras: 36% 5 out of 14	Honduras: 100% 14 out of 14	Honduras: 63% 19 out of 30	
		Mozambique: 0% 0 out of 12 communities	Mozambique: 75% 9 out of 12 communities	No results	No final result is reported for Mozambique because literacy was only part of IRM-RDD's project plan, and IRM-RDD left the project by the time that the mid-term evaluation was completed. There was no literacy component in the activities that World Renew's remaining partner in Mozambique: Diocese of Niassa, conducted during the final two years of the Livelihoods project.
		Tanzania: 19% 6 out of 26 communities	Tanzania: 69% 18 out of 26	Tanzania: 74% 20 out of 27	
222 Individuals (m/f) receive training in literacy and vocational skills needed to successfully manage enterprises	1.Number of participants (m/f) who received training in functional literacy skills	Total: 100 M: 52 F: 48	Total: 2795 M: 1027 F: 1768	Total: 4854 M: 1759 F: 3095	
	Bangladesh: 0 M: 0 F: 0	Bangladesh: 1027 M: 208 F: 819	Bangladesh: 1135 M: 281 F: 854		
	Honduras: 20 M: 9 F: 11	Honduras: 220 M: 95 F: 125	Honduras: 359 M: 172 F: 187		
	Mali: 8 M: 6 F: 2	Mali: 20 M: 12 F: 8	Mali: 619 M: 128 F: 491		

		Mozambique: 0 M: 0 F: 0	Mozambique: 788 M: 394 F: 394	Mozambique: 1058* M: 382* F: 676*	Includes IRM-RDD data
		Tanzania: 72 M: 37 F: 35	Tanzania: 740 M: 318 F: 422	Tanzania: 1683 M: 796 F: 887	
	2. Number of participants (m/f) who received instruction in vocational skills (e.g. carpentry, tailoring)	Total: 59 M: 28 F: 31	Total: 1230 M: 443 F: 787	Total: 1287 M: 397 F: 890	
		Bangladesh: 0	Bangladesh: 200 M: 80 F: 120	Bangladesh: 257 M: 4 F: 253	
		Honduras: 0 M: 0 F: 0	Honduras: 340 M: 66 F: 274	Honduras: 359 M: 63 F: 296	
		Mozambique: 41 M: 18 F: 23	Mozambique: 50 M: 25 F: 25	Mozambique: 65* M: 18* F: 47*	Mozambique result includes data from IRM-RDD. IRM-RDD ceased to be an active partner in the project after year 2.
		Tanzania: 18 M: 10 F: 8	Tanzania: 640 M: 272 F: 368	Tanzania: 606 M: 283 F: 323	
311 Community leaders trained and supported in the community governance (including participatory needs assessment and planning, local resource mobilization, and networking	1. Number of community leaders (m/f) trained and supported in doing participatory needs assessment and planning	Total: 1328 M: 742 F: 586	Total: 2774 M: 1507 F: 1267	Total: 6006 M: 2844 F: 3162	
		Bangladesh: 305 M: 160 F: 145	Bangladesh: 465 M: 226 F: 239	Bangladesh: 1544 M: 692 F: 852	
		Honduras: 591 M: 292 F: 299	Honduras: 1168 M: 581 F: 587	Honduras: 1465 M: 653 F: 812	
		Mali: 53 M: 32 F: 21	Mali: 195 M: 113 F: 82	Mali: 1384 M: 469 F: 915	
		Mozambique: 59 M: 39 F: 20	Mozambique: 326 M: 163 F: 163	Mozambique: 268 M: 206 F: 62	
		Tanzania: 320 M: 219 F: 101	Tanzania: 620 M: 424 F: 196	Tanzania: 1345 M: 824 F: 521	

with government and civil society)	2. Number of community leaders (m/f) supported in networking with government and civil society	Total: 716 M: 440 F: 276	Total: 1834 M: 1089 F: 745	Total: 2705 M: 1563 F: 1142	
		Bangladesh: 210 M: 120 F: 90	Bangladesh: 370 M: 186 F: 184	Bangladesh: 691 M: 340 F: 351	
		Honduras: 224 M: 129 F: 95	Honduras: 578 M: 334 F: 244	Honduras: 720 M: 384 F: 336	
		Mali: 2 M: 2 F: 0	Mali: 36 M: 30 F: 6	Mali: 130 M: 92 F: 38	
		Mozambique: 0 M: 0 F: 0	Mozambique: 230 M: 115 F: 115	No data	No final result is reported for Mozambique for this indicator because the indicator was only tracked by the partner (IRM-RDD) that left the Sustainable Livelihoods project after year 2. The partner that supported World Renew's implementation of the Mozambique project throughout the full five year duration of the Sustainable Livelihoods program (Diocese of Niassa) did not track this indicator.
		Tanzania: 280 M: 189 F: 91	Tanzania: 620 M: 424 F: 196	Tanzania: 1164 M: 747 F: 417	
		Total: 822	Total: 1852	Total: 4438	
312 Women trained and supported to serve in community leadership positions	1. Number of women trained and supported to serve in community leadership positions	Bangladesh: 302	Bangladesh: 586	Bangladesh: 2438	
		Honduras: 386	Honduras: 745	Honduras: 835	
		Mali: 19	Mali: 60	Mali: 386	
		Mozambique: 0	Mozambique: 163	Mozambique: 223	
		Tanzania: 115	Tanzania: 298	Tanzania: 556	
		Total: 6236 M: 2718 F: 3518	Total: 18,011 M: 7052 F: 10956	Total: 22,393 M: 8982 F: 13,411	
		Bangladesh: 2541	Bangladesh: 8517	Bangladesh: 10,133	

	on gender or taken through a facilitated discussion on gender issues	M:1142 F: 1399	M:3068 F: 5446	M: 3442 F: 6691	
	Honduras: 568 M: 271 F: 297	Honduras: 1285 M: 516 F: 769	Honduras: 1431 M: 544 F: 887		
	Mali: 716 M: 416 F: 300	Mali: 1610 M: 910 F: 700	Mali: 3312 M: 1435 F: 1877		
	Mozambique: 0 M: 0 F: 0	Mozambique: 1409 M: 575 F: 834	Mozambique: 3709 M: 1982 F: 1727		
	Tanzania: 2411 M: 889 F: 1522	Tanzania: 5190 M: 1983 F: 3207	Tanzania: 3808 M: 1579 F: 2229		
321 Financial support provided to partners by World Renew	1. Number of partners provided with financial support during the life of the project	Total: 0	Total: 12	Total: 11	World Renew's partnership with IRM-RDD ended in year two of the program, reducing the total number of partners in the program from 12 to 11.
	2. Amount of financial support provided to partners during the life of the project	Total: \$0	Total: \$2,984,431	Total: \$3,465,992	
			Bangladesh: \$654,691	Bangladesh: \$755,934	
			Honduras: \$962,048	Honduras: \$ 906,369	
			Mali: \$579,200	Mali: \$720,399	
			Mozambique: \$551,741	Mozambique: \$595,838	
			Tanzania: \$236,751	Tanzania: \$487,452	
322 NGO partners have received technical support from World Renew as agreed in	1. Number of partners provided with technical support as agreed in partnership agreements	Total: 0	Total: 12	Total: 12	

partnership agreements	(during the life of the project)				
	2. Number of trainings on technical issues	Total: 0	Total: 113	Total: 235	
			Bangladesh: 10	Bangladesh: 37	
			Honduras: 40	Honduras: 57	
			Mali: 8	Mali: 24	
			Mozambique: 35	Mozambique: 50*	Includes trainings provided to IRM-RDD
			Tanzania: 20	Tanzania: 67	
323 Relationships established between NGO partners and local agricultural research institutions, MOA extension service providers, and micro-finance institutions	3. Number of visits conducted by World Renew	Total: 0	Total: 255	Total: 410	
			Bangladesh: 40	Bangladesh: 56	
			Honduras: 90	Honduras: 126	
			Mali: 20	Mali: 26	
			Mozambique: 65	Mozambique: 114	
			Tanzania: 40	Tanzania: 88	
	1. Number of relationships and collaborations established between World Renew partners and local agricultural research institutions, MOA extension service providers, and micro-finance institutions	Total: 10	Total: 36	Total: 68	
		Honduras: 6	Honduras: 15	Honduras: 27	
		Mozambique: 0	Mozambique: 10	Mozambique: 17*	Includes collaborations that were established by the local partner (IRM-RDD) who left the Sustainable Livelihoods program after year two
		Tanzania: 4	Tanzania: 11	Tanzania: 24	

	2. Number of linkages/collaborations established between community groups and local agricultural research institutions, MOA extension service providers, and MFIs	Total: 11	Total: 132	Total: 52	
		Honduras: 3	Honduras: 10	Honduras: 21	
		Mozambique: 0	Mozambique: 17	Mozambique: 2	
		Tanzania: 8	Tanzania: 105	Tanzania: 29	
324 World Renew and NGO partners have managed key environmental mitigation and enhancement impacts using the Environmental Management Plans (EMPs).	1. Number of World Renew field offices (out of five total) that are monitoring and reporting on the effective implementation of their EMPS.	Total: 0	Total: 5 Bangladesh, Honduras, Mali, Mozambique, and Tanzania	Total: 4 out of 5	
	2. Number of partners (out of 13 total) that are monitoring and reporting on the implementation of their EMPS.	Total: 0	Total: 13 (100%) Bangladesh: Pari, Sathi Honduras: Alfalit, Diaconia Nacional, Harvest, MCM Mali: AEDM, ODES, Kurmari Mozambique: Diocese of Niassa, IRM-RDD Tanzania: AICT Geita, AICT MUD	Total: 12 (92%) Bangladesh: Pari, Sathi Honduras: Alfalit, Diaconia Nacional, Harvest, MCM Mali: AEDM, ODES Mozambique: Diocese of Niassa Tanzania: AICT Geita, AICT MUD	IRM-RDD is no longer a partner in this project.
Actual number of participants	1. Actual number of farmer participants	Total: 8836 M: 4695 F: 4141 Bangladesh: 1963	Total: 14,375 M: 7533 F: 6842 Bangladesh: 2563	Total: 27,704 M: 13,574 F: 14,130 Bangladesh: 4161	

	M: 970 F: 993	M: 1270 F: 1293	M: 1930 F: 2231	
	Honduras: 208 M: 137 F: 71	Honduras: 1270 M: 734 F: 536	Honduras: 1477 M: 485 F: 692	
	Mali: 777 M: 717 F: 60	Mali: 1950 M: 1300 F: 650	Mali: 9960 M: 5536 F: 4424	
	Mozambique: 2,874 M: 1,590 F: 1,284	Mozambique: 3392 M: 1826 F: 1566	Mozambique: 5227* M: 2689* F: 2538*	Includes participants from IRM-RDD
	Tanzania: 3014 M: 1281 F: 1733	Tanzania: 5200 M: 2403 F: 2797	Tanzania: 6879 M: 2634 F: 4245	
2. Actual number of literacy participants	Total: 584 M: 238 F: 346	Total: 3205 M: 1030 F: 2175	Total: 4329 M: 1496 F: 2833	
	Bangladesh: 0	Bangladesh: 1027 M: 208 F: 819	Bangladesh: 1135 M: 281 F: 854	
	Honduras: 82 M: 40 F: 42	Honduras: 250 M: 110 F: 140	Honduras: 423 M: 195 F: 228	
	Mali: 0 M: 0 F: 0	Mali: 400 M: 0 F: 400	Mali: 619 M: 128 F: 491	
	Mozambique: 430 M: 161 F: 269	Mozambique: 788 M: 394 F: 394	Mozambique: 1084* M: 405* F: 679*	Includes participants from IRM-RDD
	Tanzania: 72 M: 37 F: 35	Tanzania: 740 M: 318 F: 422	Tanzania: 1068 M: 487 F: 581	
3. Actual number of VSL/IGA participants	Total: 4696 M: 1970 F: 2850	Total: 13,241 M: 4631 F: 8610	Total: 18,797 M: 6174 F: 12,623	
	Bangladesh: 0	Bangladesh: 5954 M: 1798 F: 4156	Bangladesh: 6116 M: 1654 F: 4462	
	Honduras: 1042	Honduras: 1832	Honduras: 2081 M: 846	

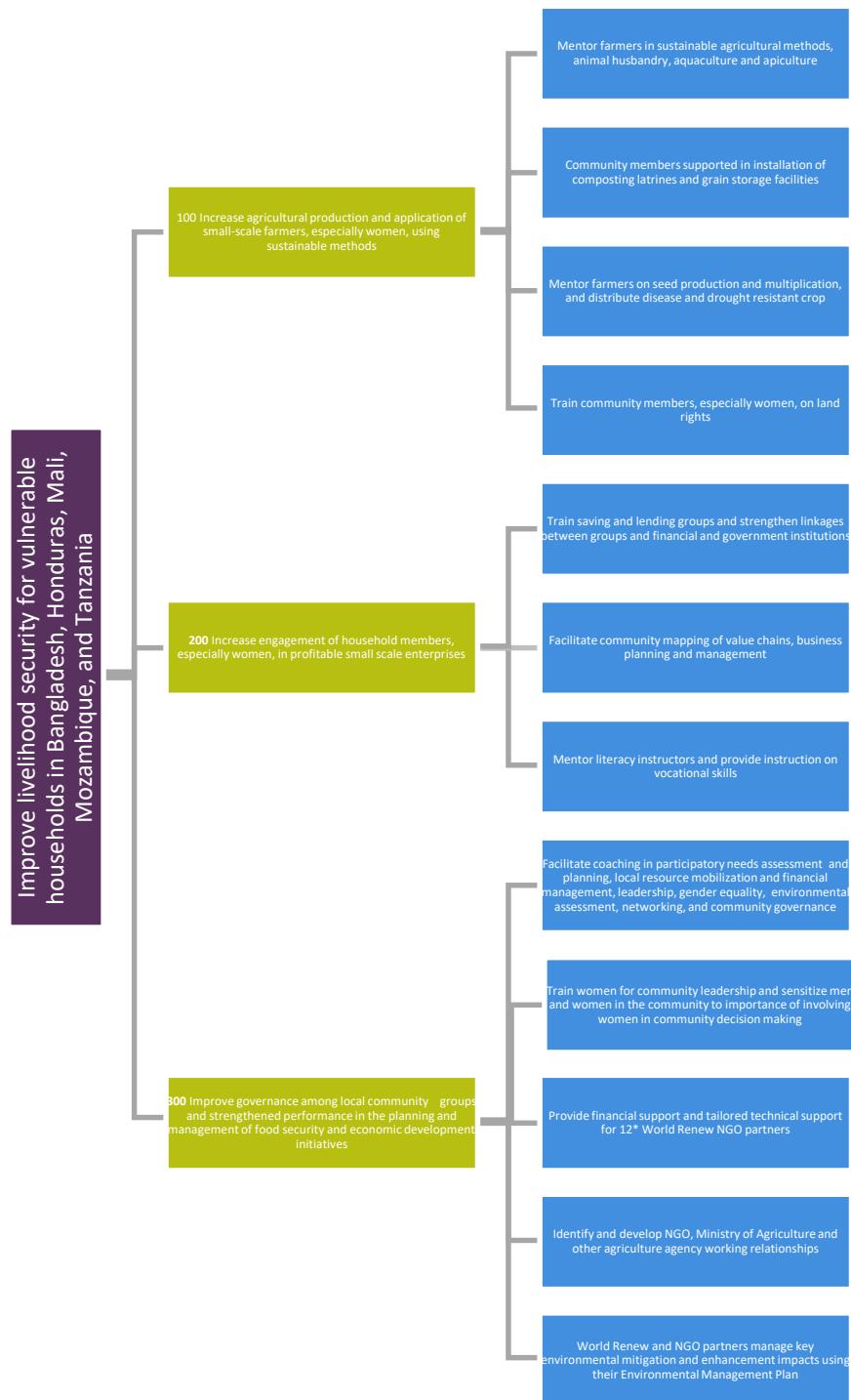
	M: 428 F: 614	M: 725 F: 1107	F: 1235	
	Mali: 234 M: 0 F: 234	Mali: 550 M: 25 F: 525	Mali: 870 M: 25 F: 845	
	Mozambique: 406 M: 161 F: 269	Mozambique: 545 M: 100 F: 445	Mozambique: 2518 M: 964 F: 1554	
	Tanzania: 3014 M 1381 F: 1733	Tanzania: 4360 M: 1983 F: 2377	Tanzania: 7212 M: 2685 F: 4527	
4. Number of participants & communities targeted by the program	Total: Total Communities : 230 Total Participants: 16,517 M: 6817 F: 9700	Total: Communities: 315 Participants: 24994 M: 10545 F: 14449	Total: Communities: 416 Participants: 41,561 M: 18,983 F: 22,578	
	Bangladesh: Total Communities : 112 Total Participants: 7017 M:2408 F: 4609	Bangladesh: Communities: 119 Participants: 8517 M: 3068 F: 5449	Bangladesh: Communities: 156 Participants: 10,833 M: 3752 F: 7081	
	Honduras: Total Communities : 39 Total Participants: 1332 M: 605 F: 727	Honduras: Communities: 57 Participants: 3352 M: 1569 F: 1783	Honduras: Communities: 53 Participants: 3968 M: 1822 F: 2146	
	Mali: Total Communities: 24 Total Participants: 1011 M: 717 F: 294	Mali: Communities: 53 Participants: 2500 M: 1325 F: 1175	Mali: Communities: 75 Participants: 12,487 M: 6918 F: 5569	The number of male participants is lower than the sum of the farmer, literacy, and VSL participants due to difficulty tracking male participants over the life of the project.
	Mozambique: Total Communities: 41 Total Participants: 3710 M: 1829 F: 1881	Mozambique: Communities : 60 Participants: 4,725 M: 2320 F: 2405	Mozambique: Communities: 105* Participants: 6778* M: 3338* F: 3440*	Includes participants from communities that were part of the activities with the partner, IRM-RDD, who left the Livelihoods program after year two
	Tanzania: Total Communities: 14 Total Participants: 3447	Tanzania: Communities: 26 Participants: 5,200 M: 2403	Tanzania: Communities: 27 Participants: 7495 M: 3173	

		M: 1258 F: 2189	F: 2797	F: 4342	
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* Denotes indicators where totals include values rolled over from a previous partner in Mozambique, IRM-RDD

** Denotes indicators for which numerators were reported as being higher than denominator (exceeding 100%) because the target was used as the denominator. These cases were listed in this PMF as 100%.

Appendix E: Work Breakdown Structure Chart



* After experiencing serious challenges with its relationship with IRM-RDD, World Renew ended its partnership with the local partner in December 2014. Refer to section E.2.3 of the final report for future details.

Appendix F: Program Milestones and Tombstone Data

Purchase Order: 7059050
Project Number: S-065398
GLAcct/CC/Fund: 52302/6160/0310
Vendor: 1001911

Program Title	Promoting Sustainable Livelihood Development Through Supporting Food Security and Economic Growth Initiatives
Organization	World Renew
Local Implementing Partners	<p>Bangladesh: <u>PARI</u>: Kalmakanda upazila of Northern Bangladesh's Netrokona District. <u>SATHI</u>: Cities of Dhaka and Gazipur.</p> <p>Honduras: <u>Alfalit</u>: Department of Yoro. <u>Diacionia Nacional</u>: Department of Olancho. <u>Harvest</u>: Departments of Choluteca and Valle. <u>MCM</u>: Nueva Suyapa, a peri-urban neighbourhood of the capital city Tegucigalpa.</p> <p>Mali: <u>AEDM</u> and <u>ODES</u>: rural villages in the districts of Yorosso, Koro, and Bandiagara. World Renew direct implementation in Kurmari.</p> <p>Mozambique: <u>Anglican Diocese of Niassa</u>: Cobue, Lunho and Mecanhelas. <u>IRM-RDD</u>: Tete Province.</p> <p>Tanzania: <u>AICT Geita</u>: Geita region including districts of Geita, Chato, Sengerema, Nyangwale, and Ngara. <u>AICT MUD</u>: Mara and Ukerewe region including districts of Musoma Rural, Butiama, Serengeti, and Bunda, and Ukerewe Island.</p>
Budget	\$7,093,218 GAC: \$\$5,319,912 (plus \$6,828 cumulative interest) World Renew: \$1,773,306
Duration	October 2, 2012 to September 30, 2017. Contribution Agreement ended January 31, 2018.
Sector	Agricultural Development (31120). Informal/Semi-formal Financial Intermediaries (24040). Basic life skills for youth and young adults - literacy and numeracy (11230).
Description	<p>World Renew implemented a five-year project in Bangladesh, Honduras, Mali, Mozambique and Tanzania to enhance livelihood security in 416 vulnerable communities. Poverty in these communities is typically manifested by poor health, low incomes, food insecurity, landlessness, illiteracy and underemployment. In order, to achieve higher levels of agricultural productivity and increased household incomes, World Renew partnered with 11 local NGO partners in implementing the following program strategies:</p> <ul style="list-style-type: none"> • Train and mentor small-scale farmers (women and men) in improved agriculture methods, including soil fertility management, small-scale irrigation, post-harvest crop management, animal husbandry and diversification to drought resistant crop varieties, • Organize poor community members, especially women, in village-based saving-lending groups, and provide them with training on small business management and vocational skills,

	<ul style="list-style-type: none"> Provide functional literacy courses to illiterate participants to enhance enterprise management and employability, and Build capacity of communities to plan and manage their own food security and economic empowerment initiatives in participatory ways.
Expected Results	<p>The expected intermediate outcomes for this program included:</p> <ul style="list-style-type: none"> Increased agricultural production and application of small-scale farmers, especially women, using sustainable methods. Increased engagement of household members, especially women, in profitable small scale enterprises. Improved governance among local community groups and strengthened performance in the planning and management of food security and economic development initiatives.
Results Achieved	<p>Food Security: Crop yields increased as a result of the training and mentoring that small-scale farmers received on improved agriculture methods including: soil fertility management, use of improved seed, small-scale irrigation, post-harvest crop management, animal husbandry, and adoption of drought resistant crop varieties, contributing to Sustainable Development Goal (SDG) 2. All of the country-level results below exceeded targets, with some countries, such as Mozambique, exceeding targets by as much as 40% or more.</p> <p>Sustainable Economic Growth: Program participants have both increased earnings as well as a greater diversity of income sources than they did prior to the start of the program. All five countries exceeded overall targets for the percentage of participants who agreed that their earnings have increased as a result of what they have learned or the support that they have received through the Sustainable Livelihoods program; contributing to SDG 8.</p> <p>Community Governance Capacity: The community action planning process that occurred with over two-thirds of the communities in the programⁱⁱ resulted in increases in the percentage of participants that reported that women and marginalized groups are able to influence community planning processes, with four of the five countries exceeding the majority of their targets; contributing to SDG 16. More inclusive community governance was also associated with increases in the percentage of participants who reported satisfaction with the quality of community leadership.</p>

ⁱ After experiencing serious challenges with its relationship with IRM-RDD, World Renew ended its partnership with the local partner in December 2014. Refer to section E.2.3 of the final report for future details.

ⁱⁱ The Sustainable Livelihoods Program exceeded its overall target of 62% of program communities having an action plan that was developed in a participatory manner.

Appendix G: Key Participating Governments and Civil Society Partners

Governments:

Global Affairs Canada, Government of Canada

Manitoba Council for International Cooperation (MCIC)

Saskatchewan Council for International Cooperation (SCIC)

Local units of government, including District government officers such as District Livestock Officers, District Agriculture Officers and District Extension Officers who worked in partnership with World Renew and local partners in Bangladesh, Honduras, Mali, Mozambique and Tanzania.

Local units of government, including Dhaka City Corporation (DCC) representatives, government agricultural extension agents, upazila, and union council members and community governance in Bangladesh.

Secretary of Agriculture and Livestock and Secretary of Public Health in Honduras.

Civil Society Partners:

Location implementing partners:

- Bangladesh: PARI, and SATHI;
- Honduras: Alfalit, Diaconia Nacional, MCM, and Harvest;
- Mali: AEDM and ODES;
- Mozambique: Diocese of Niassa and IRM-RDD; and
- Tanzania: AICT Geita and AICT MUD.

Technical Institutions:

- Bangladesh: Resource Centre for Indigenous Knowledge (BARSHIK);
- Honduras: Institute for Cooperation and Auto-Development (ICADE), Institute of Vocational Training (INFOP), Institute for Cooperation and Auto-Development, Directorate of Science and Technology (DICTA), ODEF Financiera, Institute of Agricultural Marketing (IMA), National Agricultural University of Honduras, Agricultural Foundation Vine, Educatodos and Polyvalent Institute of San Jeronimo – Guacoca, Promecom (Project Improving the Competitiveness of the Rural Economy in Yoro), Metropolitan University of Honduras and Autonomous University of Honduras, Olancho Regional Center;
- Mozambique: International Potato Center; Institute of Agriculture Research; and
- Tanzania: Tanzania Gatsby Trust, Quton Seeds Tanzania Limited, and VI-agro Forestry.

Other NGOs:

- Bangladesh: CFGB, Foods Resource Bank (FRB), Transform Aid International, Australia and Cedar Fund (Hong Kong).
- Honduras: Canadian Peacemakers International.
- Tanzania: CFGB, Tearfund, Sengerema Informal Sector Association (SISA), and ECHO East Africa.

Peoples Institutions, Community Central Committees (CCC), and community self-help groups in Bangladesh

Banking institutions, such as BRAC Bank in Bangladesh and NMB Posta Bank in Tanzania.

National Commission of Human Rights in Honduras.

Appendix H: List of Project and Technical Reports

In accordance to Appendix D – Reporting Requirements of the Contribution Agreement the following reports were produced and submitted to World Renew’s Global Affairs Canada Development Officer, Sustainable Economic Growth Partnerships.

REPORT	SUBMISSION DATE
Project Implementation Plan (PIP)	February 1, 2013
Baseline Report	February 1, 2013
Annual Work Plans	December 31, 2012 November 30, 2013 May 29, 2015 May 31, 2016
Performance Measurement Framework	February 13, 2013
Audited Financial Statements	July 2013 – June 2014 FY: April 23, 2015 July 2014 – June 2015 FY: January 13, 2016 July 2015 – June 2016 FY: February 28, 2017
Initial Budgetary Forecast	November 22, 2013
Secondary Budgetary Forecast	May 30, 2013
Semi Annual Reports and Forms A, B and D	November 22, 2013 November 28, 2014 November 30, 2015 November 30, 2016 November 30, 2017
Annual Reports and Forms D and E	May 30, 2013 (along with IPR) May 30, 2014 (along with IPR) May 29, 2015 (along with IPR) May 31, 2016 (along with Form A and B) May 30, 2017 (along with Form A)
Disposal of Assets Plans	January 31, 2018
Final Report with Forms C and D	January 31, 2018

Appendix I: List of Consultant

Bethany Beachum – Non-profit Program & Grants Consultant, Michigan, USA – was contracted throughout the five-year program to support World Renew in writing sections of GAC reports.

Charles Bilingi – SISA Company - Sengerema District, Mwanza, Tanzania – was contracted for technical advice and training on land title and tenure.

Douglas R. Brown, PhD – Foundations of Stewardship Consulting, Incorporated – was contracted to produce descriptive statistics on quantitative raw data collected during the end-of-program evaluation.

Lenard Nathan – Government Officer - Sengerema District, Mwanza, Tanzania – was contracted to provide technical advice on beekeeping.

Fiona Dixon-Thompson – Independent consultant, Lilongwe, Malawi – was contracted to provide technical advice on setting up treadle pumps and the associated garden design.

Female Facilitator¹ – Segou Region, Mali – was contracted to work with women in sustainable agriculture.

The following consultants provided World Renew with translation services for the end-of-program evaluation: **Carlos Abner Radillo Matute** (Spanish), **Mario Calla** – COSTI Immigrant Services (French), **Franciso Alberto tomo Tabua** (Portuguese), **Charles Mwombeki** – International Languages Training Centre (ILTC) (Swahili), and **Proshongsita Rema** (Bengali).

¹ For security reasons, the female facilitator will remain anonymous.

Appendix J: Final Evaluation Methods

The final evaluation employed a mixed methods approach with both quantitative and qualitative data collection methods. The evaluation methodology included the following:

- **Review of existing program documentation**
 - Program monitoring data
 - Semi-annual and annual reports
 - Baseline report
 - Midterm evaluation report
 - Partner evaluations
- **Quantitative survey** of a representative sample of program participants in each of the five program countries (Bangladesh, Honduras, Mali, Tanzania and Mozambique) that was of sufficient size to allow the evaluation team to obtain statistically significant survey results:

Size of Survey Population

Bangladesh – 369 total (209f, 160m)

Tanzania – 897 total (496f, 401m)

Mozambique - 325 total (158f, 167m)

Mali – 816 total (465f, 351m)

Honduras – 669 total (394f, 275m)

Total = 3,076 program participants (1,722f; 1,354m)

Given that there were 41,561 total program participants, the survey sample was representative of the overall program population with a confidence level of 99% and a margin of error that was between 2% and 3%. The quantitative survey provided the program assessment team with data for program participants at the ultimate outcome, intermediate outcome and immediate outcome level for areas such as increased knowledge and application of improved farming methods, changes in household income and assets, and increased literacy and numeracy skills among participants.

- **Reviewed relevant research reports and other publications from relevant international development organizations.**
- **Conducted key informant interviews** with staff from the eleven local implementing partners that worked with World Renew throughout the duration of the Sustainable Livelihoods Program , World Renew field staff, government officials or extension workers that had contact with the program, staff from implementers of other similar programs and other relevant subject matter experts. These interviews provided the program assessment team with critical insights related to questions such as:
 - What was the most significant change that occurred because of this program? (*impact*)
 - What were the program activities and methods that contributed most to the success of the program? (*success factors*)
 - What suggestions are there for how the program could be improved next time? (*lessons learned*)
 - To what extent can observed program impacts be sustained after the grant ends? (*sustainability*)

- **Conducted participatory focus group discussions** with a representative sample of participants from each of the different types of program activities, including farmer groups, savings groups, and individuals who participated in the literacy and community leadership training programs. The focus group discussions provided the program assessment team with a variety of information that is related to the program, including:

- The extent to which the program was impacted by and influenced progress toward achieving gender equality;
- Environmental sustainability issues;
- Community capacity and sustainability of groups and activities;
- Benefits or positive changes that participants experienced both for themselves and for their communities;
- Costs and benefits of different farming methods and crops that were promoted; and
- Challenges (both internal to the program and outside of the program) that impacted the achievement of desired results.

The program assessment team was aware of the critical importance of gender to the overall final evaluation, so it tried to use data collection techniques that allowed women to have as much opportunity as possible to share their experiences with the Sustainable Livelihoods Program. In addition to more common techniques, such as having separate female-only focus groups that are facilitated by female enumerators, the assessment team encouraged field staff to use participatory qualitative data collection methods that are modeled on some of the tools that have been developed by the Gender Action Learning System (GALS)ⁱⁱ.

ⁱ Numbers obtained from Raosoft sample size calculator - <http://www.raosoft.com/samplesize.html>

ⁱⁱ The Gender Action Learning System (GALS) is a community-led empowerment methodology that was developed by Linda Mayoux. GALS tools been used by IFAD, Oxfam and UN Women.

CONTRIBUTION AGREEMENT Specific Terms and Conditions Reporting Forms										Purchase Order 7059050
Appendix K: Final Financial Report (Form C)										Project Number S-065398
										GL Account/CC/Fund 52302/6160/0310
										Vendor 1001911
										Years Covered 2012-10-02 to 2018-01-31

Project Title

Promoting Sustainable Livelihood Development

Name of Organization

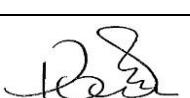
World Renew

Line Item Breakdown		DFATD contribution						Contributions from other sources				
		Original agreement budget	Final actual cost	Audit adjustment GAC portion	Final actual cost after audit adjustment GAC portion	Variance from budget \$	Variance from budget %	Actual organization contribution	Audit adjustment organization portion	Final actual cost after audit adjustment organization portion	Actual local beneficiary partners contributions	Actual other partner contribution
		(A)	(B)	(C = A-B)	(D = C / A)							
1.1	Remuneration - Organization's Employees in Canada and Overseas	\$1,398,517	\$1,219,322	(\$4,225)	\$1,215,097	\$183,420	13.12%	\$406,439	(\$1,407)	\$405,032	\$0	\$0
	Canadian employees based in Canada	\$429,237	\$394,567	\$0	\$394,567	\$34,670	8.08%	\$131,522	\$0	\$131,522	\$0	\$0
	Canadian personnel on long-term assignment in the field	\$969,280	\$824,755	(\$4,225)	\$820,530	\$148,750	15.35%	\$274,917	(\$1,407)	\$273,510	\$0	\$0
1.2	Local employees	\$1,347,272	\$1,504,555	(\$4,180)	\$1,500,375	(\$153,103)	-11.36%	\$501,519	(\$1,394)	\$500,125	\$0	\$0
1.4	Fees - Subcontractors	\$164,558	\$102,481	\$0	\$102,481	\$62,077	37.72%	\$34,160	\$0	\$34,160	\$0	\$0
	Canadian outside consultants	\$37,500	\$41,080	\$0	\$41,080	(\$3,580)	-9.55%	\$13,693	\$0	\$13,693	\$0	\$0
	Local outside consultants	\$127,058	\$61,401	\$0	\$61,401	\$65,657	51.67%	\$20,467	\$0	\$20,467	\$0	\$0
Total - Remuneration/Fees		\$2,910,347	\$2,826,358	(\$8,405)	\$2,817,953	\$92,394	3.17%	\$942,118	(\$2,801)	\$939,317	\$0	\$0
1.6	Reimbursable Costs	\$2,099,474	\$1,938,396	(\$6,426)	\$1,931,970	\$167,504	7.98%	\$646,134	(\$2,142)	\$643,992	\$0	\$0
1.6.1	Travel Costs	\$379,243	\$447,166	(\$833)	\$446,333	(\$67,090)	-17.69%	\$149,055	(\$277)	\$148,778	\$0	\$0
	Canada	\$22,500	\$55,779	\$0	\$55,779	(\$33,279)	-147.91%	\$18,593	\$0	\$18,593	\$0	\$0
	Honduras	\$61,776	\$118,405	(\$833)	\$117,572	(\$55,796)	-90.32%	\$39,468	(\$277)	\$39,191	\$0	\$0
	Mali	\$74,858	\$59,192	\$0	\$59,192	\$15,666	20.93%	\$19,731	\$0	\$19,731	\$0	\$0
	Bangladesh	\$70,879	\$26,020	\$0	\$26,020	\$44,859	63.29%	\$8,673	\$0	\$8,673	\$0	\$0
	Tanzania	\$61,758	\$92,901	\$0	\$92,901	(\$31,143)	-50.43%	\$30,967	\$0	\$30,967	\$0	\$0
	Mozambique	\$87,472	\$94,869	\$0	\$94,869	(\$7,397)	-8.46%	\$31,623	\$0	\$31,623	\$0	\$0
1.6.2	Benefits and allowable expenses for personnel on long-term field assignment	\$145,392	\$23,648	\$0	\$23,648	\$121,744	83.74%	\$7,883	\$0	\$7,883	\$0	\$0
1.6.3	Students and Trainees Training Costs	\$0	\$0	\$0	\$0	\$0		\$0	\$0	\$0	\$0	\$0
1.6.4	Other Training Costs	\$450,510	\$479,028	(\$2,714)	\$476,314	(\$25,804)	-5.73%	\$159,677	(\$905)	\$158,772	\$0	\$0
	Canada	\$56,250	\$17,195	(\$900)	\$16,295	\$39,955	71.03%	\$5,732	(\$300)	\$5,432	\$0	\$0
	Honduras	\$71,428	\$70,184	\$0	\$70,184	\$1,244	1.74%	\$23,395	\$0	\$23,395	\$0	\$0
	Mali	\$32,218	\$32,078	\$0	\$32,078	\$140	0.43%	\$10,693	\$0	\$10,693	\$0	\$0
	Bangladesh	\$84,403	\$92,533	\$0	\$92,533	(\$8,130)	-9.63%	\$30,844	\$0	\$30,844	\$0	\$0
	Tanzania	\$42,758	\$105,863	\$0	\$105,863	(\$63,105)	-147.59%	\$35,288	\$0	\$35,288	\$0	\$0
	Mozambique	\$163,453	\$161,175	(\$1,814)	\$159,361	\$4,092	2.50%	\$53,725	(\$605)	\$53,120	\$0	\$0
1.6.5	Recipient Country Government Employees	\$0	\$0	\$0	\$0	\$0		\$0	\$0	\$0	\$0	\$0
1.6.6	Goods, Assets and Supplies	\$845,194	\$753,465	(\$1,708)	\$751,757	\$93,437	11.06%	\$251,156	(\$570)	\$250,586	\$0	\$0
	Materials and supplies	\$594,135	\$513,092	(\$1,708)	\$511,384	\$82,751	13.93%	\$171,031	(\$570)	\$170,461	\$0	\$0
	Equipment and assets	\$102,959	\$116,276	\$0	\$116,276	(\$13,317)	-12.93%	\$38,759	\$0	\$38,759	\$0	\$0
	Vehicle Use	\$148,100	\$124,097	\$0	\$124,097	\$24,003	16.21%	\$41,366	\$0	\$41,366	\$0	\$0
1.6.7	Project Administration Costs Directly Related to the Project	\$279,135	\$235,089	(\$1,171)	\$233,918	\$45,217	16.20%	\$78,363	(\$390)	\$77,973	\$0	\$0
	Honduras	\$125,899	\$87,765	(\$1,171)	\$86,594	\$39,305	31.22%	\$29,255	(\$390)	\$28,865	\$0	\$0
	Mali	\$23,274	\$23,585	\$0	\$23,585	(\$311)	-1.34%	\$7,862	\$0	\$7,862	\$0	\$0
	Bangladesh	\$72,558	\$70,949	\$0	\$70,949	\$1,609	2.22%	\$23,650	\$0	\$23,650	\$0	\$0
	Tanzania	\$16,905	\$21,775	\$0	\$21,775	(\$4,870)	-28.81%	\$7,258	\$0	\$7,258	\$0	\$0
	Mozambique	\$40,499	\$31,015	\$0	\$31,015	\$9,484	23.42%	\$10,338	\$0	\$10,338	\$0	\$0
1.6.8	Monitoring and Evaluation	\$0	\$0	\$0	\$0	\$0		\$0	\$0	\$0	\$0	\$0
Total - Direct Program Costs Eligible for Application of Overhead Rate		\$5,009,821	\$4,764,754	(\$14,831)	\$4,749,923	\$259,898	5.19%	\$1,588,252	(\$4,943)	\$1,583,309	\$0	\$0
1.7	Allowance for Indirect/Overhead Costs	\$601,179	\$571,770	(\$1,781)	\$569,989	\$31,190	5.19%	\$190,590	(\$594)	\$189,997	\$0	\$0
TOTAL CONTRIBUTION TO PROJECT		\$5,611,000	\$5,336,524	(\$16,612)	\$5,319,912	\$291,088	5.19%	\$1,778,842	(\$5,537)	\$1,773,306	\$0	\$0

Total cumulative interest

\$6,828

1) Declaration of Amounts Overdue to the Crown (outside of this Agreement)
For the purposes of this Contribution Agreement, the Organization declares, through its signature below, that it owes to the Crown \$0 CDN . The organization recognizes that amounts due to it as a result of this Agreement may be set-off against amounts owing to the Crown.
2) Declaration of all Sources of Project Funding:
The Organization declares, through its signature below, that all sources of funding for the Project just completed have been accurately reflected to the best of the Organization's knowledge in the final Project accounting presented above.

Name of Organization Representative	Name of Organization Representative
Terry Veldboom	Controller
Signature	Date (yyyy-mm-dd)
	1/30/2018

**CONTRIBUTION AGREEMENT****Specific Terms and Conditions****Reporting Form****Appendix L: REQUEST FOR ADVANCE AND RECONCILIATION (Form D)**

Project title Promoting Sustainable Livelihood Development	Project number S-065398
Name of organization World Renew	Period from (YYYY-MM-DD) 2017-10-02 To (YYYY-MM-DD) 2018-01-31

Advances and payments received from CIDA to date:				
Advance received for the period	From ► 2012-10-02	To ► 2013-03-31		\$529,815.00
Advance received for the period	From ► 2013-04-01	To ► 2014-03-31		\$728,750.00
Choose an item	From ► 2014-04-01	To ► 2015-03-31		\$835,388.00
Choose an item	From ► 2015-04-01	To ► 2015-09-30		\$604,518.00
Choose an item	From ► 2015-10-01	To ► 2016-03-31		\$495,836.00
Choose an item	From ► 2016-10-01	To ► 2016-12-31		\$611,745.00
Choose an item	From ► 2017-01-01	To ► 2017-03-31		\$574,286.00
Choose an item	From ► 2017-04-01	To ► 2017-09-30		\$900,030.00
(A) Total funds received from CIDA to date				\$5,280,368.00
(B) Cumulative actual costs accounted for up to the end of the most recent period ending	Date ► 2018-01-31			\$5,319,912.00
(C) Residual amount not accounted for		(A) - (B)		\$-39,544.00
(D) Revised cash flow requirements for previous or current period(s) not accounted for†	From ►	To ►		
(E) Cash flow requirements for next period	From ►	To ►		\$0.00
(F) Total amount required		(D) + (E)		\$0.00
(G) Total next amount receivable‡		(F) - (C)		\$39,544.00

(H) Total budget for CIDA's contribution		\$5,611,000.00
(I) Final payment (holdback)		\$280,550.00
(J) Total contribution less holdback	(H) - (I)	\$5,330,450.00
(K) Total funds received from CIDA to date and total next amount receivable‡	(A) + (G)	\$5,319,912.00
(L) Total cumulative interest		\$6,828.36

†Advances not accounted for can be amended due to an increase or decrease in cash flow requirements. The amount to be recorded is the advances received plus or minus the adjustment. It should be noted that a period is considered justified when a financial report reflects the actual expenditures incurred for this request.

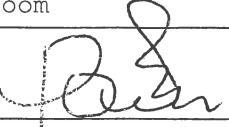
‡If the "Total next amount receivable" or "G" is negative, no payment advance is due at this time.

†The total amount of (A + G) or "K" may not exceed the amount in "J".



Canadian International
Development Agency

Agence canadienne de
développement international

Name of organization representative Terry Veldboom	Title of organization representative Controller
Signature 	Date (YYYY-MM-DD) 2018-01-30

†Advances not accounted for can be amended due to an increase or decrease in cash flow requirements. The amount to be recorded is the advances received plus or minus the adjustment. It should be noted that a period is considered justified when a financial report reflects the actual expenditures incurred for this request.
‡If the "Total next amount receivable" or "G" is negative, no payment advance is due at this time.
±The total amount of (A + G) or "K" may not exceed the amount in "J".



Our file: F1416-7059050

Your file: S-065398

July 15, 2015

Alice Ng Bouwma,
 Grants Program Manager
 World Renew
 3475 Mainway
 P.O. Box 5070, LCD 1
 Burlington, Ontario L7R 3Y8

**Subject: Auditor's Report – "Promoting Sustainable Livelihood Development
 Through Supporting Food Security and Economic Growth Initiatives"**

Dear Alice,

The purpose of this letter is to inform you of the Department of Foreign Affairs, Trade and Development Canada (DFATD)'s position on the audit of the above project for the period of October 2, 2012 to March 31, 2014. DFATD has reviewed the audit report, comments provided by the auditors as well as the Organization's comments including the explanations on the report. Following the review, DFATD has made the following decisions:

#	Audit adjustments	Amount	Decision	Adjustments
1	Remuneration – Organization & Employees in Canada and Overseas	\$5,633	Maintained by DFATD (Note 1)	\$5,633
2	Remuneration – Local Employees	\$16,647	Modified and partially agreed (Note 2 and 3)	\$5,574
3	Fee Subcontractors	\$6,018	Released by DFATD (Note 2)	-
4	Travel Costs – Honduras	\$1,110	Maintained by DFATD and agreed by World Renew	\$1,110
5	Travel Costs – Mozambique	\$2,889	Released by DFATD (Note 2)	-
6	Other Training Costs – Canada	\$1,200	Maintained by DFATD (Note 4)	\$1,200
7	Other Training Costs – Mozambique	\$15,391	Partially maintained by DFATD (Note 2 and 5)	\$2,419



8	Goods, assets, and supplies	\$2,750	Partially maintained by DFATD (Note 2 and 6)	\$2,278
9	Project Administration Costs Directly Related to the Project – Honduras	\$1,561	Maintained by DFATD (Note 7)	\$1,561
10	Project Administration Costs Directly Related to the Project – Mozambique	\$1,183	Released by DFATD (Note 2)	-
11	Recalculation of the Overhead	\$6,527	Partially maintained by DFATD (Note 8)	\$2,374
	Total adjustments maintained (100%)	\$60,909		\$22,149
	DFATD's share (75%)	\$45,681		\$16,612
	World Renew's share (25%)	\$15,228		\$5,537

Note 1 – Remuneration – Organization & Employees in Canada and Overseas

The auditor's report identified salaries where the daily rate calculation was done using an incorrect denominator, which resulted in an over-claim of \$5,633. As per the Contribution Agreement, Appendix C, Clause 1.1, DFATD will only reimbursed the daily rates actually paid by the Organization, which should be calculated in accordance with the financial terms of the Agreement. Therefore, DFATD maintained the total adjustment of **\$5,633**.

Note 2 – Arithmetic error – Mozambique

During the audit, the auditor noted that an amount of \$28,131 related to costs claimed for a multitude of local expenses in Mozambique contained arithmetic errors. However, after the review of the Organization's comments and consultation with the auditor, it was determined that corrections were done to the expenses incurred in the fourth quarter of 2014. Therefore, DFATD released the amount of \$28,131.

Note 3 – Remuneration – Local employees

The auditor's report identified a total amount of adjustment of \$6,476 related to salary costs for which the amount claimed was based on budgeted amounts and not actual time worked on the project. After internal discussions and review of the Organization's comments, DFATD decided to release the amount of \$6,476. However, DFATD would like to emphasize that, as per the Contribution Agreement, Appendix C, clause 1.2, DFATD will only reimburse the actual and justifiable salaries and fringe benefits for local employees working directly on the implementation of the Project.

Note 4 – Other Training Costs

During the audit, the auditor determined that a total amount of \$1,200 related to invoiced costs of Andrew University, dated July 23, 2012 were incurred prior the effective date of the Agreement. As per the Contribution Agreement, clause 3, costs incurred prior to the Effective Date (October 2nd, 2012) are not eligible under the Agreement. Therefore, the total amount of \$1,200 is maintained by DFATD.

**Note 5 – Other Training Costs – Mozambique**

The auditor's report identified costs claimed of \$2,419 for training in Mozambique for which the invoices in local currency did not reconcile with the costs claimed. As per the Contribution Agreement, Appendix C, DFATD will only reimburse costs that are sufficiently substantiated by supporting documentation, incurred and directly related to the implementation of the project, and paid. Therefore, since the auditor could not reconcile the costs with the supporting documentation provided, DFATD maintained the amount of \$2,419.

Note 6 – Goods, assets and supplies

The auditor's report identified total costs claimed of \$2,278 for which the auditor was not unable to locate in the Alfalit General Ledger. DFATD maintained the total amount of \$2,278.

Note 7 - Project Administration Costs Directly Related to the Project – Honduras

During the audit, the auditor was not provided with the invoice of a costs claimed of \$1,561. DFATD maintained the total amount of \$1,561.

Note 8 – Recalculation of the Overhead

Since the total amount of adjustment has been modified, DFATD has proceeded with the recalculation of the eligible Overhead:

Claimed amount	1,304,828
Maintained adjustment	(19,775)
Eligible claimed amount	1,285,053
Eligible Overhead	154,206
Overhead claimed	156,580
Adjustment	(2,374)

Conclusion

The total maintained audit adjustments are **\$22,149**. DFATD's portion (75%) represents \$16,612 and the World Renew portion (25%) represents \$5,537. Therefore, DFATD would like to request that World Renew revise its next financial report and include a column entitled "Audit Adjustments" totalling **\$22,149** and present each adjustment in its respective budget line.

Thank you for your cooperation.

Kind Regards,

Agnes Skornicz
Senior Development Officer
Sustainable Economic Growth Partnerships
Partnerships for Development Innovation
Foreign Affairs, Trade and Development Canada

cc : Frédéric Vachon, CPA CA, Financial Compliance Unit, DFATD

Appendix N: No Intellectual Property Rights

No intellectual property rights subject-matters were created under this Agreement.

Bangladesh



**S-065398 Promoting Sustainable Livelihood Development Through Supporting
Food Security and Economic Growth Initiatives**

Disposal of Assets Plan

In accordance with the Global Affairs Canada's Contribution Agreement - General Terms and Conditions regarding disposal of assets, World Renew hereby transfers ownership of the following assets (list) to the beneficiary designated herein, at the completion of the project on January 31st, 2018.

Beneficiary Information: World Renew, Bangladesh

Registration Number: DWS/FDO/R-043

Address: HOUSE # 468, LANE # 08, DOHS, BARIDHARA, DHAKA-1206, BANGLADESH

List of fixed assets:

Quantity	Description	Model/Serial no.
1	Huawei-Tablet-SN:335 with original Flip Cover	Model: MediaPad T1 7.0, Screen 7", 1.2 Ghz/Ram 1GB DDR3/8GB storage/WIFI/3G/4100 MAh Battery.
1	Huawei-Tablet-SN:337 with original Flip Cover	Model: MediaPad T1 7.0, Screen 7", 1.2 Ghz/Ram 1GB DDR3/8GB storage/WIFI/3G/4100 MAh Battery.
1	Huawei-Tablet-SN:349 with original Flip Cover	Model: MediaPad T1 7.0, Screen 7", 1.2 Ghz/Ram 1GB DDR3/8GB storage/WIFI/3G/4100 MAh Battery.
1	Huawei-Tablet-SN:695 with original Flip Cover	Model: MediaPad T1 7.0, Screen 7", 1.2 Ghz/Ram 1GB DDR3/8GB storage/WIFI/3G/4100 MAh Battery.
1	Huawei-Tablet-SN: 697 with original Flip Cover	Model: MediaPad T1 7.0, Screen 7", 1.2 Ghz/Ram 1GB DDR3/8GB storage/WIFI/3G/4100 MAh Battery.
1	Huawei-Tablet-SN: 170 with original Flip Cover	Model: MediaPad T1 7.0, Screen 7", 1.2 Ghz/Ram 1GB DDR3/8GB storage/WIFI/3G/4100 MAh Battery.
1	Huawei-Tablet-SN: 702 with original Flip Cover	Model: MediaPad T1 7.0, Screen 7", 1.2 Ghz/Ram 1GB DDR3/8GB storage/WIFI/3G/4100 MAh Battery.
1	Huawei-Tablet-SN: 707 with original Flip Cover	Model: MediaPad T1 7.0, Screen 7", 1.2 Ghz/Ram 1GB DDR3/8GB storage/WIFI/3G/4100 MAh Battery.
1	Huawei-Tablet-SN: 728 with original Flip Cover	Model: MediaPad T1 7.0, Screen 7", 1.2 Ghz/Ram 1GB DDR3/8GB storage/WIFI/3G/4100 MAh Battery.
1	Huawei-Tablet-SN: 947 with original Flip Cover	Model: MediaPad T1 7.0, Screen 7", 1.2 Ghz/Ram 1GB DDR3/8GB storage/WIFI/3G/4100 MAh Battery.

The following signatories acknowledge the transfer of ownership of the assets:

Kohima Daring
Country Director
World Renew-Bangladesh
Date:

Syed Akhter Ali
Manager Finance & Administration
World Renew
Date:



**S-065398 Promoting Sustainable Livelihood Development Through Supporting
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In accordance with the Global Affairs Canada's Contribution Agreement - General Terms and Conditions regarding disposal of assets, World Renew hereby transfers ownership of the following assets (list) to the beneficiary designated herein, at the completion of the project on January 31st, 2018.

Beneficiary Information: World Renew, Bangladesh

Registration Number: DWS/FDO/R-043

Address: HOUSE # 468, LANE # 08, DOHS, BARIDHARA, DHAKA-1206, BANGLADESH

List of fixed assets:

Quantity	Description	Model/Serial no.
1	Power bank	Huawei 13000mAh
1	Power bank	Huawei 13000mAh
1	Power bank	Huawei 13000mAh
1	Power bank	Huawei 13000mAh
1	Power bank	Huawei 13000mAh
1	Power bank	Huawei 13000mAh
1	Power bank	Huawei 13000mAh
1	Power bank	Huawei 13000mAh
1	Power bank	Huawei 13000mAh
1	Power bank	Huawei 13000mAh
1	Power bank	Huawei 13000mAh
1	Power bank	Huawei 13000mAh
1	Power bank	Huawei 13000mAh
1	Power bank	Huawei 13000mAh

The following signatories acknowledge the transfer of ownership of the assets:

Kohima Daring

Country Director

World Renew-Bangladesh

Date:

Syed Akhter Ali

Manager Finance & Administration

World Renew

Date:



**S-065398 Promoting Sustainable Livelihood Development Through Supporting
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In accordance with the Global Affairs Canada's Contribution Agreement - General Terms and Conditions regarding disposal of assets, World Renew hereby transfers ownership of the following assets (list) to the beneficiary designated herein, at the completion of the project on January 31st, 2018.

Beneficiary Information: PARI Development Trust

Registration Number: 1797, NGOAB, dated February 18, 2003

Address:

List of fixed assets:

Quantity	Description	Model/Serial no.
1	Motorcycle – 100 CC	Walton/#150FMG11ST08356#
2	Bicycle	Phoenix-made in China
1	Laptop	Acer/ASPIRE E1-421
1	Printer	Canon/Pixma JP 1300
1	Cupboard	Steel-Local made
1	File Cabinet	Steel-Local made
1	Secretariat Table (Partex)	Partex-Malamine Coated-Local
1	Arm Chair	Steel-Foam-Rexin-Local made

The following signatories acknowledge the transfer of ownership of the assets:

[Kohima Daring]
[Country Director]
World Renew
Date:

(Gabriel Rozario)
(NExecutive Director)
(PARI Development Trust)
Date:



**S-065398 Promoting Sustainable Livelihood Development Through Supporting
Food Security and Economic Growth Initiatives**
Disposal of Assets Plan

In accordance with the Global Affairs Canada's Contribution Agreement - General Terms and Conditions regarding disposal of assets, World Renew hereby transfers ownership of the following assets (list) to the beneficiary designated herein, at the completion of the project on January 31st, 2018.

Beneficiary Information: SATHI, BANGLADESH

Registration Number: DWS/FDO/R-043

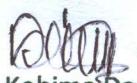
Address: House # 248, Lane # 03, DOHS Baridhara, Dhaka, Bangladesh

List of fixed assets:

Quantity	Description	Model/Serial no.
<i>Note: There is no asset purchased under the GAC project. Therefore is not applicable for disposal of Assets.</i>		

The following signatories acknowledge the transfer of ownership of the assets:

[Name of World Renew staff]
[Name of position]


Kohima Qaring
Country Director,
WORLD RENEW
Date:


Apurba Ghagra
Director,
SATHI, BANGLADESH
Date: 20/9/17



S-065398 Promoting Sustainable Livelihood Development Through Supporting
Food Security and Economic Growth Initiatives
Disposal of Assets Plan

In accordance with the Global Affairs Canada's Contribution Agreement - General Terms and Conditions regarding disposal of assets, World Renew hereby transfers ownership of the following assets (list) to the beneficiary designated herein, at the completion of the project on January 31st, 2018.

Beneficiary Information: Comité de Ayuda Mundial de la Iglesia Cristiana Reformada

Registration Number: 0801-9999-405593

Address: Local B10 Segundo Nivel, Centro Comercial Plaza Millenium, Col. Tiloarque, Tegucigalpa
M.D.C., Honduras, C.A.

List of fixed assets:

Quantity	Description	Model/Serial no.
7	Mobile phone charger / Battery pack	GP PowerBank 5200 FN05M
6	Motorola mobile phone for Electronic Surveys	Motorola MotoE XT1505
1	Samsung mobile phone for Electronic Surveys	Samsung Galaxy J36 SM-J320M

The following signatories acknowledge the transfer of ownership of the assets:

Irene Zepeda
Country Consultant

World Renew

Date: 18 de Diciembre 2017.

Ida Kaastra Mutoigo
Director, Canada
World Renew
Date: 12/18/2017





**S-065398 Promoting Sustainable Livelihood Development Through Supporting
Food Security and Economic Growth Initiatives
Disposal of Assets Plan**

In accordance with the Global Affairs Canada's Contribution Agreement - General Terms and Conditions regarding disposal of assets, World Renew hereby transfers ownership of the following assets (list) to the beneficiary designated herein, at the completion of the project on January 31st, 2018.

Beneficiary Information: Asociación Cristiana de Desarrollo Integral y Emergencia (ALFALIT DE HONDURAS)

Registration Number: 08019998389441

Address: Barrio El Centro Costado Norte Hotel Olanchito, Olanchito Yoro

List of fixed assets:

Quantity	Description	Model/Serial no.
1	Computer, Dual Core processor 2.8 GHZ, tower, keyboard y monitor. Brand: TECH, color black , monitor flat screen 15.6, , mouse, standard speakers.	Model 2012 (Computer in bad condition)
1	Digital camera, Sony 16 M	No. 027242862067
1	GPS Garmin, MAP 62S 1.7 GB internal memory	Serial No. 21F430858
1	Laptop Computer, Dell, color black, 14" screen, 4 GB	Serial No. D0Y6332
1	Digital camera, Canon 16 MP	Serial No. 21902061041193
1	DELL CPU. Color black, DK c15, Ref. 4 GB, 250 GB	No. 42699354661

1	Projector: Epson 3600 lumes XGA	Serial No. WEBK7302080

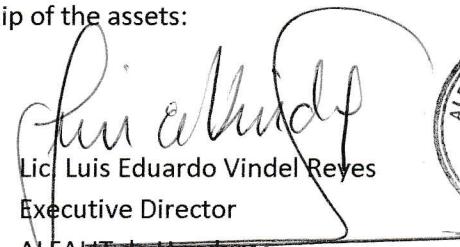
The following signatories acknowledge the transfer of ownership of the assets:



Irene Zepeda
Name of position

World Renew

Date: 12/14/2017



Lic Luis Eduardo Vindel Reyes
Executive Director
ALFALIT de Honduras

Date: 12/14/2017





S-065398 Promoting Sustainable Livelihood Development Through Supporting
Food Security and Economic Growth Initiatives
Disposal of Assets Plan

In accordance with the Global Affairs Canada's Contribution Agreement - General Terms and Conditions regarding disposal of assets, World Renew hereby transfers ownership of the following assets (list) to the beneficiary designated herein, at the completion of the project on January 31st, 2018.

Beneficiary Information: Asociación Diaconía Nacional de Honduras

Registration Number: 08019008197840

Address: Colonia Francisco Murillo Soto ½ cuadra gasolinera Puma, el Pedregal, Tegucigalpa,
Honduras

List of fixed assets:

Quantity	Description	Model/Serial no.
1	Computer	Dell Serial No. 16284
3	Digital cameras	DSC-W830/PC Serial UDX 18535 MODEL, NG 120
1	Computer	Dell Serial No. 16234
1	Printer	Canon Serial No. 5458066

The following signatories acknowledge the transfer of ownership of the assets:


DILIA AGUIRRE
Country Consultant
World Renew
Date: 9 Dec 2017




Dilia Aguirre
Executive Director
Diaconía Nacional de Honduras
Date: 9 Dec 2017



S-065398 Promoting Sustainable Livelihood Development Through Supporting
Food Security and Economic Growth Initiatives
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In accordance with the Global Affairs Canada's Contribution Agreement - General Terms and Conditions regarding disposal of assets, World Renew hereby transfers ownership of the following assets (list) to the beneficiary designated herein, at the completion of the project on January 31st, 2018.

Beneficiary Information: Harvest Asociación Cristiana

Registration Number: 08019995297678

Address: Barrio El Zarzal, Calle los Alcaldez, frente antigua oficina del organización CREA, Valle de Angeles M.D.C. Honduras.

List of fixed assets:

Quantity	Description	Model/Serial no.
1	Linksys Router	27814
1	Epson Projector	3729482
1	Epson Printer	L 210 3745934
1	Microsoft Tablet	78523
1	External hard drive	01-8851
1	Cisco Router	RV-130 51382
1	Projector	09992
1	Mouse	9531
1	HP Monitor, 21.5"	76330

The following signatories acknowledge the transfer of ownership of the assets:

Irene Zepeda

Country Consultant

World Renew

Date: 9 Dec 2017



Ramiro Carbajal

Executive Director

Harvest Asociación Cristiana

Date: 9 Dec, 2017





**S-065398 Promoting Sustainable Livelihood Development Through Supporting
Food Security and Economic Growth Initiatives
Disposal of Assets Plan**

In accordance with the Global Affairs Canada's Contribution Agreement - General Terms and Conditions regarding disposal of assets, World Renew hereby transfers ownership of the following assets (list) to the beneficiary designated herein, at the completion of the project on January 31st, 2018.

Beneficiary Information: Ministerios Cristianos de Mayordomía

Registration Number: 08019995333076

Address: Colonia Nueva Suyapa, Tegucigalpa, MDC., Honduras.

List of fixed assets:

Quantity	Description	Model/Serial no.
1	Muntifunction Printer for accounting	Canon Serial No. K10375
1	Muntifunction Printer for the Income Generation Program	Canon Serial No. 498C-K30357
2	Medium sized Percolators	Brand: Oster
3	Chairs for the accounting department	N/A
2	File Cabinets	Brand: Panavision
10	Folding tables for the training room	Brand: Lifetime
40	Metal folding chairs for the training room	N/A
1	Digital Camera	Sony Serial No. DSC-W380
1	Muntifunction Printer for the Community Transformation Program	Canon 48c-k30365

1	Projector	EPSON Model H430A Serial No. PSPF322061L
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The following signatories acknowledge the transfer of ownership of the assets:


 Irene Zepeda
 Country Consultant
 World Renew
 Date: 7 Dec 2017



Oscar M. Ortiz
 Executive Director
 Ministerios Cristianos de Mayordomía
 Date: December, 7th 2017







**S-065398 Promoting Sustainable Livelihood Development through Supporting
Food Security and Economic Growth Initiatives
Disposal of Assets Plan**

In accordance with the Global Affairs Canada's Contribution Agreement - General Terms and Conditions regarding disposal of assets, World Renew hereby transfers ownership of the following assets (list) to the beneficiary designated herein, at the completion of the project on January 31st, 2018.

Beneficiary Information: World Renew, Mali

Registration Number: 085112954 M, Accord Cadre 1216

Address: Hippodrome, Rue 232, Porte 1212

List of fixed assets:

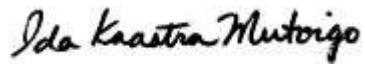
Quantity	Description	Model/Serial no.
01	Yamaha YBR 125G (Juin 2013)	LBPKE 1350D0012568
01	Yamaha YBR 125G (Septembre 2013)	LBPKE1352D0014371
01	Yamaha YBR 125G (Décembre 2013)	LBPKE1352D0014936
01	Ordinateur Portable Toshiba (Décembre 2013)	6D019242S
01	Imprimante HP Laser Pro CP 1525n (Décembre 2013)	CNCF258938
01	Groupe Electrogène Kippor 5KVA Diésel (Décembre 2013)	31313033271 / KDE 7000
01	Moto DT125 avec le Coordinateur PSACE (10/12/2013)	DE02x-036353
01	Ordinateur portable Toshiba avec le Coordinateur PSACE (2/12/2013)	Toshiba
01	Imprimante (2/12/2013)	Canon LBP 6000B
01	Moto DT125 avec le superviseur PSACE (5/11/2014)	DE02x-085204
01	Moto DT125 avec la superviseur PSACE (5/11/2014)	DE02x-085203

19	7 Inch Tablets	Itel 1703
11	25,000 mAh Power banks	Veger V11
1	Samsung (MMS of photos in Security zones)	GT E2232
2	Bicycles (animateur transport)	Used bikes

The following signatories acknowledge the transfer of ownership of the assets:



Harouna Issaka
Representant
World Renew Mali
Date: 16/05/2017



Ida Kaastra Mutoigo
Director, Canada
World Renew
Date: 19/05/2017



S-065398 Promoting Sustainable Livelihood Development Through Supporting
Food Security and Economic Growth Initiatives
Disposal of Assets Plan

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Beneficiary Information: Agence Évangélique de Développement du Mali (AEDM)

Registration Number: 051002232 B

Address: Sevaré secteur III quartier Bankétaba, rue 135, porte 1248

List of fixed assets:

Quantity	Description	Model/Serial no.
01	Moto DT125 avec le Coordinateur PSACE (10/12/2013)	DE02x-036353
01	Ordinateur portable Toshiba avec le Coordinateur PSACE (2/12/2013)	Toshiba
01	Imprimante (2/12/2013)	Canon LBP 6000B
01	Moto DT125 avec le superviseur PSACE (5/11/2014)	DE02x-085204

The following signatories acknowledge the transfer of ownership of the assets:



Harouna Issaka
Representant
World Renew Mali
Date: 16/05/2017



Doumbo Daniel
Coordinator
AEDM
Date: 16/05/2017



S-065398 Promoting Sustainable Livelihood Development through Supporting
Food Security and Economic Growth Initiatives
Disposal of Assets Plan

In accordance with the Global Affairs Canada's Contribution Agreement - General Terms and Conditions regarding disposal of assets, World Renew hereby transfers ownership of the following assets (list) to the beneficiary designated herein, at the completion of the project on January 31st, 2018.

Beneficiary Information: Organisme de Développement pour l'Espérance au Mali (ODES-MALI)

Registration Number: 0446/1461

Address: Bamako-Mali, Kalaban Coura Sud Ext , Rue 225, Porte 705

List of fixed assets:

Quantity	Description	Model/Serial no.
01	Yamaha YBR 125G (Juin 2013)	LBPKE 1350D0012568
01	Yamaha YBR 125G (Septembre 2013)	LBPKE1352D0014371
01	Yamaha YBR 125G (Décembre 2013)	LBPKE1352D0014936
01	Ordinateur Portable Toshiba (Décembre 2013)	6D019242S
01	Imprimante HP Laser Pro CP 1525n (Décembre 2013)	CNCF258938
01	Groupe Electrogène Kipor 5KVA Diésel (Décembre 2013)	31313033271 / KDE 7000

The following signatories acknowledge the transfer of ownership of the assets:



Harouna Issaka
Representant
World Renew Mali
Date: 16/05/2017



Mme Poudiougou Kadija Baro
Director
ODES Mali
Date: 16/05/2017



S-065398 Promoting Sustainable Livelihood Development Through Supporting
Food Security and Economic Growth Initiatives
Disposal of Assets Plan

In accordance with the Global Affairs Canada's Contribution Agreement - General Terms and Conditions regarding disposal of assets, World Renew hereby transfers ownership of the following assets (list) to the beneficiary designated herein, at the completion of the project on January 31st, 2018.

Beneficiary Information: World Renew, Regional Office, Malawi

Registration Number: NGO/I/14/002

Address: Box 62, Lilongwe, Malawi

List of fixed assets:

Quantity	Description	Model/Serial no.
1	Itel – Tablet	It1703/352765082918964
1	Itel – Tablet	It1703/352765082915960
1	Itel – Tablet	It1703/352765082860604
1	Itel – Tablet	It1703/352765082859788
1	Itel – Tablet	It1703/352765082935463
1	Itel – Tablet	It1703/352765082915267
1	Itel – Tablet	It1703/352765082919327
1	Itel – Tablet	It1703/352765082919624
1	Itel – Tablet	It1703/352765082915127
1	Itel – Tablet	It1703/352765082920002
1	Itel – Tablet	It1703/352765082915929
1	Itel – Tablet	It1703/352765082860646
1	Itel – Tablet	It1703/352765082929367

1	Itel – Tablet	It1703/352765082859606
1	Itel – Tablet	It1730/352765082859762
1	Itel – Tablet	It1730/352765082861206
1	Itel – Tablet	It1730/352765082861404
1	Itel – Tablet	It1730/352765082860224
1	Team Planet - Powerbank	P1005
1	Team Planet – Powerbank	P1005
1	Team Planet – Powerbank	P1005
1	Team Planet – Powerbank	P1005
1	Team Planet – Powerbank	P1005
1	Team Planet – Powerbank	P1005
1	Team Planet – Powerbank	P1005
1	Team Planet – Powerbank	P1005
1	Team Planet – Powerbank	P1005
1	Team Planet - Powerbank	P1005
1	IBM Thinkpad	WR/2016020002
1	Phone – Blackberry (non-functional)	WR/2016010003
1	Office Desk 1	WR/2016010005
1	Office Desk 2	WR/2017010006
1	Chair 1 (black, rolling)	WR/2017010007
1	Chair 2 (black, rolling)	WR/2017010008
1	Chair 3 (black, non-rolling)	WR/2017010009
1	Chair 4 (black, non-rolling)	WR/2017010010
2	Tents	WR/2017020011

2	Sleeping bags	WR/2017020013
1	White board	WR/2017010015
1	Filing cabinet	WR/2017010016

The following signatories acknowledge the transfer of ownership of the assets:

Juvêncio Loydy M. Mataria
 Program Adviser
 World Renew Mozambique
 Date: 12/11/2017

Ida Kaastra Mutoigo
 Director, Canada
 World Renew
 Date: 12/14/2017



S-065398 Promoting Sustainable Livelihood Development Through Supporting Food
Security and Economic Growth Initiatives
Disposal of Assets Plan

In accordance with the Global Affairs Canada's Contribution Agreement - General Terms and Conditions regarding disposal of assets, World Renew hereby transfers ownership of the following assets (list) to the beneficiary designated herein, at the completion of the project on January 31st, 2018.

Beneficiary Information: Diocese do Niassa (Anglican Diocese de Niassa), Mozambique

Registration Number:

Address: CP 264, Kuchijinji, Rua do Aeroporto, Lichinga, Mozambique

List of fixed assets:

Quantity	Description	Model/Serial no.
1	Car	Toyota Hilux - AFU 057 MP
1	Motorbike	Moto MTR CB 200
2	Motorbike	Marca NIFO XY49-15, Qn.LJ7PCB1B5EF148779
1	Motorbike	NIFO XY49-15 Qn.LJ7PCB1B5EF148362
1	Motorbike	Motarizada - Qn.
1	Motorbike	LIFAN CF49-D. LF3PCB0DAB002150
1	Motorbike	Honda XL
1	Helmet	Capacete Marca MT Boulevard
1	Computer	Intel Celeron
1	Computer	Laptop HP
3	Computer	Laptop HP
1	Computer	Latitude E5420 6737450
1	Computer	Latitude E5420 67447228
1	Computer	Notebook HP 630
1	Printer	HP Laser Jet Pro MFP M224DN
1	Printer	M1132 MFP
2	Printer	Laserjet P 1606 D
2	Camera	Nikon
2	Camera	Nikon coolpix L27
3	Camera	Camera
30	Treadle pumps	Pumps
15	Treadle pumps	Pumps
16	mobile phones	Phones

The following signatories acknowledge the transfer of ownership of the assets:

Juvencio Loydy Melcano Mataria

Program Adviser

World Renew Mozambique

Date: 12/11/2017

Mateus Jaime Ntiko

Director – Mission department

Diocese de Niassa

Date: 12/11/2017



**S-065398 Promoting Sustainable Livelihood Development Through Supporting
Food Security and Economic Growth Initiatives**
Disposal of Assets Plan

In accordance with the Global Affairs Canada's Contribution Agreement - General Terms and Conditions regarding disposal of assets, World Renew hereby transfers ownership of the following assets (list) to the beneficiary designated herein, at the completion of the project on January 31st, 2018.

Beneficiary Information: World Renew Tanzania

Address: P.O. Box 2960 Mwanza, Tanzania

List of fixed assets:

Quantity	Description	Model/Serial no.
13	Samsung Galaxy Tab A6 Tablets	WR - SS - (1-13)

The following signatories acknowledge the transfer of ownership of the assets:

Paul Kaufman
Program Consultant
World Renew

Date: 26 Oct 2017

James Zylstra
Country Consultant
World Renew

Date: 26 OCT 17



S-065398 Promoting Sustainable Livelihood Development Through Supporting Food Security
and Economic Growth Initiatives

Disposal of Assets Plan

In accordance with the Global Affairs Canada's Contribution Agreement - General Terms and Conditions regarding disposal of assets, World Renew hereby transfers ownership of the following assets (list) to the beneficiary designated herein, at the completion of the project on January 31st, 2018.

Beneficiary Information: Africa Inland Church Tanzania- Diocese of Geita

Registration Number: S.A.624219/11/2010

Address: P.O Box 523, Geita Tanzania

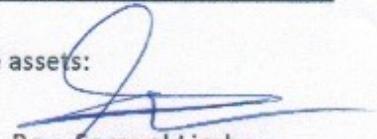
List of fixed assets:

Quantity	Description	Model/Serial no.
1	Tablet	IPad
3	Mobile phone	Motorola smart phone
3	Computer Laptop	DELL – LT and Dell Inspiron 360
1	Photocopier Machine	Canon iR 2420
1	Cash Box	Safe Locker
3	Table	Office table
3	Chair	Office Chair
2	Printer	Hp office jet and Photosmart
1	Projector	Sony
1	Motor Vehicle	TOYOTA Hilux – Double cabin
1	Motorcycle	HONDA

The following signatories acknowledge the transfer of ownership of the assets:

Paul Kaufman
Program Consultant
World Renew Tanzania

Date: 20 Oct 2017


Rev. Samuel Limbe
Diocesan General Secretary
AICT Diocese of Geita

Date: 20 Oct 2017



S-065398 Promoting Sustainable Livelihood Development Through Supporting
Food Security and Economic Growth Initiatives

Disposal of Assets Plan

In accordance with the Global Affairs Canada's Contribution Agreement - General Terms and Conditions regarding disposal of assets, World Renew hereby transfers ownership of the following assets (list) to the beneficiary designated herein, at the completion of the project on January 31st, 2018.

Beneficiary Information: Africa Inland Church Tanzania – Diocese of Mara and Ukerewe

Registration Number: S.A.6242

Address: P.O.Box 1390, Musoma.

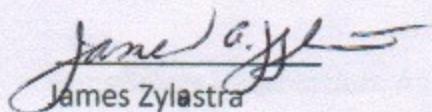
List of fixed assets:

Quantity	Description	Model/Serial no.
1	MOTORVEHICLE	NISSAN PATROL-USED (T 496 AHS)
3	MOTORCYCLE	SERROW YAMAHA 225 (2) & HONDA XL 125 (1)
2	GENARATOR	SEEMARK & VACKSON(UPG)
1	COMPUTER SET (DESKTOP)	DELL
1	iPAD	APLE
2	LAP TOP	DELL
2	LAPTOP	ASUS
1	SCANNER	CANON
1	PRINTER	EPSON
1	CAMERA	SONY
1	VIDEO CAMERA	SONY
1	PROJECTOR	OPTOMA

A handwritten signature in blue ink, appearing to read "James J. Marshall" above a signature that looks like "A".

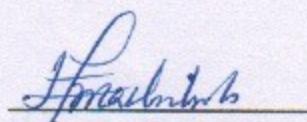
1	PROJECTOR SCREEN	
4	FLIP CHART STAND	
4	OFFICE CHAIRS	
2	TABLES	
4	MOBILE PHONES	MOTOROLLA

The following signatories acknowledge the transfer of ownership of the assets:



James Zylastra
Country Director
World Renew

Date: 20 OCT 2017



Emmanuel Machibula
General Secretary
AICT MUD

Date: 20.10.2017

Appendix P: Risk Register

Promoting sustainable livelihood development through supporting food security and economic growth initiatives						
Organization's Name: World Renew			Country/Region/Institution			
Risk Definition		Risk Response		Residual Risk Level – Low/Very Low/High/Very High		
					2013-2014	2014-2015
					2015-2016	2016-2017
Operational Risks						
OP1	Delay in funding from World Renew supporters and GAC during project implementation	<ul style="list-style-type: none"> • Uphold/Comply with GAC Contribution Agreement, including timely submission of quarterly financial reports, audited financial statements and GAC audited financial schedules, annual workplans, program performance reports, annual reports, and end of program report to GAC. • Submit narrative and financial reports to World Renew supporters in a timely manner. • Continue to diversify funding sources (i.e. major donors, congregations) among World Renew supporters. • Ensure that funds are transferred on schedule and that the partner has capacity to report on time as periodically agreed upon to avoid delay due to late reporting. 	L = Low I = High	L = Low I = High	L = Low I = High	
OP2	Inability to find qualified NGO staff and changes/turnover in personnel and volunteers at World Renew, partner and community levels; which causes gaps in continuity of planning and implementaton	<ul style="list-style-type: none"> • Among staff, maintain knowledge of each others' roles so that gaps can be filled more easily. • Provide staff motivation by recognizing contributions with a) competitive salaries and benefits, b) effective Human Resources (HR) management, c) acknowledgment of contributions, and d) professional development and mentoring opportunities. • Have plans in place to recruit and train replacement volunteers. • Build staff morale through regular meetings and supervision. • Continually train staff in a variety of areas to develop multiple skills 	L = Mod I = High	L = Mod I = High	L = Mod I = High	
OP3	Disruption of liaison functions between World Renew and partners and between partners and	<ul style="list-style-type: none"> • Put in place multiple communication channels and protocols – e.g. satellite/cell phone, skype, courier arrangements • Train beneficiaries in how to continue the activities indefinitely on their own in the event that program staff are not able to come visit them 	L = Mod	L = Mod	L = Mod	

	community leaders due to natural or political events	<ul style="list-style-type: none"> Establish key beneficiaries in communities to oversee implementation of activities and achievement of results in that community (local project champion) World Renew will maintain non-partisan role in programming. Continue community development plans and implementation as long as it is safe to do so, in accordance with World Renew evacuation plan. Put program operations on hold if political instability is very high. Review and update security plans with partners 	I = High	I = High	I = High
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Financial Risks

FIN1	Severe currency fluctuation	<ul style="list-style-type: none"> Assess cash flow projections in light of currency market trends Evaluate when currency fluctuations may occur (i.e. during insecurity) and prepare action plans. With current strength of Cdn.\$, this risk should not be high, especially if purchase of local currency is not affected. 	L = Low I = Mod	L = Low I = Mod	L = Low I = Mod
FIN2	Partners may use program funds for unplanned programs	<ul style="list-style-type: none"> Clarify for local partners at the start of the program period the types of expenditures that are un-allowable (and cannot be reimbursed with GAC funds) and those that may be allowable with prior written approval. Require monthly financial reports from partners using a financial reporting form provided by World Renew and submitted with supporting general ledgers, receipts and time reports. Monitor spending by partners by reviewing receipts and other supporting documentation and comparing expenditures to quarterly plans. World Renew staff will also participate in program activities and make periodic community visits to ensure that funds are being used in the way they were intended. Require partners to make formal, written request if any program or budget changes are needed. Require partners to track staff time spent on GAC-World Renew program via timesheets; and ensure that time spent by employees is charged to the appropriate funder of specific programs 	L = Low I = Mod	L = Low I = Mod	L = Low I = Mod
FIN3	Political corruption	<ul style="list-style-type: none"> Adhere to World Renew policy of not paying bribes for the start-up of any program. Continue to rely on long and strong partnerships with partners, based on strong financial accountability and transparency. Ensure complete transparency in accounting at program level and display evidence in budget reports to GAC. 	L = Low	L = Low	L = Low

		<ul style="list-style-type: none"> Mali: World Renew staff to monitor the MCA project for transparency; build participant capacities in advocacy to speak out; continue to build relations with Office du Niger. 	I = High	I = High	I = High
FIN4	Loss of information due to IT problems	<ul style="list-style-type: none"> Databases will be created as back-ups, e.g. Quickbooks 	L = Low I = Mod	L = Low I = Mod	L = Low I = Mod
Development Risks					
DEV1	Women are prevented from full and equal participation in this sustainable livelihoods community development program.	<ul style="list-style-type: none"> Seek support of community leaders at the beginning of the project. Enlist community leaders to help with encouraging men in the community to support the participation of their female household members. Educate men on the benefits to them in women having higher levels of literacy and income generation potential and in women participating in community leadership and decision making. Build governance capacities of community-based organizations, based on Gender Equality principles, and work to continually enhance the number of women in leadership positions Where necessary, have gender-specific groups where women can feel comfortable speaking and engaging group planning and leadership Focus on women's literacy and numeracy participation to improve women's confidence and better equip them for leadership positions within community-based organizations Ensure that meetings are held in public places where women are more free to participate Reduce women's economic vulnerability by helping them to access savings and credit services and vocational training. When women contribute to the household through their earnings, they gain status and men become more comfortable with their participation in the program. Ensure that World Renew leadership, home office staff and field office staff periodically revisit the organizational gender plan. The global Gender Task Force meets monthly to discuss enhancements of GE program integration and to review regional gender plans that are reported on a semi-annual basis 	L = Low I = High	L = Low I = High	L = Low I = High
DEV2	Loss of commitment to the program from program stakeholders due to	<ul style="list-style-type: none"> Ensure regular communication and collaboration with all levels of leadership of the local NGO and public sector partners to ensure that program objectives and partner objectives are in line with each other 	L = Low	L = Low	L = Low

	changes in leadership at various levels	<ul style="list-style-type: none"> Consistent meetings with local government officials by project staff so that new personnel are familiar with the project. Mali: World Renew Mali staff will work with villages to assist them make requests to the Cabinet Minister for Development in the Office du Niger, that the 20,000 hectares be designated as pasture. 	I = High	I = High	I = High
DEV3	Natural Disasters	<ul style="list-style-type: none"> Conduct program scenarios and adaptive planning, which include developing risk mitigation strategies and conducting risk and vulnerability analysis. For drought: Use improved seed varieties, irrigation and agricultural practices to reduce the destruction caused by drought on farmers' crop yields In Bangladesh, assist beneficiaries to: grow crops that can tolerate flooding; install protective boundaries around dwellings and other public services; build appropriate latrines that will not collapse, (using additional funding from other agencies). Perform action-reflection exercises with shorter planning cycles to assess lessons learned. Plan community visits during periods when roads are accessible Facilitate disaster preparedness at the community level. World Renew to provide training support in DRR. (Not with GAC funds) 	L = High I = High	L = Low I = High	L = Low I = High
DEV4	Failure to accomplish set objectives due to climate change	<ul style="list-style-type: none"> Tie into climate change monitoring networks and be part of information exchanges on adaptive strategies Ensure selection of appropriate measures depending on the nature of the change e.g. late rains, flood etc. 	L = Mod I = Very High	L = Mod I = Very High	L = Mod I = Very High
DEV5	Feelings of alienation by one group in community where there are several ethnic groups	<ul style="list-style-type: none"> World Renew consultant and partner staff will ensure that program participants are not selected based on religion, political affiliation, tribe, gender or other criteria that can leave interested people out. Involve ethnically diverse community leaders to select the specific recipients of the training. Address through local peace-building initiatives (Not with GAC funds) 	L = Low I = Mod	L = Low I = Mod	L = Low I = Mod
DEV6	Localized contamination of water supply due to use of chemical manure for	<ul style="list-style-type: none"> All water sites tested annually for contamination All latrines are placed at a minimum distance of 30 metres from water Ecological Sanitation latrines are used. The latrines pose minimal risk for ground water contamination, since they are shallow (1 meter deep) composting latrines. 	L = Very Low	L = Low	L = Low

	fertilizer and/or installation of latrines		I = High	I = High	I = High
DEV7	Safety and contamination of wells; and siltation of irrigation canals	<ul style="list-style-type: none"> Only use well contractors who have a track record of building wells that don't collapse. Well water sources at activity sites are tested annually for contamination Cattle trough and barriers are constructed and maintained to prevent animals from contaminating water sources De-siltation and maintenance of canals after each rainy season, by beneficiaries Water shade management through planting trees and construction of soil conservation structures such as check dams, terraces etc. 	L = Very Low I = High	L = Very Low I = High	L = Very Low I = High
DEV8	Spread of disease by distribution of seedlings and livestock	<ul style="list-style-type: none"> Program focuses on the distribution of indigenous, disease-resistant varieties Partners and local farmers are trained on disease identification and treatment protocol Ensure compliance with animal distribution guidelines Vaccinated livestock and seedlings are inspected by trained staff before distributed Local forestry and agriculture authorities monitor distributions Signs of sickness among livestock trigger the postponement of further distribution, quarantine and treatment. 	L = Very Low I = Mod	L = Very Low I = Mod	L = Very Low I = Mod
DEV9	Micro-enterprise businesses are not profitable for participants	<ul style="list-style-type: none"> Self-monitoring of loans given by group members Help participants engage in market-study for small businesses to analyze best chance of being successful or profitable Partner organizations ensure participant business plans are feasible Ensure crop diversification for agricultural markets Help farmers reduce input and borrowing costs to make their business more profitable If groups get to the level of enterprise, partners will look into the possibilities of insurance 	L = Low I = High	L = Low I = High	L = Low I = High
Reputation Risks					
REP1	Program may have negative unintended outcomes	<ul style="list-style-type: none"> Continue to listen to beneficiaries (women and men) and local community and religious leaders to understand their concerns Raise issues of concern with community during annual community participatory planning processes 	L = Low	L = Low	L = Low

		<ul style="list-style-type: none"> • Do regular monitoring of the program and use participatory processes to evaluate effectiveness and impacts • Maintain flexibility and adjust programming to account for planning/design errors and unforeseen implementation issues. • Network with government district officers to build political buy-in and support of program, as well as further connect community to local government. • Continue to base programming in best practices in the field. 	I = High	I = High	I = High
REP2	Conflicts due to competing development philosophies and approaches of NGOs and other organizations	<ul style="list-style-type: none"> • Share the organizational vision, mission and project's goal and objective with the community during survey and project start up. • Talk with program beneficiaries about the long-term benefits to them in mobilizing their own savings for micro-credit and not relying on outside organizations to pay "volunteers." • World Renew and local partner organization will represent the project at NGO networking forums and will engage in ongoing dialogues and roundtable discussions with other NGOs and organizations to seek coordinated development approaches. • Prepare communities to assert themselves in their interaction with other NGOs and governments who want to initiate new projects • Track what other development work is being carried out by NGO's in nearby villages to help avoid duplication and confusion. 	L = Low	L = Low	L = Low



Operational Gender Policy

Approved (TL Meeting): Sept 29/14

I. Introduction

World Renew is committed to work for gender equality and equity in all aspects of its programs, policies and organizational culture. Gender equality refers to equal enjoyment by women, men, boys and girls to rights, opportunities, resources and benefits, while gender equity is the process of being fair to them. As one of World Renew's cross-cutting themes, principles of gender equity and equality must be encapsulated in everything we do.

In speaking of *gender*, we do not refer to women only. Gender equality is about restoring right relationships between men and women. Many men have grown up with dysfunctional ideas of what it means to be men and have been scarred by these. World Renew promotes the development of positive feminine and masculine identities. Where either women or men are harmed through gender-based injustice¹, we seek to actively work towards restoration.

World Renew works in plural and multi-faith contexts. This necessitates an attitude of respect for other traditions through attentive listening, exploration of shared values, inclusive needs analysis and participatory program planning and evaluation. At the same time, the values and relationships of trust we share with our faith-based partner networks provide opportunity to stimulate dialogue within the church about gender, faith and culture.

The World Renew Gender Operational Policy has been enriched by the gender policies of sister organizations including ACT Alliance, the ICCO Alliance, Kairos, Tearfund and Plan International as well as the Canadian Department of Foreign Affairs, Trade and Development (DFATD).

II. Scope and Purpose of Policy

In 2006, World Renew's Board of Directors created and approved the *World Renew Gender Policy*. In that document, the board affirmed that "World Renew will work for gender equality in all aspects of its programs and organizational culture" and that "gender equity must be integrated throughout the organization, in all of World Renew's policies, structures, and culture. It must also be integrated throughout all World Renew programming, including diaconal development, community development, organizational development, justice, North-South relations and disaster response." *The Operational Gender Policy* reinforces and builds on these commitments.

The objectives of the *Operational Gender Policy* are:

- To provide consistent messages and a coordinated approach to gender equality by

¹ The list of gendered injustices in the *World Renew Gender Policy*, 2007, include domestic violence, female genital mutilation, sex trafficking, honor killings, widow abuse, rape, early marriage, forced gang entry, and cultural double standards.



World Renew at all levels;

- To guide World Renew staff and volunteers in adopting the principles and practices of gender equality;
- To foster an organizational culture that exemplifies World Renew's commitment to gender equality;
- To communicate World Renew's position on gender equality to international, national and local stakeholders;
- To engage World Renew's partners in policies and programming that promote gender equality.

III. Principles

World Renew's Gender Operational Policy is based on the following principles.

Foundational Principles:

1. *World Renew's Gender Policy* and practice are rooted in our understanding from the Bible that men and women are created equally to live in partnership with each other. It is built on the belief that the joint gifts and collaboration of men and women are needed to achieve our goal to renew hope, reconcile lives and restore creation.
2. Women are key agents of transformation in their communities and the realization of their rights is essential to building just and peaceful communities.
3. Women and girls are disproportionately affected by disasters and so must be included in disaster risk reduction planning.²
4. As a learned behavior, understandings of gender are shaped by the culture and worldview in which we grow up. A dual strategy of contextualization (being culturally appropriate) and being provocative (confronting and transforming elements of culture that are inconsistent with basic human rights and common values) is necessary.
5. World Renew is committed to challenging injustices. No form of gender-based violence and no practice that undermines the dignity of women and girls and their rights to protection from physical and psychological harm will be tolerated.

Programmatic Principles:

1. Gender inequalities at each level of society are impacted by gender inequalities at other levels, requiring holistic interventions that involve individuals, households and

² [Girl Report 2013 - Adolescent Girls: In Double Jeopardy: Adolescent Girls and Disasters](#), Plan International, 2013.



communities, as well as the church and other public sectors.

2. Given ingrained disparities, equal treatment of women and men is often insufficient as a strategy for gender equality. In order to diminish gender gaps, women-only programs may be required to bring women to the same level as men and empower them to take up new roles and responsibilities.
3. Men and women, boys and girls, have different needs and priorities, face different constraints, and are impacted by organizational policies, development activities and disaster responses in different ways. Different treatment may be necessary to achieve the same conditions and results for all.
4. Gender equity is not a ‘women’s issue’. Gender is about improving relationships between men and women. Men as well as women need to be empowered for gender equality to be achieved and gender injustices eradicated.
5. The role of unequal power relationships cannot be disconnected from gender. Power analysis is one of the tools used to understand and redeem power relationships.

Organizational Principles:

1. Our actions as development and humanitarian agents may affect the human rights of the people we work with in positive and negative ways. They can inadvertently reinforce societal divisions, break down relationships and exacerbate gender-based violence and injustice if issues of gender are not fully taken into consideration. All programs and policies should promote fundamental human rights, equity and social inclusion so that men and women benefit equally and injustices are not perpetuated. (The Do No Harm Principle adapted to gender only).
2. World Renew holds itself accountable for its actions in support of gender equality through its organizational culture and structures, the mobilization of the technical and financial resources necessary to meet its commitments and through mainstreaming gender in its planning, monitoring and evaluation mechanisms.
3. Building the capacity of its staff, partner organizations and communities in mainstreaming gender, addressing gender injustice and promoting human rights is integral to improving relationships between men and women wherever we work.

IV. Implementation Overview

The Operational Gender Policy contains World Renew’s commitments to gender equity and equality and the principles that will guide the organization in meeting these commitments. Every staff person, regardless of function or position, is responsible for the implementation of



this policy. This is reflected in the job descriptions and performance reviews of staff at all levels.

World Renew's **lead consultant** in each country office ensures that program plans and evaluations in their country are aligned with the *Operational Gender Policy*. They are accountable for aligning their country-level Human Resource policies with the World Renew Operational Gender Policy and for ensuring that an introduction to the *World Renew Gender Policy* and *World Renew Operational Gender Policy* and their country's HR policies related to gender are part of orientation for all new staff. Team Leaders are committed to establishing an organizational culture in their country that respects the dignity of everyone, regardless of sex.

Ministry Team Leaders and **disaster response Project Managers** apply a gender lens as part of the review of each partner and project plan. All team leaders ensure that gender is mainstreamed in their current strategic plan and/or that they have a current team gender plan. They report progress on these plans semi-annually as well as on how their team is progressing on carrying out the recommendations of the organizational *Gender Cluster Evaluation of 2009*. They meet when requested with the Gender Working Group to review their team's gender plans.

The **Gender Champion** on each team circulates news and resources received from the Gender Working Group with their team, shares gender resources developed by their team or in their region with the Gender Working Group and coordinates with their Team Leader to develop and report on team gender plans and progress on implementation of the gender evaluation recommendations.

The **Delta Team** provides technical support and tools to equip staff at all levels of the organization to plan, implement, monitor and evaluate their work from the perspective of achieving gender equality. Delta is also responsible for alignment of grant proposals with gender policies of institutional and private donors and shares new trends and expectations regarding gender throughout World Renew.

World Renew's **Human Resources** staff is accountable for alignment of all human resource policies with the *Operational Gender Policy*, work to achieve gender balance in the different teams and sub-teams of World Renew and include orientation to the *World Renew Gender Policy*, the *World Renew Operational Gender Policy*, *World Renew's Organizational Gender Plan* and their team's gender plan in the orientation of all new staff.

The **Constituency Relations** (CORE) team is accountable for developing communications, fundraising strategies and promotional materials that tell the full story of how women and men work together to restore communities. They commit to respecting the dignity of women and girls as well as men and boys in all of their materials. The CORE team is also responsible to orient volunteers to World Renew gender policies.



The **Co-directors** are ultimately responsible for the implementation of the *Gender Policy* and *Operational Gender Policy* throughout World Renew and for ensuring funding for its implementation. They report on the implementation of the policy to the Board of Directors as part of their annual review board of Executive Limitations Policy. They also encourage the board itself to promote gender equality in their own membership recruitment and other policies and practices.

The **Gender Working Group** maintains awareness throughout the organization of its commitment to work for gender equality in all programs and aspects of organizational culture and provides feedback and encouragement at all levels towards the achievement of this goal. This includes creating, revising and monitoring the *World Renew Five-year Organizational Gender Plan*, maintaining visibility of the *Gender Policy* and the *Operational Gender Policy* at all levels, regularly reviewing team progress on team gender plans and commitments with team leaders, annually reviewing all partner plans and evaluations through a gender lens and networking with other organizations to share good practices and resources. The Gender Working Group serves as liaison to team Gender Champions and keeps them informed on the activities of the working group and on major developments related to gender within World Renew. The Gender Working Group consists of both of World Renew's Co-directors, at least one representative from each functional team and at least one representative from a ministry team and from the disaster response team.

World Renew is accountable for the implementation of the *Operational Gender Policy* to the communities and partners with whom we work, to our sponsors and donors and to all our staff. The *Operational Gender Policy* will be reviewed every five years as part of establishing each *progressive Five-year Organizational Gender Plan*.

V. Gender Equality Commitments

Please Note: World Renew recognizes that the process of implementing enhanced gender justice and mainstreaming programming takes time and that this is a journey with staff, partners and communities. The Commitments in each of the five areas are expected to be achieved over the course of the next four years, in alignment with the 2015-2019 World Renew strategic plan.

Area 1 - Structures, Systems and Policies

- With support from the co-directors, the Board ensures good gender ratios for members and ensure meeting monitoring forms include a review of how well balanced participation is between genders.
- HR systems and policies:
 - There is equality in pay scales between genders for the same work and same job factors related to that work (years of experience, education levels etc.)



- There are equal opportunities between genders for performance-based promotions.
- There are equal opportunities between genders for applicants with the same qualifications essential for jobs being recruited for.
- Workplace practices and guidelines are family-friendly while ensuring organizational objectives are being met.
- Codes of Conduct, Sexual Harassment, Whistle blowing policies are written and followed in ways that promote gender equality.
- Institutionalization of organizational learning on gender including orientation of board and staff and through communications. The Delta team takes the lead for this learning while Systems group supports it.
- Gender champions are appropriately placed for mainstreaming gender equality in the organization, in our programs, in our partnerships and in our constituent relations.
- Ensures the Gender Working Group encourages the development of and completes annual assessments of team plans and program / partner evaluations from a gender lens and completes an institutional self-assessment of gender (audits) every five years. These would include using the power analysis tool.
- Ensures the Delta team allocates sufficient funds in their budget for gender mainstreaming.

Area 2 - Constituency Relations

- Marketing, fundraising, campaigns and media messages seek to communicate and reflect World Renew's commitment to gender equality.
- CORE team includes gender awareness stories in mass communications to World Renew constituency.
- In interactions with donors, volunteers, and churches, the CORE staff employ gender sensitive and inclusive language, seeking to avoid gender stereotypes and to reflect World Renew's commitment to gender equality.
- CORE team seeks ways to respectfully challenge and encourage World Renew's constituency to pursue gender equality at all levels.

Area 3 - Justice and Advocacy

- World Renew projects and advocacy efforts reflect and emphasize our commitment to gender justice and women's rights.



- World Renew staff and partners communicate the experience, analysis and results of our advocacy work on women's rights and gender justice with CORE team and sometimes with constituents.
- World Renew staff and partners build awareness and capacity among constituents and partners in North America and internationally to advocate for women's rights and gender justice, empowering them in their role as agents of systemic change. This includes advocacy for change to laws, enforcement of laws, raising awareness about existing laws that protect the rights of women and supporting access to the legal system.
- World Renew staff and partners work with communities to thoughtfully analyze and address indigenous systems and leaders that disempower or oppress women from being transformative agents in their homes and communities.
- World Renew staff and partners build awareness and capacity among members, volunteers, constituents and partners in North America and internationally to transform attitudes about women's rights and gender justice.
- World Renew staff and partners collaborate with organizations, coalitions and partners in North America and internationally to support and promote international women's rights and identify common strategies and agendas related to gender justice.
- World Renew staff and partners ensure that its advocacy work is informed by broad and inclusive sources of knowledge of women and men in diverse identities (including life stories).

Area 4 - Partnerships

- World Renew assesses its collaboration with international partnerships and alliances based on shared commitments to gender equality and the possibility for amplifying its voice on gender equality.
- In its community development and disaster response work, World Renew collaborates with local partners that advance and exemplify commitment to gender justice and equality and respect the rights of all members of communities.
- World Renew builds on the foundational values it shares with faith-based partners in order to stimulate dialogue within the church about gender, faith and culture. Together with its partners, World Renew is continuously learning how to encourage gender equality in ways that are culturally sensitive and align with local worldviews.
- Partner MoUs include accountability for mutually-agreed gender equality and justice goals.



- World Renew builds the capacity of its partners to carry out gender analysis and to mainstream gender in all aspects of their work. It offers organizational training on gender awareness, gender analysis and gender mainstreaming, which is available to staff and partners. World Renew also supports capacity building through financially supporting gender training offered by other organizations.
- Through partnership evaluations, World Renew offers space for mutual assessment of performance of both itself and its partners related to gender justice and equality.
- World Renew encourages its partners to develop gender-just human resource policies and to model gender justice in their relationships with each other.
- Long-term local partners are encouraged to choose a gender champion from among their staff to be continuously on the alert to gender needs and gaps, share good practice and celebrate successes related to gender.

Area 5 - Programs: Community Development and Disaster Response

- World Renew designs community development and disaster response programs in such a way that they not only do no harm to existing gender relationships but they also contribute to improvements in the relationships between men and women and boys and girls.
- Participatory tools are used to consider the needs and assets of both men and women as part of designing and planning programs and projects. This includes analysis of how the introduction of new technologies, inputs and/or practices will affect men and women differently and consultation with communities on how they will assure equity in workloads as well as equal access to the resources and benefits of these interventions. Male and female channels of communication are taken into account.
- Gender analysis is carried out to guide needs assessment, design of intervention, beneficiary targeting and selection, monitoring of progress and overall program/project impact.
- World Renew encourages the development of gender equality indicators to monitor progress in assuring equal access to decision-making as well as equal access to resources and benefits of programs.
- Identification of gender risks and development of mitigation strategies are an integral part of program design.
- Men and women participate equally in the development, monitoring and evaluation of World Renew's programs.
- Wherever suitable, monitoring and evaluation data is disaggregated by sex and the



results are analyzed and used to make programmatic corrections and build on program successes.

- World Renew promotes education on human rights, including the rights of women and girls.
- Through its network of gender champions and the work of the gender working group, World Renew shares lessons learned and promising practices related to mainstreaming gender and promoting gender equality and human rights throughout the organization.

Specific to Community Development

- World Renew uses a dual strategy of contextualization (being culturally appropriate) and provocation (confronting and transforming elements of culture that are unjust and do harm) in order to challenge negative concepts of femininity and masculinity and to help the value of gender equality to take root.
- World Renew works with local partners and communities to help them identify gender justice issues and make plans to address these issues.
- Where appropriate, World Renew engages in education and values formation of children and adolescents in order to shape their view of men and women as of equal value.



Addendum 1. Definitions / Glossary

Empowerment refers to increasing the freedom of women and men to choose and to act, increasing their opportunities to influence decisions that affect their lives and increasing their capacity to live out their hopes.

Gender refers to what people expect about how men and boys should act and what they are allowed to do, what people expect about how women and girls should act and what they are allowed to do, and about how people expect men and women and girls and boys to live together in families and communities.

Gender Analysis is an organized way to learn about gender relationships in a specific context and to uncover the causes and consequences of gender differences and gender injustices.

Gender Based Violence - Gender-based violence refers to physical, sexual, psychological and sometimes economic violence inflicted on a person because of being male or female. Girls and women are most frequently the targets of gender-based violence, but it also affects boys and men, especially those who do not fit dominant male stereotypes of behavior or appearance. Gender-based violence may refer to criminal acts of aggression committed by individuals or to socially sanctioned violence that may even be committed by State authorities. Among these are human rights infringements such as domestic violence, trafficking of girls or boys, female genital cutting and violence against men who have sex with men.

Gender Discrimination is the unequal or unfair treatment of men and boys or women and girls based solely on their sex rather than on their individual skills, talents and capabilities. It means that girls or boys, women or men, are treated less well because of being male or female. Gender discrimination is often based upon negative gender stereotypes and involves any distinction, exclusion or preference based on sex that has the effect of negatively impacting equality of opportunity and treatment. Social exclusion, inability to participate in decision-making processes and limited access to services and resources are common forms of discrimination.

Gender Equality is achieved when men and women and boys and girls are equally valued, have the same chances to use their God-given gifts and enjoy their full human rights. It is realized when men and women both contribute to the development of their communities and societies and when they benefit equally from development.

Gender Equality Results are results that contribute to reducing inequality between men and women, girls and boys or that contribute to the empowerment of women and girls.

Gender Equity is the process of treating both men and women fairly. As a strategy to reach gender equality, gender equity means that men and women may need to be treated differently so that they can enjoy the same benefits.



The **Gender Gap** is a measurement of inequality that shows the unequal distribution of opportunities, resources or outcomes between men and women, boys and girls. Gender gaps are usually revealed through the analysis of gender-disaggregated statistics that illustrate the extent of inequalities.

Gender Mainstreaming is about considering both women's and men's concerns and experiences when designing programs or developing policies and evaluating all programs, plans and policies to see how they affect men and women differently, so that men and women can benefit equally, and inequality is not perpetuated.

Masculinities and femininities refer to the possession of qualities traditionally associated with being a man or being a woman. The terms are in plural form because physical and personality traits considered 'masculine' and 'feminine' are different in different settings, and so there are many definitions for masculinity and femininity as there are for culture. When we talk about 'positive' masculinities or femininities, we refer to men and women taking on qualities that exhibit their full and equal humanness as imagers of God, allow them to live in right relationship with each other and encourage the full use of their gifts in the fulfilment of their callings.

Sex is the biological difference between men and women. It refers to the differences between men and women's bodies.



Addendum 2: Theological Foundation

Statement of Principle from 2006 World Renew Gender Policy³:

I. Statement of principle:

World Renew acknowledges that “to the extent that gender is part of the creation order, we have a divine mandate to respect it, to study it, and (where it is fallen) to bring the healing power of redemptive truth and action to bear on it.”⁴ With this in mind, World Renew’s gender policy is informed and guided by the following three key Scriptural principles:

1. People - both male and female - bear the image of God. The fact that humanity is comprised of two sexes is part of the goodness of creation. (See Genesis 1:27, where we read, “So God created humankind in his image, in the image of God he created them; male and female he created them” (NRS)).

When we look at this great passage from the creation account in Genesis 1:26-28—the passage containing what Reformed theologians often call the “cultural mandate” to humankind—we do not find God saying to the first female, “Be fruitful and multiply” and to the first male, “Subdue the earth.” On the contrary, *both* are called both to accountable dominion and to accountable sociability and fruitfulness.⁵

2. All of life was adversely affected by the Fall in Genesis 3 - including gender.

All people and all cultures reflect gender brokenness. (See Genesis 3:16, which points to the effects of sin on the woman’s situation, “Your desire will be for your husband, and he will rule over you” NIV).

In today’s world, we can also observe many obvious examples of gender brokenness. These include: domestic violence; female genital mutilation; sex trafficking; honor killings of women pregnant out of wedlock; widows thrown out of their homes. There are also less obvious areas in which gender brokenness wreaks pain and destruction: boys joining gangs to prove their masculinity; childless women despairing because they think they are worthless; rape used as a weapon of war; cultural “double standards” that say normal healthy men must be promiscuous; girls in their early teens forced to marry; millions of female heads of households living in chronic poverty. Sadly, a more complete list of gender brokenness would fill many pages.

³ World Renew Gender Policy is also available in French and Spanish.

⁴ Mary Stewart Van Leeuwen, The Christian Mind and the Challenge of Gender Relations, The Reformed Journal September 1987.

⁵ Ibid, Keynote address, Conference of CBE, Wheaton College, July 1993



3. The redemption accomplished by Christ affects all of life - including gender.

Christ died to redeem all of life, including gender brokenness. We see evidence of this principle at Pentecost, where both men and women received the Holy Spirit, and both are sent by God. (See Acts 2:17, which says, “In the last days’, God said, ‘I will pour out my Spirit upon all people. Your sons and daughters will prophesy” NLT).

Throughout the New Testament, the Christian church is commanded to demonstrate a redeemed lifestyle that is counter-cultural. In his letter to the Colossians, Paul wrote, "See to it that no one takes you captive through hollow and deceptive philosophy, which depends on human tradition and the basic principles of this world rather than on Christ" (2:8 NIV). Paul's letters describe a new world order, which has been ushered in by Christ, in which the stratifications of class, ethnicity and gender no longer hold. No longer is anyone to be excluded from full participation in the Body because she is female or part of the underclass or from a marginalized ethnic group. "There is neither Jew nor Greek, slave nor free, male nor female, for you are all one in Christ Jesus" (Gal 4:28 NIV).

Similarly, Christians today are called to be counter-cultural. World Renew, along with the entire Church of Jesus Christ, is called to bring the “healing power of redemptive truth and action” into the gender brokenness in us and around us. This redemptive truth and action requires World Renew and our partners to engage in analysis and self-examination in order to become free from the darkness that we have learned to regard as “normal” (see Romans 12:2, which says, “Do not conform any longer to the pattern of this world, but be transformed by the renewing of your mind” NIV). By this redemptive truth and action we will participate in manifesting the Kingdom of God, which is like “yeast that a woman took and mixed into a large amount of flour until it worked all through the dough” (Matt 13:33 NIV).



World Renew Creation Stewardship Policy

I. Statement of Principle:

God the Creator created all things (Genesis 1:1, John 1:3). The Creator and creation are distinct but in intimate relationship with one another (Genesis 9:9, Psalm 104, Matthew 6:26). Creation belongs to the Creator (Psalm. 24:1) who holds everything together (Colossians 1:17), and it was created very good (Genesis 1: 31). All creation is to praise and worship its Maker (Psalm 19, 104, 148).

Humans, God's special creature in creation (Genesis 1: 26-28, Psalm 8: 3-8), are called to be faithful stewards or caretakers of creation (Genesis 2: 15). Humanity and creation broke their relationship with the Creator, tarnishing creation's praise and worship, and distorting humanity's stewardship to one of self-interest. All creation, just like all humanity, is now eagerly waiting for the redemption of all things in Christ (Romans 8: 18-23, Colossians 1: 20) and the fulfilment of a new creation (Revelations 21: 1-4, Isaiah 11). As stewards, we are called to participate in this renewal of creation, restoring and preserving its task of praising and worshipping the Creator. A faithful and obedient response to this call is accompanied by the Creator's promise that we will enjoy the fruits and bounty of creation far beyond expectations (Levitcus. 25: 18-22, 26: 3-13).

A call to creation stewardship shapes how we should care for the poor. The poor too are called to be stewards of creation in their livelihoods and locales. Working with the whole person includes transforming their relationship with creation. Partnerships and programs must include a shared vision and wise stewardship of creation's resources for achieving sustainable livelihoods so the seeds of Shalom can yield a harvest. Stewardship and justice are often interrelated: "A poor man's field may produce abundant food but injustice sweeps it away" (Proverbs 13: 23). The poor are often disadvantaged by policies and practices regarding land, water, forests and minerals, requiring justice interventions that advocate for both the poor and creation. Stewardship and justice on environmental changes are also urgent in many countries and communities. Finally, the call for creation stewardship also extends beyond World Renew staff and programs; we are all called to be stewards of God's creation.

II. Statement of Goal:

Creation stewardship issues are closely connected to achieving development programs that are both effective and sustainable. World Renew strives, therefore, to:

1. Be committed to increasing the awareness and technical capacity of its staff and partners to promote environmental stewardship in its programs.
2. Be an agent for positive sustainable long term environmental change. As such, World Renew will advocate for stewardly and just environmental policies.
3. Increase capacity to analyze and advocate on environmental justice issues that can be caused by corporations, government agencies, consumers and general over consumption.

Strategies:

Organizational Strategies

1. World Renew will commit to the Reaffirmations, Statements and Call to Action as detailed in the CRC Creation Stewardship Report approved by Synod 2012.

2. World Renew's policies and organizational culture will support creation stewardship.
3. World Renew's board will support World Renew in promoting creation stewardship within the organization and its programming.
4. World Renew will engage individual and church donors on discussions on how daily activities impact the environment, which in turn impact poor communities around the world.
5. World Renew will strive to clarify with partners their own vision for creation stewardship.

Programmatic Strategies

World Renew has three programmatic foci relating to creation stewardship:

1. **Stewardship**: Increase positive impacts of programs and activities on the environment while reducing negative impacts. This includes the use of environmental impact assessment and the integration of environmental impact questions into our planning processes.
2. **Resilience**: Increase community resilience and capacity to adapt to environmental changes within their local area, which are caused by environmental factors that are out of their control. Using systems analyses we will help communities to understand the impact that environmental change is having on their livelihoods and how they can mitigate its impact and even thrive in this new reality.
3. **Restoration**: Restoration of locally or regionally degraded environments. World Renew will support activities that encourage creation stewardship (e.g. increase utilization of methods that restore and maintain soil fertility). Furthermore, activities / programs that have negative environmental impacts will be discouraged.

Planning:

1. World Renew commits to building our partners' capacity to integrate creation stewardship into their program planning process. This includes systems analyses methods to better help the communities we work with to make the linkages between the condition of the environment and the success and sustainability of their planned interventions.
2. World Renew will support its staff and partner staff in integrating locally appropriate environmental adaption and mitigation approaches into their country and partner strategic plans and to ensure that planning approaches address issues of resilience and vulnerability.
3. World Renew will use appropriate planning tools such as environmental impact assessment and environmental degradation risk and adaptation assessment or disaster-focused rapid environmental assessment to enhance sustainability outcomes.

Implementation:

1. World Renew will streamline dialogue and planning for long term environmental outcomes when planning with its partners on an annual basis, encouraging a participatory approach with all stakeholders.

2. World Renew will support projects that focus on ecological restoration and preservation. Interventions aimed at environmental restoration/rehabilitation, that are legitimate and encouraged under the following conditions:
 - a. when the target community is experiencing or soon would experience the negative effects of environmental degradation,
 - b. when interventions can be integrated with one of our standard measurable projects, and
 - c. when the project itself can be made sustainable.

Evaluation:

1. Country and program evaluations will consider how activities are affected by, and contributing to environmental change and what is being done to mitigate and adapt to changes.
2. Project and Partner evaluations will include verification that environmental stewardship and sustainability was promoted. Indicators should especially be valued by local communities, field staff, home office and government agencies.

Appendix 8: Environmental Management Plans

World Renew-Bangladesh & SATHI

Updated: November 2015

BANGLADESH EMP: POSITIVE EFFECTS							
Identified Environmental Issue	Identified Activity and Location	Positive Environmental Effect	Enhancement Strategy	Monitoring Indicator	SATHI's Monitoring Strategy	World Renew's Monitoring Strategy	Effect Environment May Have
Garbage	Garbage management	The area is clean as garbage is dumped in specific place.	Garbage management committee was formed under each PI who was oriented on their role.	People are dumping garbage in a specific place.	Sharing in PI meeting Reporting on quarterly basis Observation	Meetings with SATHI – and with selected PIs.	People are less affected by the communicable diseases.
Water logging	Cleaning the drain	The area is clean during the rainy season	Involve the garbage management committee in ensuring the drain running.	The area cleaning events are organized on a quarterly basis with special emphasis during rainy season.	Sharing in PI meeting Reporting on quarterly basis Observation	Same. Also advocacy through INGO Forum.	People are less affected by the communicable diseases.

Formalin in food	Awareness raising on bad impact of formalin	People are conscious about consuming formalin free food	Provide lessons on the bad impact of formalin in food to the community.	Group members have received lessons on the bad impact of formalin in food	Reporting on quarterly basis	Advocacy with INGO Forum, other NGO groups.	People are less affected by the long term side effects of consuming formalin added food
Fire Breakdown	Make community aware on the source of fire breakdown in the slum	People are careful and are prepared for taking action in case of fire breakdown in the slum	Promote using safe cooking oven and having good electric connection.	Regular follow-up on the source of fire in slums (electric circuit, cooking place, etc.) by PI and groups	Sharing in PI meeting	Same as SATHI – but quarterly meetings on updates.	People are living safely without the risk of fire breakdown

BANGLADESH EMP: NEGATIVE EFFECTS							
Identified Environmental Issue	Identified Activity and Location	Negative Environmental Effect	Mitigation Strategy	Monitoring Indicator	SATHI's Monitoring Strategy	World Renew's Monitoring Strategy	Because of mitigation we hope that:
Garbage	Garbage management	The involved cleaners have a chance to be infected by communicable diseases	Orient the involved cleaners on taking proper measures during cleaning and refer to clinic if infected.	The Garbage management committee is ensuring the involved cleaners are taking proper measures during garbage cleaning.	Observation	Observation through field visits and monitoring through the INGO Forum – urban network.	People including the cleaners are less affected by the communicable diseases.
Water logging	Cleaning the drain	The involved cleaners have a chance to be infected by communicable diseases	Orient the involved cleaners on taking proper measures during cleaning and refer to clinic if infected.	The Garbage management committee is ensuring the involved cleaners are taking proper measures during garbage cleaning.	Observation	Observation. Also advocacy with local Government.	People including the cleaners are less affected by the communicable diseases.
Formalin in food	Awareness raising on bad impact of formalin	N/A	N/A	N/A	Advocacy	Advocacy through INGO network, Urban Forum, other networks as possible.	People are less affected by the long term side effect of consuming formalin added food
Fire Breakdown	Make aware of the source of firebreak down in slum	Damage and pollution	Train in fire safety	N/A	N/A	Advocacy for fire services and safety in communities. Training on fire safety for PIs – if possible and funds permit.	People are living safely without the risk of fire breakdown

BANGLADESH EMP: POSITIVE EFFECTS						
Identified Activity and Location	Positive Environmental Effect	Enhancement Strategy	Monitoring Indicator	Pari's Monitoring Strategy	World Renew's Monitoring Strategy	Effect Environment May Have
Interfish techniques (rice-fish intercropping) in existing rice paddies in the Kalamakanda area in Netrokona, a remote northern district of Bangladesh	Cultivating fish alongside rice provides natural pest controls against harmful insects, weeds and algae to rice	Provide proper education on Interfish techniques and maintenance of dyke barriers	Extent to which the presence of harmful insects, weeds and algae decrease	Pari staff inspect condition of Interfish systems at least twice a year	World Renew Bangladesh staff visit the area at least once a year	While anticipated that the area will be flooded four to six months of the year, over flooding may require the existing dyke barriers to be built even larger than planned
	Fish increase the fertility of rice by increasing the amount of oxygen and nutrients available	Provide proper education on Interfish techniques and maintenance of dyke barriers	Extent to which rice production increases	Pari staff inspect condition of Interfish systems at least twice a year	World Renew Bangladesh staff visit the area at least once a year	While anticipated that the area will be flooded four to six months of the year, over flooding may require the existing dyke barriers to be built even larger than planned
	Decreases farmers' inputs into rice production	Share with farmers that fish fertilize and aerate the soil. Provide proper education on how to use compost and herbal pesticides.	Extent to which farmers' inputs into rice production decreases	Pari staff inspect condition of Interfish systems at least twice a year	World Renew Bangladesh staff visit the area at least once a year	While anticipated that the area will be flooded four to six months of the year, over flooding may require the existing dyke barriers to be built even larger than planned
Conservation farming in Netrokona, a remote northern district of Bangladesh	Improved fertility	Farmers practicing sustainable soil fertility restoration/management techniques, including crop	Soil erosion is checked and soil health enhanced	Field visits during growing season	Review EMP with Pari on an annual basis and maintain dialogue on environmental stewardship	Quality of soil, moisture and fertility will affect the type of farming technique used

	rotation, compost and herbal pesticides.			environmental stewardship	
Increased health of small-scale farms (through reduced reliance on expensive chemical fertilizers and pest control chemicals),	Provide viable alternatives to chemical fertilizers and pesticides	Extent to which farmers use the herbal alternatives	Pari to assess agricultural practices at least twice a year	World Renew Bangladesh staff visit the area at least once a year	Quality of soil, moisture and fertility will affect the type of organic farming technique used
Duck raising in Netrokona, a remote northern district of Bangladesh	Fish feed off the duck manure Ducks eat harmful insects Ducks eat algae in the rice fields	Provide proper education on the benefits of ducks	Extent to which the ducks benefit the farmers by providing fish feed and eat pests	Pari staff assess Agriculture practices twice a year	Availability and type of food available for the ducks. Drought will affect the ducks.

BANGLADESH EMP: NEGATIVE EFFECTS					
Identified Activity and Location	Negative Environmental Effect	Mitigation Strategy	Monitoring Indicator	World Renew's Monitoring Strategy	Effect Environment May Have
Interfish techniques (rice-fish intercropping) in existing rice paddies in the Kalamakanda area in Netrokona, a remote northern district of Bangladesh	Existing rice paddies may flood during the monsoon season	Instructing farmers to build up the existing aisle to be at least 30 cm in width and 50 - 70 cm in height If water levels become too high, paddies can be drained. The excess water will flow into existing low land holding basins.	Extent to which rice paddies are flooded	Pari Staff inspect and monitor areas at least twice a year	Amount of rainfall may affect water levels of rice paddies. Flash floods are a risk as they can wash the fish away.
	Unintentional transmission of potential contaminants to floodwaters	Aisles will also serve to prevent the fish from being released into floodwaters World Renew and Pari will provide interfish training on topics including how to prevent contamination of floodwaters and how to protect local surface water	Extent to which interfish techniques contribute to transmission of contamination to floodwaters	Pari Staff inspect and monitor areas at least twice a year	Amount of rainfall may affect water levels of rice paddies. Flash floods are a risk.
	Location of farms has potential for flash floods to bring sand into the fields.	Pari will encourage farmers to use compost legumes and manure to restore the fertility in the soil.	Extent to which flood waters bring sand into the fields	Pari will visit the farmers and provide encouragement after flash floods	The flash flood sand is deeper than the farmers are able to handle
	Unintentional buildup of siltation	In interfish training provide on topics including siltation and how to identify signs of erosion that are typical of siltation	Interfish techniques contribute to siltation	Pari will regularly visit farmers to provide advice.	Flood waters bring silt
				World Renew Bangladeshi staff visit the sites at least twice per year	World Renew Bangladeshi staff visit the sites at least twice per year

Duck raising in Netrokona, a remote northern district of Bangladesh	<p>Increased contamination of water supply by ducks</p> <p>Limiting the number of ducks kept in one place</p> <p>Clearing and safe disposal of manure build-up in pens</p> <p>Train farmers in use of manure in growing field and vegetable crops.</p>	<p>Extent to which farmers keep duck pens clean and have a safe disposal area.</p>	<p>Pari staff inspect areas at least twice a year</p>	<p>World Renew Bangladesh staff visit sites at least twice per year</p>	Flood waters wash away duck manure.
	<p>Increased spread of ducks disease through duck raising</p>	<p>Vaccination of ducks</p> <p>Training of local farmers on early signs of disease, and reporting/treatment protocol</p> <p>Prompt reporting of disease outbreak to appropriate government agency</p> <p>Encourage purchase of only healthy looking ducks</p> <p>Encourage Local purchase of all ducks</p>	<p>Extent to which symptoms of diseases are detected</p>	<p>By phone Pari staff advise farmer to take the infected duck to the government livestock officer.</p> <p>Pari staff visit sample of sites at least once per year.</p>	<p>Wild birds can bring diseases to ducks.</p> <p>Temperatures, wind patterns or local surface water can spread disease.</p>

HONDURAS EMP: POSITIVE EFFECTS					
Identified Activity and Location	Positive Environmental Effect	Enhancement Strategy	Monitoring Indicator	Partner's Monitoring Strategy	Effect Environment May Have
Construction of latrines in rural communities in the districts of Yoro, Atlántida, Olanchito, (Alfalit), Choluteca, Valle, Olancho (Diaconia Nacional), and Francisco Morazán (Harvest) in Honduras	Improved hygiene and sanitation	Full involvement of participants on the selection of latrine locations Use of local labour and materials in the construction of latrines Proper education and follow-up of use and maintenance of latrines	Level of satisfaction with location of latrines Number of households that are regularly using latrines Number of people maintaining latrines and keeping surrounding environment clean	Partner staff of DN, Harvest and MCM inspect condition of latrines on an ongoing basis	Location of water will affect where latrines are constructed (at least 30 metres from water) World Renew Honduras staff visit the area at least once a year
Construction of water storage tanks in the districts of Nueva Suyapa (MCM), Choluteca, Valle, Olancho (Diaconia Nacional), and Francisco Morazán (Harvest) in Honduras	Improved soil moisture and fertility	Ensuring that water storage tanks are properly constructed and maintained	Extent to which water storage tanks improve retention of moisture and are properly maintained	Partner staff of DN, Harvest and MCM inspect condition of water storage tanks at least twice a year	Quality of soil, moisture and fertility will affect the type of water retention/irrigation technique used
Crop production during dry season	Enhanced water conservation techniques	Provision of proper education and follow-up to suitable water conservation techniques	Extent to which participants understand and apply water conservation technique	Partner staff of DN, Harvest and MCM assess level of understanding at least twice a year	Quality of soil, moisture and fertility will affect the type of water conservation techniques used
		Intensive water management for crop production	Crops under intensive water management	Field visits during dry season	Quality of soil, moisture and fertility will affect the type of farming technique used
				Review EMP with partners on an annual basis and maintain dialogue on environmental stewardship	

	Access to water for farmers	Greater irrigation of crops through water pumped from treadle pumps especially during dry season	Participant farmers using small-scale irrigation for dry season gardening	Field visits during dry season	Review EMP with partners on an annual basis and maintain dialogue on environmental stewardship	Quality of soil, moisture and fertility will affect the type of farming technique used
Construction of grain banks in the districts of Yoro, Atlántida, Olanchito, (Alfaltit), Choluteca, Valle, and Olancho (Diaconia Nacional)	Enhanced ability to store grains during the growing season Improved ability to protect grains from pests	Provision of proper education and follow-up of use and maintenance of grain banks Number of grain banks that are constructed from renewable tree products (e.g. use of small branches to weave abode basket)	Partner staff inspect condition of grain banks at least twice a year	World Renew staff inspect the grain banks at least once a year	Quality of soil may affect the type of construction materials used	
Conservation farming in the districts of Yoro, Atlántida, Olanchito, (Alfaltit), Choluteca, Valle, Olancho (Diaconia Nacional), Francisco Morazán (Harvest), and Nueva Suypa (MCM)	Improved fertility	Farmers practicing sustainable soil fertility restoration/management techniques, including crop rotation	Soil erosion is checked.	Field visits during growing season.	Review EMP with partners on an annual basis and maintain dialogue on environmental stewardship	Quality of soil, moisture and fertility will affect the type of farming technique used
	Green manure cover crops to incorporate organic matter (biomass) in soil, retention of moisture	Add more compost manure/organic cover, including intercropping of legumes	Soil retains moisture	Harvest survey	Review EMP with partners on an annual basis and maintain dialogue on environmental stewardship	Quality of soil, moisture and fertility will affect the type of farming technique used
	Increased profitability of small-scale farms (through reduced reliance on expensive chemical fertilizers and pest control chemicals), leading to improved household incomes	Provide viable alternatives to chemical fertilizers and pesticides	Extent to which farmers use sustainable agricultural practices	Partner to assess agricultural practices at least twice a year	World Renew Honduras staff visit the area at least once a year	Quality of soil, moisture and fertility will affect the type of organic farming technique used
	Improved sustainable source of fuel wood and other forest	Provision of proper orientation and options to sustainable sources of wood	Extent to which sustainable sources of wood are used	Partner staff assess level of sustainable sources of wood are used at least twice a year	World Renew staff visit the area at least once a year	Quality of soil and local tree varieties will affect the types of trees to be planted

	products		year	
Livestock distribution in the districts of Choluteca, Valle, and Olancho (Diáconia Nacional)	Increased livelihood options	Provide proper education on care and marketing of livestock	Number of livestock offspring Number of livestock that are sold for profit	Partner staff assess successful rate of livestock project at least twice a year World Renew staff visit the area at least once a year

HONDURAS EMP: NEGATIVE EFFECTS					
Identified Activity and Location	Negative Environmental Effect	Mitigation Strategy	Monitoring Indicator	Partner's Monitoring Strategy	World Renew's Monitoring Strategy
Construction of latrines in rural communities in the districts of Yoro, Atlántida, Olanchito, (Alfaltí), Choluteca, Valle, Olancho (Diaconia Nacional), and Francisco Morazán (Harvest) in Honduras	Increased improper use or poor design / maintenance leading to spread of disease	Community awareness raising and establishment and training of community-based maintenance committees Triggering of repair or dismantling of the latrine, review of design, and review of maintenance when this risk emerges	Number of latrines in disrepair	Latrines are monitored by partners and local committees at least twice a year	Latrines are monitored by World Renew field staff at least twice per year. In some sites, local government also participates in the monitoring and maintenance of the latrines
	Increased contamination cause by high concentration of latrines in single area or water system	Use of shallow, composting toilets minimizes risk of contamination Instalment of latrines at maximum of 20 per community over several districts of countries, in small clusters of 3-4; with clusters to be spaced at least 30 metres apart from each other	Number of latrines clustered more than 4 latrines Number of latrine spaced less than 30 metres from each other Number of communities that have more than 20 latrines	Partner staff responsible for planning of latrine installation Review of plan for placement of latrines	World Renew staff monitor latrines at least twice per year emergence of indicators triggers review of plan for placement of latrines
	Increased silting, flooding and erosion caused by leakage or breach	Train community members in hygienic water usage Train community members on monitoring and maintenance Keep water storage covered at all times and at least 30m away from livestock	Extent to which downstream water levels have decreased	Partner staff inspect areas at least twice a year	World staff visit the area at least once a year Quality of soil, moisture and fertility will affect the type of water retention/irrigation technique used
Construction of water storage tanks in the districts of Nueva Suyapa (MCM), Choluteca, Valle, Olancho (Diaconia Nacional), and Francisco Morazán (Harvest) in Honduras					

Construction of grain banks in the districts of Yoro, Atlántida, Olanchito, (Alfalt), Choluteca, Valle, and Olancho (Diaconia Nacional)	Increased change of the environment by large footprint of grain banks	Ensuring that all grain banks are constructed with the dimensions of 5 meters in diameter and 2 meters in height	Extent to which grain banks measure 5 meters in diameter and 2 meters in height		
Conservation Farming in the districts of Yoro, Atlántida, Olanchito, (Alfalt), Choluteca, Valle, Olancho (Diaconia Nacional), Francisco Morazán (Harvest), and Nueva Suyapa (MCM)	Increased composting attracts rodents that spread disease and threaten food supply	<p>Training on composting techniques (layering of different materials, materials to avoid composting, etc.) that minimize rodents</p> <p>Promotion of compost containers that are animal proof (containers with lids)</p> <p>Farm visits for observation and training of farmers to look out for signs of risks and to take the necessary remedial action</p>	<p>Extent to which rodents and other animals, or evidence thereof (e.g., feces), are around the compost area</p>	<p>Partner staff visit the community and observe how they make and use the compost pits, regularly (monthly or quarterly)</p>	<p>Quality of soil, moisture and fertility will affect the type of organic farming technique used</p> <p>World Renew Honduras staff visit the sites at least twice per year</p>
		<p>Increased use of manure for fertilizer - stores and transport of manure contaminates water source - seepage / leaking to water sources during the rainy season</p>	<p>Manure stores are kept at least 30m away from body of water or water source</p> <p>Water sources protected (see methods above)</p> <p>Manure prepared during dry season</p> <p>Emergence of a problem to trigger removal and distribution of all manure in the site, and permanent move of storage to new location</p>	<p>Partner staff visit the community and observe how they make and use the compost pits, regularly (monthly or quarterly)</p>	<p>Quality of soil, moisture and fertility will affect the type of organic farming technique used</p> <p>World Renew Honduras staff visit the sites at least twice per year</p>

Livestock distribution in the districts of Choluteca, Valle, and Olanco (Diacronia Nacional)	<p>Increased contamination of water supply by animals</p> <p>Ensuring safe distance from water supply and ensuring that water supply is inaccessible to livestock</p> <p>Limiting the number of livestock kept in one place</p> <p>Clearing and safe disposal of manure build-up in corrals</p> <p>Train farmers in use of manure in growing field and vegetable crops.</p> <p>Distribute animals like goats, which roam and do not contribute to manure build-up</p>	<p>Extent to which annual testing of water supply shows contamination</p> <p>Extent to which animals are kept away from water supply</p>	<p>Annual testing of water supply</p> <p>Partner staff inspect areas at least twice a year</p>	<p>World Renew staff visit sites at least twice per year</p>	<p>Availability and type of grazing vegetation will affect the types of livestock to be distributed</p>
	Increased spread of livestock disease through distribution of infected animals	<p>Vaccination of animals</p> <p>Training of local farmers on early signs of disease, and reporting/treatment protocol</p> <p>Prompt reporting of disease outbreak to appropriate government agency</p> <p>Purchase and distribution of only healthy looking animals</p> <p>Local purchase of all animals and distribution within the same district</p> <p>Animals distributed in very small numbers</p>	<p>Community volunteers are trained in disease identification; problems are reported to partner staff by community and volunteers</p>	<p>World Renew Honduras staff visit sites at least twice per year</p>	<p>Availability and type of grazing vegetation will affect the types of livestock to be distributed</p>

Emergence of symptoms of disease to trigger quarantine and treatment of diseased animals	Treatment assistance available from Ministry of Agriculture officials treatment where staff are unable or treat

MALI EMP: POSITIVE EFFECTS					
Identified Activity and Location	Positive Environmental Effect	Enhancement Strategy	Monitoring Indicator	Partner's Monitoring Strategy	World Renew's Monitoring Strategy
Construction of latrines in rural communities of Koro and Boura districts	Improved hygiene and sanitation	Full involvement of participants on the selection of latrine locations Use of local labour and materials in the construction of latrines Proper education and follow-up of use and maintenance of latrines	Level of satisfaction with location of latrines Mali Number of households that are regularly using latrines Number of people maintaining latrines and keeping surrounding environment clean	Partner staff inspect condition of latrines on an on-going basis	World Renew Mali staff visit the area at least once a year
Water retention/irrigation (Treadle Pumps, Small-Scale Dams, Water Storage Tanks in rural communities of Koro and Boura districts	Improved soil moisture and fertility	Ensuring that small-scale and shallow ponds and other irrigation techniques are properly constructed and maintained	Extent to which irrigation techniques improve retention of moisture and are properly maintained	Partner staff inspect condition of irrigation techniques at least twice a year	World Renew Malistaff visit the area at least once a year
Enhanced water conservation techniques	Provision of proper education and follow-up to suitable water conservation techniques	Participants understand and apply water conservation technique	Partners level of understanding at least twice a year	World Renew Malistaff visit the area at least once a year	Quality of soil, moisture and fertility will affect the type of water retention/irrigation technique used
Crop production during dry season	Intensive water management for crop production	Crops under intensive water management	Field visits during dry season	Review EMW with partners on an annual basis and	Quality of soil, moisture and fertility will affect the type of farming

				maintain dialogue on environmental stewardship	technique used
Access to water for farmers	Greater irrigation of crops through water pumped from treadle pumps especially during dry season	Participant farmers using small-scale irrigation for dry season gardening	Field visits during dry season	Review EMP with partners on an annual basis and maintain dialogue on environmental stewardship	Quality of soil, moisture and fertility will affect the type of farming technique used
Conservation farming in rural communities of Angonia Tsangano districts, Mozambique	Improved fertility	Farmers practicing sustainable soil fertility restoration/management techniques, including crop rotation	Soil erosion is checked.	Field visits during growing season.	Review EMP with partners on an annual basis and maintain dialogue on environmental stewardship
	Green manure cover crops to incorporate organic matter (biomass) in soil, retention of moisture	Add more compost manure/organic cover, including intercropping of legumes	Soil retains moisture	Harvest survey	Quality of soil, moisture and fertility will affect the type of farming technique used
	Zai holes to help water penetrate degraded soils and protect seedlings from wind	Educate farmers in the digging of zai holes	Amount of zai holes dug in dry season	Field visits during dry season	Review EMP with partners on an annual basis and maintain dialogue on environmental stewardship
	Increased profitability of small-scale farms (through reduced reliance on expensive chemical fertilizers and pest control chemicals), leading to improved household incomes	Provide viable alternatives to chemical fertilizers and pesticides	Extent to which farmers use sustainable agricultural practices	Partner to assess agricultural practices at least twice a year	World Renew Molistaff visit the area at least once a year

Livestock distribution in n rural communities of Tsangano and Angonia districts in Mozambique	Increased livelihood options	Provide proper education on care and marketing of livestock	Number of livestock offspring	Partner staff assess successful rate of livestock project at least twice a year	World Renew staff visit the area at least once a year	Availability and type of grazing vegetation will affect the types of livestock to be distributed
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MALI EMP: NEGATIVE EFFECTS						
Identified Activity and Location	Negative Environmental Effect	Mitigation Strategy	Monitoring Indicator	Partner's Monitoring Strategy	World Renew's Monitoring Strategy	
Construction of latrines in rural communities of Koro and Boura districts	Increased improper use or poor design / maintenance leading to spread of disease	Community awareness raising and establishment and training of community-based maintenance committees Triggering of repair or dismantling of the latrine, review of design, and review of maintenance when this risk emerges	Number of latrines in disrepair	Latrines are monitored by partners and local committees at least twice a year	Latrines are monitored by World Renew field staff at least twice per year. In some sites, local government also participates in the monitoring and maintenance of the latrines	Location of water will affect where latrines are constructed (at least 30 metres from water)
	Increased contamination cause by high concentration of latrines in single area or water system	Use of shallow, composting toilets minimizes risk of contamination Instalment of latrines at maximum of 20 per community over several	Number of latrines clustered more than 4 latrines Number of latrine spaced less than 30 metres from each	Partner staff responsible for planning of latrine installation	World Renew staff monitor latrines at least twice per year emergence of indicators triggers review of plan for placement of latrines	Location of water will affect where latrines are constructed (at least 30 metres from water)

	districts of countries, in small clusters of 3-4, with clusters to be spaced at least 30 metres apart from each other	other Number of communities that have more than 20 latrines	Criteria and process in place for choosing contractors Only use well contractors who have a proven track record of building wells that do not collapse (as poor well construction results in contamination of water supply) Ensure construction of adequate well cover Disinfect wells: before use, after construction/reparation, when annual coliform tests are unsatisfactory	Coliform count is tested annually Confirm coliform count stays below acceptable standards Well disinfected annually and after any repairs Level of enhanced hygiene practiced in community	World Renew staff monitor sites at least twice per year Well maintenance and water quality is regularly monitored by community members and at least twice per year by partner staff	Quality of water during annual test will determine when disinfection is needed
Construction of wells in rural communities of Koro and Boura districts	Unprotected wells and unsafe/improper water usage may lead to contamination of water		Promote healthy/hygiene with community members to further reduce diarrheal disease Construct wells 30 m from latrines, septic tanks or animal pens Test well water sources at activity annually for contamination Construction and maintain cattle trough and barriers and maintained to prevent	Well as distance from latrine, septic tanks and animal pens Lack of access to wells by animals		

	animals from contaminating water sources			
Conservation farming in rural communities of Angonia Tsangano districts, Mozambique	<p>Increased composting attracts rodents that spread disease and threaten food supply</p> <p>Training on composting techniques (layering of different materials, materials to avoid composting, etc.) that minimize rodents</p> <p>Promotion of compost containers that are animal proof (containers with lids)</p> <p>Farm visits for observation and training of farmers to look out for signs of risks and to take the necessary remedial action</p>	<p>Extent to which rodents and other animals, or evidence thereof (e.g., feces), are around the compost area</p>	<p>Partner staff visit the community and observe how they make and use the compost pits, regularly (monthly or quarterly)</p>	<p>World Renew Mali staff visit the sites at least twice per year</p>
				Quality of soil, moisture and fertility will affect the type of organic farming technique used
Livestock distribution in rural communities of Angonia and Tsangano districts	Increased contamination of water supply by animals	Ensuring safe distance from water supply and ensuring that water supply is inaccessible to livestock	<p>Annual testing of water supply</p> <p>Partner staff inspect</p>	<p>World Renew staff visit sites at least twice per year</p> <p>Availability and type of grazing vegetation will affect the types of livestock to be</p>

		areas at least twice a year	distributed
	<p>Limiting the number of livestock kept in one place</p> <p>Clearing and safe disposal of manure build-up in corrals</p> <p>Train farmers in use of manure in growing field and vegetable crops.</p> <p>Distribute animals like goats, which roam and do not contribute to manure build-up</p>	<p>Extent to which animals are kept away from water supply</p> <p>Malistaff visit sites at least twice per year</p> <p>Community volunteers are trained in disease identification; problems are reported to partner staff by community and volunteers</p> <p>Partner staff visit sample of sites at least once per year; government officials monitor sites in some countries</p>	<p>Availability and type of grazing vegetation will affect the types of livestock to be distributed</p>
	<p>Increased spread of livestock disease through distribution of infected animals</p>	<p>Vaccination of animals</p> <p>Training of local farmers on early signs of disease, and reporting/treatment protocol</p> <p>Prompt reporting of disease outbreak to appropriate government agency</p> <p>Purchase and distribution of only healthy looking animals</p> <p>Local purchase of all animals and distribution within the same district</p> <p>Animals distributed in very small numbers</p>	<p>World Renew</p> <p>Malistaff visit sites at least twice per year</p>
			<p>Emergence of symptoms of disease to trigger quarantine and treatment of diseased animals</p>

	Treatment assistance available from Ministry of Agriculture officials treatment where staff are unable of treat

MOZAMBIQUE EMP: POSITIVE EFFECTS					
Identified Activity and Location	Positive Environmental Effect	Enhancement Strategy	Monitoring Indicator	Partner's Monitoring Strategy	World Renew's Monitoring Strategy
Sustainable agriculture techniques being used in Niassa Province.	Improved soil fertility	Increase organic matter by promoting GM/CC crops and compost.	Farmers and project staff notice that there is more organic matter in the soil than previous years.	Project staff monitor fields and report on results in semi-annual and annual report	Monitor fields with project staff
	Improved water retention in soil.	Increase moisture retention by promoting GM/CC crops, and other methods as needed.	Farmers and project staff notice that there is more moisture in the soil, when it typically is too dry.	Project staff monitor fields and report on results in semi-annual and annual report	Monitor fields with project staff
	Decreased burning of fields and forests	Increased awareness of the negative effects of burning land and fields each year.	Farmers and project staff notice that there is less annual burning.	Project staff monitor fields and report on results in semi-annual and annual report	Monitor fields with project staff.

MOZAMBIQUE EMP: NEGATIVE EFFECTS					
Identified Activity and Location	Negative Environmental Effect	Mitigation Strategy	Monitoring Indicator	Partner's Monitoring Strategy	World Renew's Monitoring Strategy
Treadle Pump use in Niassa Province.	Water in dry season depleted abnormally	Project staff discuss and plan with community about appropriate water use	Farmers and staff see problematic water depletion due to treadle pump use	Project staff monitor fields and report on results in semi-annual and annual report	Monitor fields with project staff

EMP: POSITIVE EFFECTS					
Identified Activity and Location	Positive Environmental Effect	Enhancement Strategy	Monitoring Indicator	Partner's Monitoring Strategy	Effect Environment May Have
Conservation farming in the districts of Geita, Chato, Bunda, Musoma and Serengeti	Improved fertility	Farmers practicing sustainable soil fertility restoration/management techniques, including crop rotation	Soil erosion is checked	Field visits during growing season	Quality of soil, moisture and fertility will affect the type of farming technique used
	Green manure cover crops to incorporate organic matter (biomass) in soil, retention of moisture	Add more compost manure/organic cover, including intercropping of legumes	Soil retains moisture	Harvest survey	Quality of soil, moisture and fertility will affect the type of farming technique used
	Increased profitability of small-scale farms (through reduced reliance on expensive chemical fertilizers and pest control chemicals), leading to improved household incomes	Provide viable alternatives to chemical fertilizers and pesticides	Extent to which farmers use sustainable agricultural practices	Partner to assess agricultural practices at least twice a year	Quality of soil, moisture and fertility will affect the type of organic farming technique used
	Increased composting attracts rodents that spread disease and threaten food supply	Training on composting techniques (layering of different materials, materials to avoid composting, etc.) that minimize rodents Promotion of compost containers that are animal	Extent to which rodents and other animals, or evidence thereof (e.g., feces), are around the compost area	Partner staff visit the community and observe how they make and use the compost pits, regularly (monthly or quarterly)	Quality of soil, moisture and fertility will affect the type of organic farming technique used

	proof (containers with lids)	Farm visits for observation and training of farmers to look out for signs of risks and to take the necessary remedial action	Manure stores are kept at least 30m away from body of water or water source Water sources protected (see methods above) Manure prepared during dry season Emergence of a problem to trigger removal and distribution of all manure in the site, and permanent move of storage to new location	Extent to which annual testing of water supply shows contamination	Partner staff visit the community and observe how they make and use the compost pits, regularly (monthly or quarterly)	World Renew Tanzania staff visit the sites at least twice per year	Quality of soil, moisture and fertility will affect the type of organic farming technique used
Livestock distribution in the districts of Geita, Chato, Bunda, Musoma and Serengeti	Increased livelihood options	Provide proper education on care and marketing of livestock	Number of livestock offspring	Partner staff assess successful rate of livestock project at least twice a year	World Renew staff visit the area at least once a year	Availability and type of grazing vegetation will affect the types of livestock to be distributed	
			Number of livestock that are sold for profit				

EMP: NEGATIVE EFFECTS					
Identified Activity and Location	Negative Environmental Effect	Mitigation Strategy	Monitoring Indicator	Partner's Monitoring Strategy	World Renew's Monitoring Strategy
Livestock distribution in the districts of Geta, Chato, Bunda, Musoma and Serengeti	Increased contamination of water supply by animals	<p>Ensuring safe distance from water supply and ensuring that water supply is inaccessible to livestock</p> <p>Limiting the number of livestock kept in one place</p> <p>Clearing and safe disposal of manure build-up in corrals</p> <p>Train farmers in use of manure in growing field and vegetable crops.</p> <p>Distribute animals like goats, which roam and do not contribute to manure build-up</p>	<p>Extent to which annual testing of water supply shows contamination</p> <p>Extent to which animals are kept away from water supply</p>	<p>Annual testing of water supply</p> <p>Partner staff inspect areas at least twice a year</p>	<p>World Renew Tanzania staff visit sites at least twice per year</p>
				<p>Community volunteers are trained in disease identification; problems are reported to partner staff by community and volunteers</p> <p>Partner staff visit sample of sites at least once per year; government officials</p>	<p>Availability and type of grazing vegetation will affect the types of livestock to be distributed</p>

		monitor sites in some countries
Local purchase of all animals and distribution within the same district	Animals distributed in very small numbers	Emergence of symptoms of disease to trigger quarantine and treatment of diseased animals
		Treatment assistance available from Ministry of Agriculture officials treatment where staff are unable of treat