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**S-065398**

**Promoting Sustainable Livelihood Development through  
Supporting Food Security and Economic Growth Initiatives**

**FINAL REPORT**



**Global Affairs  
Canada**

**Affaires mondiales  
Canada**

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## LIST OF ACRONYMS

AEDM	Agence Évangélique de Développement de Mali (Partner in Mali)
AICT Geita	Africa Inland Church of Tanzania Geita Diocese (Partner in Tanzania)
AICT MUD	Africa Inland Church of Tanzania Mara/Ukerewe Diocese (Partner in Tanzania)
BARSHIK	Bangladesh Resource Centre for Indigenous Knowledge
CA	Conservation Agriculture
CCC	Community Central Committee
CFGB	Canadian Foodgrains Bank
CSA	Climate Smart Agriculture
CSO	Civil Society Organization
CSI	Coping Strategies Index
DCC	Dhaka City Corporation
DICTA	Directorate of Science and Technology (Local institution in Honduras)
DoN	Diocese of Niassa (Partner in Mozambique)
ECOSAN	Ecological Sanitation filters
EMP	Environmental Management Plan
FFS	Farmer Field School
FGD	Focus Group Discussion
FONGIM	International NGO Forum in Mali
FRB	Foods Resource Bank
GAC	Global Affairs Canada
GALS	Gender Action Learning System
GDP	Gross Domestic Product
GII	Gender Inequality Index
GMCC	Green Manure/Cover Crop
HDI	Human Development Index
IDP	Internally Displaced People
IGA	Income Generating Activities
IMA	Institute of Agricultural Marketing (Local institution in Honduras)
INFOP	National Institute for Professional Formation (Local institution in Honduras)
IPC	International Potato Center (Local institution in Mozambique)
IRM-RDD	Reformed Church in Mozambique Relief and Development Department (Former partner in Mozambique)
IYIP	International Youth Internship Program
MCC	Mennonite Central Committee
MCIC	Manitoba Council for International Cooperation
MCM	Ministerios Cristianos de Mayordomía (Partner in Honduras)
MDG	Millennium Development Goal
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organization
ODES	Organisme de Développement pour l'Espérance (Partner in Mali)
OFSP	Orange Flesh Sweet Potato
PARI	Participatory Action for Rural Innovation (Partner in Bangladesh)
PLASA	Planting Without Watering
PI	People's Institution

PICS	Purdue Improved Cowpea Storage
SATHI	Sustainable Association for Taking Human Development Initiatives (Partner in Bangladesh)
SCIC	Saskatchewan Council for International Cooperation
SRI	System of Rice Intensification
UNICEF	United Nations Children's Fund
UNDP	United Nations Development Program
USAID	United States Agency for International Development
VICOBA	Village Community Bank

## PART A: OVERVIEW REPORT

### A.1 EXECUTIVE SUMMARY

World Renew implemented a five-year project in Bangladesh, Honduras, Mali, Mozambique, and Tanzania to enhance livelihood security for vulnerable households. A total of **\$7,093,218** was invested in the program. GAC made a contribution of \$5,319,912 plus \$6,828 in cumulative interest, a total investment of **\$5,326,740**. World Renew contributed **\$1,773,306**, which is about 25% of the total project cost. The contribution agreement was signed on October 2, 2012, and the agreement ended on January 31, 2018. Program implementation began on October 2, 2012 and end on September 30, 2017.

The program achieved the following intermediate outcomes:

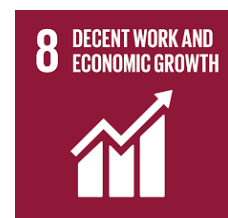
- Increased agricultural production and application of small-scale farmers, especially women, using sustainable methods;
- Increased engagement of household members, especially women, in profitable small-scale enterprises; and
- Improved governance among local community groups and strengthened performance in the planning and management of food security and economic development initiatives.

**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.



- ✓ **Bangladesh:** 87% (87%f, 88%m) of farmer participants reported increased yields, with 100% of the farmers surveyed reporting that they had used at least one of the sustainable agriculture methods on which they had been trained.
- ✓ **Honduras:** 79% (74%f, 85%m) of farmers reported increased yields, with 98% (98%f, 99%m) of farmers reporting that they had used at least one of the sustainable agriculture methods.
- ✓ **Mali:** 99% (99%f, 99%m) of farmers reported increased yields, with 98% (99%f, 97%m) of the farmers surveyed reporting that they had used at least one of the sustainable agriculture methods.
- ✓ **Mozambique:** 92% (94%f, 90%m) of farmers reported increased yields, with 99% (99%f, 99%m) of the farmers surveyed reporting that they had used at least one of the sustainable agriculture methods.
- ✓ **Tanzania:** 88% (86%f, 91%m) of farmers reported increased yields, with 96% (94%f, 98%m) of the farmers surveyed reporting that they had used at least one of the sustainable agriculture methods.

**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.



- ✓ **Bangladesh:** 95% (97%f, 93%m) of project participants reported that their earnings had increased as a result of the Sustainable Livelihoods project, with 95% (97%f, 92%m) indicating that the increases were significant. Bangladesh project participants have, on average, one more income source now than they did before the project began, with women making slightly larger gains than men.

- ✓ **Honduras:** 90% (88%f, 91%m) of participants reported that their earnings had increased as a result of the project, with 90% (88%f, 91%m) stating that they felt that the increases were significant. While female participants reported fewer than two income sources at the start of the project, now both men and women in Honduras report having more than two income sources.
- ✓ **Mali:** 97% (96%f, 98%m) of participants surveyed reported increased earnings as a result of the training that they received through the project. Both male and female Mali participants reported, on average, more than three different income sources by the end of the project.
- ✓ **Mozambique:** 96% (97%f, 94%m) of Mozambique participants reported increased earnings as a result of the training that they received through the project, more than doubling the Mozambique project's final target of 42% (43%f, 41%m) of project participants with increased earnings. Both men and women increased their number of income sources during the five-year project, reporting statistically significant increases.
- ✓ **Tanzania:** With too many activities to implement, limited number of field staff, large geographic coverage and overly ambitious targets, Tanzania was the only country that was unable to achieve its targets for percentage of participants who reported that their earnings have increased. In Tanzania, 59% of project participants overall (59%f, 59%m) reported increased earnings as a result of the training and mentoring that they received.

**Community Governance Capacity:** The community action planning process that occurred with over two-thirds of the communities in the program<sup>i</sup> 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.



- ✓ **Bangladesh:** While Bangladesh was unable to reach its targets for increasing the inclusion of ethnic minorities in community planning processes, it greatly exceeded its targets for inclusion of women in community planning. The end-of-program evaluation revealed that 86% (75%f, 100%m) of community leadership focus group participants agreed that women were now able to influence community planning processes. Bangladesh also exceeded its target for the percentage of participants who are satisfied with the quality of community leadership, with 97% (94%f, 100%m) of community leadership focus group participants reporting satisfaction with the quality of leadership in their communities.
- ✓ **Honduras:** In Honduras, 100% (100%f, 100%m) of participants now agree that women are able to influence community planning processes. Honduras exceeded its target for the percentage of participants who are satisfied with the quality of community leadership, with 100% (100%f, 100%m) of community leadership focus group participants reporting satisfaction with the quality of leadership in their communities.
- ✓ **Mali:** In Mali, the end-of-program evaluation found that just 23% (7%f, 42%m) of participants agreed that women were now able to influence community planning processes and that only 35% (40%f, 28%m) of participants surveyed agreed that ethnic minorities are now able to influence community management processes. Mali greatly exceeded its target for the percentage of participants who are satisfied with the quality of community leadership, however, with 100% (100%f, 100%m) of community leadership focus group participants reporting satisfaction with the quality of leadership in their communities.
- ✓ **Mozambique:** In Mozambique, 89% (100%f, 67%m) of participants now agree that women are able to influence community planning processes. Mozambique exceeded its target for the percentage of participants who are satisfied with the quality of community leadership, with 76% (80%f, 68%m) of



community leadership focus group participants reporting satisfaction with the quality of leadership in their communities.

- ✓ **Tanzania:** Although Tanzania was unable to reach all of its targets for participatory community planning and effective community leadership, the Tanzania project resulted in improvements in the extent to which women are included in community planning processes. Seventy-three percent (58%f, 79%m) of the community leadership focus group participants agreed that women are now able to influence community planning processes. Tanzania also succeeded in exceeding targets for inclusion of ethnic minorities in community planning and overall satisfaction with the quality of community governance.

## A.2 INTRODUCTION

This final report of the five-year program **Promoting Sustainable Livelihood Development through Supporting Food Security and Economic Growth Initiatives** celebrates the results achieved by World Renew and its 12<sup>th</sup> local implementing partners. This final report begins with Part A – Overview of the project and includes 13 sections. The final report continues with Part B to Part F for the country reports of Bangladesh, Honduras, Mali, Mozambique and Tanzania, respectively. Each of the country reports provides a synopsis of the project, includes an executive summary, and follows the same broad outline as the Overview Report.

## A.3 PROGRAM DESCRIPTION

### A.3.1 Program Rationale and Justification

The Sustainable Livelihoods program worked to build the adaptive capacity of individual households, as well as communities, to manage climate change risks. Poverty in the communities where the program operated is manifested by poor health, low incomes, food insecurity, landlessness, illiteracy and underemployment. Small-scale farmers are challenged by declining soil fertility, lack of secure land tenure, erratic weather and lack of access to credit and inputs. These conditions lead to food shortages and poor nutrition and health. In addition, poor urban households lack skills for employment and financing for small enterprises.

About 80% of the program participants were subsistence farmers who depend on rain-fed agriculture for their livelihoods. Participants in rural areas have a vested interest in improving the productivity of their farms and in learning farming methods through learning exchanges and experimental farm demonstrations that make them less vulnerable to drought and flood and to rising fertilizer costs.

The other 20% of program participants belonged to 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.

The Sustainable Livelihoods program that World Renew implemented through its local partners in Mali, Honduras, Bangladesh, Tanzania and Mozambique shared many characteristics of other livelihoods-focused development projects that work with subsistence farmers who are vulnerable to the effects of climate change. Like the UK-funded program for resilient systems that a Mercy Corps-led consortium is leading with vulnerable farming households in Northeastern Kenya and Northern Uganda, the Sustainable Livelihoods program had an objective of improving levels of household asset ownership.<sup>iii</sup> The Sustainable Livelihoods program also promoted sustainable agriculture methods that were intended to build farmer resilience to the effects of climate change. In much the same way that UKAid's partner, Concern, has promoted seeds that can better withstand flooding that has been exacerbated by climate change in South Sudan,<sup>iv</sup> the Sustainable Livelihoods program promoted drought and disease resistant seeds in the four program countries (Honduras, Tanzania, Mozambique and Mali) that have experienced increased drought as a result of climate change. In Bangladesh, meanwhile, the Livelihoods project helped promote farming methods such as floating gardens that would enable rural farmers to continue to maintain household food security in the face of increased flood threats.

### A.3.2 Identification of Stakeholder and Participants

Stakeholders involved in the project included:

- GAC and Canadians who contributed to the financial resources needed for the project.
- With GAC's support, World Renew hosted two Canadian International Youth Internship Program (IYIP) interns, one placed in Honduras and the other in Mozambique. Two Canadian volunteers based in Mali also provided support for the monitoring and evaluation and reporting of the project.
- World Renew, the direct grantee of funding from GAC and the organization with responsibility for coordinating the project partners, ensuring overall project management and providing accountability to GAC.
- **Bangladesh:** Participatory Action for Rural Innovation (PARI), Sustainable Association for Taking Human Development Initiatives (SATHI); **Honduras:** Alfalit, Diaconia Nacional, Ministerios Cristianos de Mayordomia (MCM), and Harvest; **Mali:** Agence Évangélique de Développement de Mali (AEDM) and Organisme de Développement pour l'Espérance (ODES); **Mozambique:** Diocese of Niassa and Reformed Church in Mozambique Relief and Development Department (IRM-RDD); **Tanzania:** Africa Inland Church of Tanzania Diocese of Geita (AICT Geita) and AICT Mara/Ukerewe Diocese (AICT MUD), the local partners who had primary responsibility for day-to-day implementation of the project.
- Farmers, saving and loan association members and, community leaders were the direct participants in the project and who were the target for livelihood security.
- 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.
- Other non-profit organizations, such as the Bangladesh Resource Centre for Indigenous Knowledge (BARSHIK), International Potato Center through their project promoting Orange Flesh Sweet Potato (OFSP) in Mozambique, ECHO East Africa and Sengerema Informal Sector Association both in Tanzania.

### A.3.3 Governance Structure and Work Breakdown Structure

World Renew had the overall responsibility for the project in accordance with the GAC contribution agreement. World Renew signed sub-award agreements with each of the 12 local implementing partners to clarify responsibilities and requirements. World Renew's **in-country staff** provided oversight to the local partners as they implemented the project. World Renew provided on-site consultation to the partners, clarified for them the terms of the agreement and project requirements, requested fund transfers to the partners, reviewed narrative and financial reports, and visited project locations to verify implementation and assess progress.

In Canada, World Renew's **Grants Program Manager** was responsible for monitoring organizational compliance with GAC regulations and adherence to approved plans and budgets. She communicated regularly with the World Renew Country Directors and Program Managers to coordinate the development of narrative and financial annual reports, work plans and the final report to GAC. She served as the primary point of contact between GAC and World Renew. The World Renew **Financial Controller** authorized bank wire transfers to the World Renew field offices. He ensured proper accounting of project costs and prepared quarterly financial status reports and financial forms for GAC. Also at headquarters, World Renew had a **Food Security and Agriculture Technical Advisor** and a **Monitoring and Evaluation Advisor** who supported the country staff and partners. For details on local partner's governance structure, please refer to sections 2.3 of each country's report. Refer to Appendix E for the Work Breakdown Structure Chart.

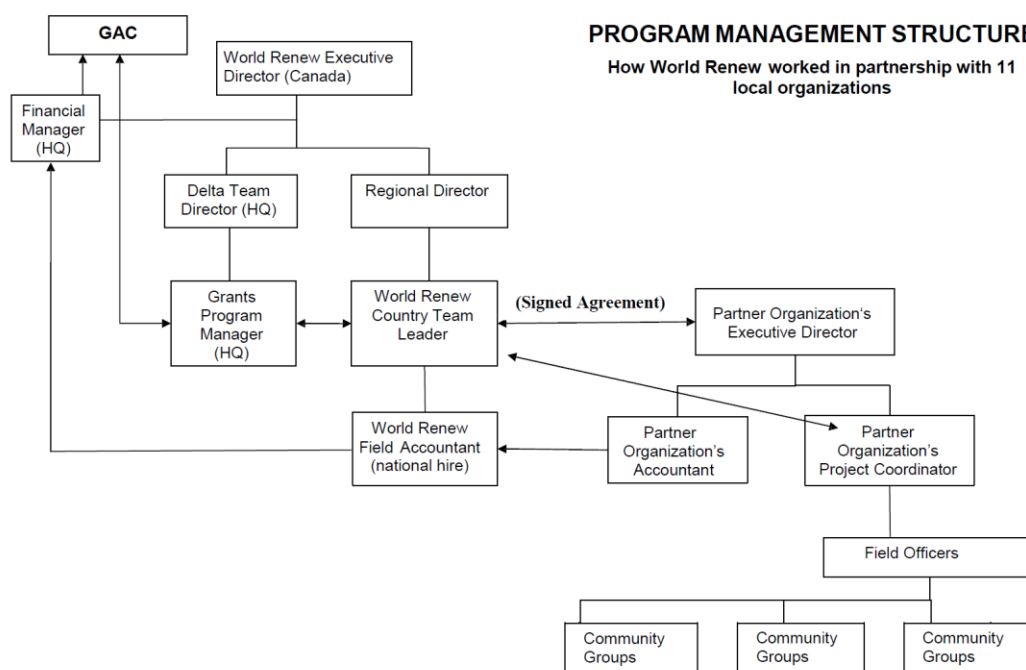


Figure 1: Program management structure

#### A.4 PROGRAM CONTEXT

Each of the five countries has a unique context, as described below.

**Bangladesh:** The Bangladesh project worked with communities who are disadvantaged relative to other parts of the country and, therefore, comparatively more vulnerable to income shocks, as well as the effects of climate change. With growing urbanization, Dhaka—the capital—now encompasses more than 3,000 slum communities. Most slum residents earn from 3,000 to 3,500 taka (US\$49 – 57) a month as rickshaw drivers, taxi drivers, garment workers, domestic workers, sweepers, vendors or day labourers. Slum density is 10,000 people per square km, with a six-person family, on average, sharing a single room of 11-14 square metres. Rates of child stunting in Dhaka’s slums are both higher than the national average and higher than in other parts of Dhaka, and more than half of residents are illiterate. Slum residents have little to no access to city services and are generally aware of their rights, with women and children particularly vulnerable to exploitation.

World Renew Bangladesh’s rural partner, PARI Development Trust, worked in an area of Northern Bangladesh where 60% of the land is under water for four to five months a year, and landless marginal farmers make up 56% of the population. Child stunting rates are among the worst in Bangladesh, at over 50%, and 78% of children (6-15 years old) work to support their family. The area’s remoteness adds to the difficulties that residents have to accessing government facilities, financial services, schooling, medical treatment, and legal support.

**Honduras:** Most project areas are rural with the exception of Nueva Suyapa. 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 leads to insufficient food for rural families, especially during the months of June, July and August. 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 husbands and, in most cases, it is insufficient to meet family needs. The lack of education also increases dependence on their husbands.

**Mali:** Mali is ranked 175 out of 188 countries according to the United Nations Development Program (UNDP) 2015 Human Development Index. The pressing problem for many Malians is meeting basic food, shelter and health needs. Rural inhabitants are farmers and agro-pastoralists dependent on rain-fed subsistence farming. The vast majority of rural households face the challenges of deforestation and erosion by wind and water, low agricultural production, inadequate food to meet their required needs, low literacy rates (8%), lack of potable water, poor hygiene and sanitation, and high malnutrition rates of children (25 to 30%). Because the critical issue in Mali is food security, the project in this context is heavily focused on food security interventions.

**Mozambique:** Mozambique remains one of the least developed countries in the world. The impacts of climate change, including drought and flooding, threaten food security and rural livelihoods. Participants in this project were predominantly dependent on subsistence agriculture, and to some extent, fishing, for their livelihood. Seventy-one percent of households in the provinces where this project operated, Niassa and Tete, have acute or chronic food insecurity. These provinces also lack a strong agricultural extension service.

**Tanzania:** Beneficiaries of this project 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). Though the government has simplified the process of gaining land titles, most rural farmers, especially those from vulnerable groups, lack confidence and knowledge to begin this process.

## A.5 OVERALL PROGRAM PERFORMANCE ASSESSMENT

### A.5.1 Program Performance Assessment by Outcomes

***Ultimate Outcome – Livelihood Security for vulnerable households in identified communities within Bangladesh, Honduras, Mali, Mozambique and Tanzania***

The Sustainable Livelihoods program was able to achieve many of the outcomes that it had set out to achieve. Program participants in all five countries have both greater amounts of income, and more diverse sources of income, than they did before the program started. In all five countries, increased income was associated with increases in asset ownership. All five countries exceeded targets for increases in at least three types of household or non-household assets (see Table 1).

Country	Increase in Number of Income Sources for both Men and Women (Y/N)	Did More than 30% of Men and Women Report Income Increase as Significant (Y/N)?	Is Increase in Income Sources Statistically Significant (Y/N)?	Target Exceeded for Increase in Three or More Assets (Y/N)
Bangladesh	Y	Y	Y	Y
Honduras	Y	Y	Y	Y
Mali	Y	Y	Y	Y
Mozambique	Y	Y	Y	Y
Tanzania	Y	Y	Y	Y

The results in Table 2 below caution, however, that the successes that this program achieved with regard to increasing the asset bases and incomes of households do not automatically translate into improved food security outcomes. Tanzania did not achieve any of its overall food security targets, while the picture with the Mozambique

project was a bit more mixed, with Mozambique exceeding its targets for increases in food frequency and dietary diversity but not quite realizing its goals of decreased participant reliance on hunger coping strategies.

<b>Table 2: Change in Food Security Outcomes for Livelihoods Program Participants</b>	
<b>Country</b>	<b>Targets Achieved for All Four Food Security Indicators at UO Level for Both Men and Women (Y/N)</b>
Bangladesh	Y
Honduras	Y
Mali	Y
Mozambique	N
Tanzania	N

The results in Table 2 confirm both the experience of World Renew and its project partners, as well as other development programs, that there are more factors than just household incomes and assets that determine whether a household will be resilient to climate change induced shocks. Land tenure has a substantial impact on whether farmers are able to implement the sustainable agriculture methods that they are taught through a program like this program, but the various Livelihoods country projects that tried to address land tenure issues were generally unsuccessful, with the exception of the 30-year lease that World Renew Mali was able to obtain for 200 hectares of land which now serve three villages in that country's Kurmari region (see Section D.4.1). This program also did not include some program elements that other Non-Governmental Organization (NGOs) have found helpful when working to build farmer resilience to the effects of climate change. The Overseas Development Institute's 2015 review of several climate resilience-focused projects that were funded by UKAid, for instance, found that Catholic Relief Services, Farm Africa and Plan are all providing farmers with climate information as part of their interventions.<sup>v</sup>

While the Mozambique and Tanzania projects did not achieve all of their food security targets, they may still have been successful in keeping vulnerable households from sliding into deeper levels of food insecurity than if they had not been part of the program. Extreme drought has resulted in some of the Tanzania project villages not having received any appreciable precipitation in three years, and this drought, coupled with the recent invasion of army worm, could have pushed residents of these villages toward starvation if this project had not been able to provide them with other sources of income through the savings groups that were established. Many of the final food security project results for Tanzania are not appreciably different from baseline, giving further credence to the notion that the growth in number of income sources for Tanzania project participants enabled them to essentially maintain the overall levels of food security that they had prior to the start of this program in 2012.

***Intermediate Outcome 100: Increased application of sustainable agriculture methods by small-scale farmers, especially women***

The considerable success that the Sustainable Livelihoods Program had in persuading smallholder farmers to adopt sustainable agriculture methods was critical to the substantial increases in food security which occurred in most of the Livelihoods program countries (see Ultimate Outcome 3 above). The methods that were introduced were highly relevant to the farmers' local contexts, with no less than 99% of farmers in each of the five program countries reporting that they found the methods that were introduced at the trainings to be important (see final result for Indicator 110-1 in the final PMF that appears in Appendix D). Since the farmers perceived the methods that were introduced to be of value to them, they were eager to adopt the new methods, and the Livelihoods program exceeded both its overall targets for farmer adoption of sustainable agriculture methods as well as the targets that were set for each of the five program countries (see Table 3 below).

**Table 3: Livelihoods Program Attainment of Targets for Adoption of Sustainable Agriculture Methods**

Indicator	Overall Target Achieved (Y/N)	Targets Achieved for all 5 Program Countries (Y/N)
Percentage of Participant Farmers that are Practicing Sustainable Agriculture Methods (100-1)	Y	Y
Percentage of Participant Farmers who say that their Crop Yields (Productivity) have Increased as a Result of Sustainable Agriculture Methods (100-2)	Y	Y

The sustainable agriculture methods that program farmers have now put into practice are supporting improvements in food security (Ultimate Outcome 3) in three key ways:

1. Increasing Crop Yields – In each of the five program countries, the new growing methods are enabling farmers to get higher yields, which, in turn, is allowing farmers to harvest a greater amount of produce per hectare. All five program countries exceeded targets for increased crop yields (see Table 3 above), and the additional crops that farmers are harvesting is both increasing household food consumption as well as, in many cases, providing farmers with surplus that they can sell in the market to support other household needs.
2. Diversifying Crops – Some of the sustainable agriculture methods that program farmers are adopting are resulting in them growing a greater variety of crops, which is contributing to household dietary diversity. Research evidence shows, for instance, that the kitchen vegetable gardens which were the second most adopted sustainable farming method in Bangladesh are associated with better dietary diversity at the household level (see Section B.4.1). Crucially, farmers were also supported in their efforts to diversify their crops through improved access to seeds. All five program countries exceeded their targets for improved access to seeds (see Indicator 120-1 data that are reported in the final PMF in Appendix D), which contributed to the program also exceeding overall targets for the percentage of participant farmers that were growing at least one disease or drought resistant crop (Indicator 120-2 – see final PMF for additional details).
3. Role of Animal Husbandry – The program’s achievement of its overall targets for animal husbandry also helped support improved food security outcomes for farmers. Farmers, for example, are increasing both their income sources and their protein intake by raising fish in Bangladesh, Honduras and Tanzania. Some farmers in Tanzania and Honduras are, meanwhile, earning additional income through beekeeping (apiculture). Malian farmers, finally, greatly exceeded program targets for livestock breeding (see data for Indicator 130-2 that are reported in the final PMF).

**Intermediate Outcome 200 Increased engagement of household members, especially women, in profitable small scale enterprises**

The establishment of savings groups played a vital role in allowing farmers to reinvest the higher incomes that they were getting from the use of improved farming practices. The Sustainable Livelihoods Program surpassed its target for creation of savings groups in four of the five program countries (see Indicator 211-1 data in Appendix D), and these groups, with proper training and support from World Renew and its local partners on topics such as value chain mapping and developing a business plan, were able to provide participants with the necessary tools to start hundreds, if not thousands, of income generating activities (IGAs). As Table 4 shows, the Sustainable Livelihoods

Program surpassed not only its overall target for participants who were engaged in small-scale enterprises, but also the country-level targets that had been established for Bangladesh, Honduras, Mali, and Mozambique. As more program participants participated in IGAs, their household incomes grew, enabling the program to surpass its overall target for earnings increases.

<b>Table 4: Small-Scale Enterprise Creation under the Sustainable Livelihoods Program</b>		
<b>Indicator</b>	<b>Overall Target Achieved (Y/N)</b>	<b>Number of Program Countries Achieving Target</b>
Percentage of Participants that are Doing Small Scale Enterprises or Income Generating Activities (200-1)	Y	4
Percentage of Participants who say that their Earnings have Increased (200-2)	Y	4

The literacy and numeracy training that the Sustainable Livelihoods Program provided played a crucial role in supporting participants as they worked to establish small businesses. The Sustainable Livelihoods Program exceeded its overall target for literacy training participants who were using their new skills to better manage their IGAs by 16%, with fully 87% of program participants (85%f, 91%m) reporting that they were using what they had learned in their IGA (see Indicator 220-2 data that are reported in the final PMF in Appendix D). Not surprisingly, the Sustainable Livelihoods Program also exceeded its overall target for program participants who felt that the literacy and numeracy skills that they had learned through the program were helping them manage their businesses and participate in their communities. By the end of the program, eighty-six percent (84%f, 89%m) of program participants reported that the literacy skills that they had acquired were useful, with every program country but Mozambique either surpassing their targets or at least coming close to meeting them, as in the cases of Honduras and Tanzania.

**Intermediate Outcome 300: Improved governance among local community groups and strengthened performance in the planning and management of food security and economic development initiatives**

The Sustainable Livelihoods Program recognized that improved community governance is essential to the long-term sustainability of the gains that the program achieved with respect to household incomes, assets and food security under Ultimate Outcomes 1, 2 and 3. The program surpassed its overall goal for communities that developed participatory community action plans, thanks in large part to the success that Bangladesh had with participatory community action planning (see Sections B.4.1 and B.7.1 for additional detail on the community governance component of the Bangladesh project). Honduras, Mali, and Tanzania also joined Bangladesh in exceeding country-level targets for the percentage of program communities that had community leaders who had done participatory needs assessment and planning (see data for Indicator 310-1 in the final PMF that appears in Appendix D).

While a majority of the program countries exceeded their targets for increasing the role that women play in community action planning (see Table 5 below), the data in Table 5 also suggest that additional work needs to be done to promote the type of inclusive community governance that is necessary to sustain the outcomes that were achieved through the Sustainable Livelihoods Program. Only one of the five program countries (Tanzania) met its country-level target for increasing the role that ethnic minorities play in community action planning, yet program participants from all five program countries still expressed high levels of satisfaction with the quality of community governance. The fact that the program was able to surpass its overall target for participant satisfaction with community leadership by nearly 30% (see data for Indicator 300-3 that are reported in the final PMF) despite the



fact that both women and ethnic minorities often remain excluded from community action planning reveals that traditional mindsets remain difficult to break in many areas.

<b>Table 5: Promotion of Inclusive, Participatory Governance Through the Sustainable Livelihoods Program</b>		
<b>Indicator</b>	<b>Overall Target Achieved (Y/N)</b>	<b>Number of Program Countries Achieving Target</b>
Percentage of Targeted Communities with a Community Action Plan that was Developed in a Participatory Manner (300-1)	Y	2
Percentage of Participants who say that Women are able to Influence Community Action Planning (300-2a)	Y	3
Percentage of Participants who say that Ethnic Minorities are able to Influence Community Action Planning (300-2b)	N	1
Percentage of Participants that say that they are Satisfied with the Quality of Community Leadership (300-3)	Y	5

#### **A.5.2 Program Assessment Methods**

The end-of-program evaluation, which was completed in January 2018, had four main objectives:

1. Assess the Sustainable Livelihood's program's success in decreasing vulnerability by improving food security and economic well-being for households living in poverty;
2. Assess the likelihood that program results will be sustained and identify elements that contribute to sustainability;
3. Assess the effectiveness of program management during the period of program implementation (October 2012 – September 2017); and
4. Identify best practices and provide recommendations for future programming.

The evaluation employed a mixed methods approach with both quantitative and qualitative data collection methods. More details on the end-of-program evaluation can be found in Appendix J. The program assessment team was aware of the critical importance of gender to the overall end-of-program evaluation, so data collection techniques that allowed women to have as much opportunity as possible to share their experiences with this program were used. 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)<sup>vi</sup>.



## A.6 PROGRAM MANAGEMENT

World Renew has strong partnerships with both partners and the project managed to meet nearly all of its targets in food security, economic growth and community governance. In **Bangladesh**, throughout the period of implementation, World Renew had quarterly progress review meetings with the partners to assess achievements and do planning for the next period. In 2016, this included a review of recommendations from the mid-term evaluation. World Renew's finance personnel provided annual financial health checks for both partners. SATHI and PARI also convened Project Management Team meetings on a monthly basis with their own field staff to monitor progress.

The countries of Honduras, Mozambique and Tanzania all had the need to add more staff, either at the World Renew or partner level. In 2015, World Renew added a new (additional) staff person in the **Honduras** field office, which increased the organization's ability to provide technical support to the four local partners. In 2016, **Mozambique** identified the need to hire some additional adeptos (village extension agents). These adeptos focused on giving Village Saving and Lending Associations (VSLA) adequate follow-up support. The six new adeptos, two each in Cobue, Lunho and Mecanheles, were very active community volunteers who had the right skills and knowledge to be added as project staff, and thus were able to be effective in their roles immediately. To ensure a strong finish in the last year of the program, a greater portion of the budget was allocated to the two partners in **Tanzania** to enable each of them to hire an additional staff person. AICT Geita and MUD hired additional staff and saw great improvements in implementation, including with receiving project monitoring data from the field. The extra personnel reduced the workload for the project coordinators and enabled them to focus on management responsibilities.

The World Renew staff assigned to the Kurmari, **Mali** project continued to be limited in his ability to travel to the project area due to insecurity from ethnic tensions. In response, World Renew contracted a local woman as a trainer and animator to work with women in the communities that helped to accelerate implementation of project activities.

In addition, World Renew headquarters budgeted a total of \$21,727 for capacity building opportunities so the five countries and the partners could better manage and implement their projects. Training topics included Project Management for Development (PMD Pro), gender equality, results based management, financial management, duck rearing, environmental management, agriculture learning exchanges and Bocage. Such opportunities helped to develop and build staff core strengths for transformational community development.

## A.7 RISK MANAGEMENT

During the planning stage of the program, a risk assessment was completed. The assessment evaluated the level of risk and likelihood of occurrence of four different types of risks, including operational, financial, development, and reputation. Using the project's Risk Register (Appendix P) risk was monitored and responded to with the defined mitigation measures. The two main risks encountered throughout the program were insecurity, which affected staff travel and some training activities, and climate conditions that damaged farmers' crops.

**Insecurity:** In 2014 and 2015 **Bangladesh**, was affected by political crisis and violence. Project activities were affected by blockades and strikes (*hartals*) that made it difficult for people to travel and gather together. The project staff strategically managed this crisis by avoiding big gatherings and organizing trainings and events on suitable alternative dates. They followed UN guidelines for travel during *hartals* and did not travel outside of their working area during these events unless they had special permission. Staff also used alternate modes of transport such as trains instead of cars. The daily field work all went on as planned, for the most part. By the end of the project, implementation and monitoring resumed to normal.

In the Kurmari project area of **Mali**, there were elevated risks of theft and kidnapping, which constrained World Renew staff from making visits to Kurmari between December 2014 and March 2015. This created delays in implementing trainings that were planned and working with the community on herding agreements. Contracting a local woman (as mentioned in section A.6) helped to accelerate implementation of many project activities. The other two partners in Mali, ODES and AEDM, were not affected by the same level of insecurity, as they operated in a

different part of the country where the threat was lower. Throughout the project, both ODES and AEDM continued their involvement in the UN security clusters in their respective regions. World Renew, partner staff, and field agents avoided traveling out of their base for field visits after dusk and before dawn.

***Climate Change and increase in drought and flooding:*** In **Bangladesh**, some project areas experienced early flooding. Flash floods washed away inter-fish plots and damaged rice crops, which discouraged farmers who were experimenting with new methods. The delay in rains affected the work of promoting floating gardens because there were no water hyacinth available and water levels were unstable. PARI encouraged farmers to try transplanting gardens using sacks; a method was successful in the past.

Project activities in **Honduras** were affected by the increase of pests, prolonged droughts, unpredictable rainfall and high temperatures. All of these factors had a significant impact on agricultural production of project participants who experienced lower crop yields, grain shortages and shortage of seed. To address these challenges Diaconia Nacional promoted irrigation by constructing water harvesting tanks and small scale irrigation systems, facilitated trainings on natural pest control methods, as well as provided farmers with improved seed. Farmers partnering with Harvest also experienced drought and intense rainfall. In response, they promoted drip irrigation systems, family gardens, and use of drought resistant seeds, and community grain banks.

In **Mali**, farmers experienced climate change impacts such as irregular rainfall and flooding. The partners mitigated risk in participating communities by providing agriculture practices and tools that allow for sustained yields during uncertain climate conditions. ODES and AEDM reinforced the resilience of farmers by helping to provide access to improved seeds, agro-climatic information and training on sustainable agriculture methods. World Renew also promoted the use of ‘half-moons’ (or demi-lunes) that involve forming rocks into crescent shapes to capture rain water as it flows downhill. Half-moons ensure that during the rainy season, the water does not run off the surface, but soaks into the arid soil, allowing crops and animal fodder to grow. In the Kurmari region World Renew was able to increase the number of wells for both human consumption and providing for livestock. This helped to limit the number of livestock that congregate at natural water bodies where they could easily contaminate water. A few farmers in the region continued to experiment with the System of Rice Intensification (SRI) as a means to grow rice with a lower water requirement.

**Mozambique** also experienced late rains, flooding and a drought that impacted various locations in the project area. There were heavy rains across the region in mid-January 2015 that caused flooding and crop losses in some areas. Although most of the GAC targeted areas were spared, Mecanheles was severely impacted by floods and periods of drought. More information on mitigation measures is in section E.6. The Diocese of Niassa also introduced varieties of plants that extended the growing season, providing harvests throughout the year rather than all at once. If late floods or drought occurs, some crops, such as short-maturing cowpeas or maize are already harvested.

In **Tanzania**, Geita reported that communities continue to protect the environment through different activities at the community level (e.g. protection of water sources, planting trees, protecting existing trees by limiting charcoal-making without planting other trees and conserving the areas that are vulnerable to soil erosion such as steep slopes and running water ways). Communities have been mentored on environmental conservation whereby they have been made aware of its importance and the danger of cutting trees without replanting them and that it will lead to drought and more consequences from climate change. Some initiatives have been taken by farmers to reduce cutting down trees as well as protection of existing natural vegetation and use of proper farming practices to reduce soil erosion and consequently improve their surroundings.

## **A.8 CROSSCUTTING THEMES AND PRIORITIES**

### **A.8.1 Gender Equality Strategy**

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. World Renew's Operational Gender Policy (Appendix Q) reflects the desire for greater female empowerment that is expressed in the Government of Canada's new Feminist International Assistance Policy.



This program supported the commitments that the Government of Canada has made to gender equality internationally through the SDGs. The program not only contributed to Goal 5 (Gender Equality) directly through its efforts to promote women's rights, involvement in decision-making, and access to development resources and benefits (described in further detail below) but also to program countries' ability to meet national-level SDG targets in other areas such as poverty reduction and food security which support work under Goal 5. Both Tanzania and Bangladesh have, for example, established national-level targets for decreasing poverty under SDG Goal 1,<sup>vii</sup> and the gains that this program made in both increasing and diversifying women's income sources will directly contribute to these countries larger poverty reduction goals.

World Renew, through its local partners, supported GAC's Policy on Gender Equality in the following ways through this program.

#### **To advance women's equal participation with men as decision makers in shaping the sustainable development of their societies**

Through the training that this program provided to individuals on participatory community governance, the program worked to promote greater involvement of women and marginalized groups in their own development. In the three countries (Bangladesh, Honduras and Mozambique) where the program was able to surpass targets for the involvement of women in community-level decision-making, the evaluation team found ample evidence that women's involvement in community decision-making was having an impact on the type of issues that were identified in community action plans (see, for example, Sections B.7.1 and B.7.3 below). The two countries that did not meet targets for involving women in community-level decision-making (Mali and Tanzania) were still able to share examples of instances where women's voices were more present in community decision-making than they were prior to the program, but more work remains to be done to fully transform gender norms surrounding community-level governance structures in Mali and Tanzania.

#### **To support women and girls in the realization of their full human rights**

The countries in which this program appeared to make the greatest progress with women realizing their rights appeared to be those countries where the program was also able to exceed targets for involving women in community-level decision-making. The Honduras project, for example, was able to establish a partnership with the Office of Human Rights in one of the regions where a local partner organization, Diaconia Nacional, was operating. The gender trainings in Honduras have aided women with increasing the rate at which domestic violence incidents are reported to the police (see Section C.7.1), while in Bangladesh, the involvement of women in community-level decision-making is allowing issues that particularly affect the rights of girls, such as child marriage, to be considered for inclusion in community development plans.

#### **To reduce gender inequalities in access to and control over the resource and benefits of development:**

This program also resulted in women making critical strides in gaining access to resources. Over 90% of male and female program participants reported that they now have confidence managing Income Generating Activities (IGAs), versus just 50% at baseline (see Indicator 210-2 in the final program PMF which is attached in Appendix D). Since nearly two-thirds of savings group participants were women, the newfound confidence in managing IGAs has translated into more female-owned businesses. Women also have greater access to agricultural inputs than they did previously. In four of the five countries in which this program operated (Mozambique, Tanzania, Bangladesh, and Honduras), more than 90% of women now say that they have the same access to seeds, fertilizer and other agricultural inputs as men.

## A.8.2 Environment



World Renew's organizational policies on environmental management reflect the Government of Canada's desire to integrate environmental sustainability in international development programming and SDG 13. This program upheld World Renew's Creation Stewardship Policy (Appendix R) by increasing the awareness and technical capacity of its staff and partners to promote environmental stewardship. Section A.7 Risk Management, above, outlines the climate change challenges faced throughout the program and strategies that World Renew and partners promoted to mitigate and adapt to associated impacts.

World Renew worked with partners to develop Environmental Management Plans (EMPs) (Appendix S) that helped to identify activities that could have potential negative and positive environmental effects, developed strategies to mitigate or enhance the effects, and defined monitoring indicators and strategies to assess impacts. The EMPs were reviewed on an annual basis and alternative program activities were identified to ensure environmental sustainability. During the Environmental Stewardship workshop facilitated by the Canadian Grants Program Manager in 2015, where all four partners in **Honduras** reviewed and reported on their EMPs, Alfalit noted that their project was having positive environmental effects. Farmers were implementing sustainable farming practices such as planting fruit trees on their fields, implementing Conservation Agriculture (CA) practices, and planting timber trees around water sources. Alfalit constantly monitored the poultry and fish farming projects to ensure that there were appropriate facilities, good application of disease prevention practices, and proper management of waste.

After receiving Climate Change and Environmental Degradation Risk and Adaption Assessment training in 2015, both PARI and SATHI in **Bangladesh** conducted environmental assessments in their respective areas. During these assessments, farmers identified ways in which they can reduce their impact on the environment on their own, such as using less chemical pesticides and using organic options. After the assessments, each People's Institution (PI) developed their own EMPs to prioritize environmental challenges they wanted to address first. As a result, the partners revised their EMPs to reflect the findings of the environmental assessment and reprioritized their monitoring plans.

## A.8.3 Governance Considerations

As with all of World Renew's programming, this program used a people-centered approach to community governance, which emphasized community engagement, the participation of volunteers, and building up of local leaders to oversee program activities. The program's three priority objectives related to community governance, included:

- 1) 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;
- 2) Enhance the ability of local community groups to network with and influence actors in government and civil society; and
- 3) Improve the gender balance in community leadership and the ability of women and girls to participate in decision-making and priority setting.

Community action plans are a key part of the development process, giving all members of a community input and ownership into the process of planning for their own futures. Those communities with plans developed them in a participatory manner under the leadership of a community governance body or local community group such as a PI in Bangladesh or credit unions in Honduras.

The community organizing structure used in **Bangladesh** has promoted exceptional levels of participation, leading to high levels of ownership and capacity. The PI community-based organizations have been instrumental in ensuring that community action plans were developed in an inclusive manner and ensuring meaningful engagement of both female and male members, including those who are most vulnerable-widows, the elderly and those with disabilities-at all three levels of the structure. The PI structures have provided the most vulnerable with a means to access and connect with other existing structures, such as school management committees, union councils, and city government representatives, which would otherwise be difficult for them to connect with. Through the PIs, marginalized groups are able to work closely with local government officials to raise their voices and take part in community decision-making processes.



*PI holding their monthly meetings in their newly acquired office, Bangladesh*

PIs supported by PARI have recently prioritized ensuring that their policies and the way they function include and engage people living with disabilities. With the objective of seeking justice for all people, irrespective of gender, sex, caste and creed, PARI and the PIs worked together to help combat stigma surrounding people who are living with disabilities and remove legal barriers that prevent equal participation and access to resources. With PARI's support, the Meghna Society PI reviewed their constitution and other governing policies to ensure that they uphold the rights of people who are living with disabilities and allow for equal participation in community discussions and decisions.

In **Honduras**, Harvest reported that community leaders have improved their management skills as they have led various community development projects such as water management, home improvements, registration of credit unions, and technical training, and also fostered relationships with municipal governments. One significant change is that leaders now value the input of all community grassroots organizations and ensure that they participate in community development processes. Another important change is that communities have managed to reduce conflicts over differences of religion or politics during community planning meeting and initiatives.

In **Mali**, village management committees have played an important role in gathering all participants together and collectively working on their village action plans. The village management committees maintain two sets of notebooks. One set is used to record the action plan, and the other to keep track of activities that are completed from the action plan. Both sets of notebooks are reviewed regularly and signed by the village management president, AEDM, and World Renew staff.

The Farmer Field School (FFS) model in **Mozambique** included each community having one male and one female lead farmer who are trained by the adeptos. These lead farmers train their 10 to 15 follower-farmers. This system fostered an effective method for transferring agricultural knowledge and providing the necessary follow-up. Community leaders are supportive of this system and encourage lead farmers by scheduling and attending community farmer field days.

In **Tanzania**, project staff, government staff, political leaders and community members were all involved in planning and community resource mobilization for development activities. As a result of the participatory approach that was used by community leaders, communities such as Kwikuba in the Musoma District, collected enough funds to build their own health centre and lobbied the local district government to contribute additional funds.



## A.9 BUDGET MANAGEMENT

Between October 2, 2012 and January 31, 2018, World Renew and its local partners spent a combined total of \$7,093,218 to implement the program **Promoting Sustainable Livelihood Development through Supporting Food Security and Economic Growth Initiatives**. GAC contributed \$5,319,912 plus \$6,828 in cumulative interest, a total investment of \$5,326,740 (75%). World Renew contributed \$1,773,306, which is about 25% of the total project cost. (25%). See Financial Forms C (Appendix K) and D (Appendix L) for details. Below are explanations of variances on certain budget line items.

### 1.1 Remuneration

Spending on World Renew staff costs was somewhat lower than expected in Mali, Tanzania, Mozambique and Canada over the life of the project. These variances were related to periods when positions were temporarily vacant over the past five years. For example, the Grants Program Manager in Canada was on maternity leave during the first year of the program, and there was a vacancy in the M&E Advisor position for six months in 2016. In Mali, one of the key World Renew staff members took two parental leaves in the past four years. Also in Mozambique and Tanzania, there were periods when World Renew's Program Manager positions were vacant for a few months before a new person was hired into the position. All positions were eventually staffed.

The overspending on World Renew staff costs in Honduras was attributed to the addition of a new position, Program Manager, in the field office and assigning the Honduras Country Manager to the project, which was not originally budgeted for. The Program Manager and Country Manager increased World Renew's ability to provide oversight and technical support to the four local partners who covered a large geographic area.

### 1.2 Local Employees

In Mali and Bangladesh, spending on compensation for local employees was higher than originally budgeted. It was necessary to provide cost-of-living increases to project staff in order to ensure that their pay was keeping pace with the labour market. Without doing this, the local partners would have risked losing skilled staff to other NGOs. In Honduras, World Renew spent less than expected on local employee salaries, because some of those funds were used to pay World Renew's international personnel who are based in Honduras (1.1 Remuneration).

### 1.4 Fees - Subcontractors

Spending on local consultants was lower than expected. World Renew opted to send subject matter experts from headquarters to the field to provide training and technical support instead of hiring outside experts. This decision resulted in lower consulting fees but higher than expected travel costs at headquarters. There was an uptake in the use of funds for contracted services in the final months of the program, however, when World Renew contracted extra support (e.g. enumerators, translation services, data analysis) for the end-of-program evaluation.

#### 1.6.1 Travel Costs

As explained above in 1.4, travel costs for the headquarters office were higher than originally planned because of the decision to send headquarters subject matter experts to provide technical support to the field offices rather than contracting outside experts. Headquarters travel costs also increased as these staff traveled to Bangladesh, Honduras, Mozambique, and Tanzania to facilitate the in-country end-of-program evaluations (travel to Mali was not possible because of security concerns). Given the large geographic coverage of Honduras, Mozambique and Tanzania in-field travel costs were higher than expected. The only country office with a significant variance in travel spending is Bangladesh. World Renew Bangladesh staff limited their travel somewhat in response to ongoing security issues, which led to lower than expected spending.

#### 1.6.4 Training Costs

Most local partners spent their training funds as expected. In Tanzania, the two local partners spent more than was originally planned, but they were instructed by World Renew to do this. The scope of activities they proposed was too great for the budget resources requested. The World Renew Tanzania field office was consistently underspent, and so World Renew opted to allocate more of the resources to the local partners to enable them to accomplish more of the activities in their plan.

### 1.6.7 Project Administration Costs

All of the local partners spent close to expected on project administration costs. Tanzania in particular, was the exception, as some of World Renew Tanzania's field budget resources were allocated to the local partners who were struggling with tight budgets.

**Private Support from Canadians:** World Renew was able to provide a robust private match to co-finance this program because of generous support from members of the Christian Reformed Church in Canada. World Renew shared the program's success with its 265 supporting church congregations and 68,045 Canadians that contributed to raising the private match for the project (\$1,870,354 over five years).

**Audits:** In 2014, GAC contracted Welch LLP to conduct an external audit of the program for the period of October 2, 2012 to March 31, 2014. The audit identified several items that required audit adjustments ranging from remuneration to project administrative costs (for details on the rationale for individual adjustments refer to the Audit Letter in Appendix M). The total of the maintained adjustments was \$22,149. GAC's portion (75%) represented \$16,612 and World Renew's portion (25%) represented \$5,537 in adjustments. As a result, World Renew revised our subsequent financial report to include four new columns to account for the adjustments: 1) Audit adjustments GAC portion, 2) Final actual cost after audit adjustments GAC portion, 3) Audit adjustments organization portion, 4) and Final actual cost after audit adjustments organization portion. Upon satisfactory receipt of the financial report with all adjustments corrected and individually reported, GAC closed this audit.

In 2017, World Renew was again notified that the project was going to be audited for the project period of April 1, 2015 to September 30, 2016. The audit is currently being finalized by the external auditor, Collins Barrow Edmonton. World Renew expects to receive a draft audit report in February 2018.

## A.10 SUCCESS FACTORS

**Relevance:** The development aid that Canada provides under its Feminist International Assistance Policy will enable the achievement of the development outcomes outlined in the five different country's Poverty Reduction Action Plans. The Plans emphasize good governance, adaptation to the effects of natural disasters and climate change, improved nutrition, population planning as well as sustained economic growth in priority sectors such as agriculture and rural development. The focus on women's empowerment that Canada provides in its International Assistance Policy is essential to ensuring that women fully participate in, and benefit from, the economic and social development outcomes through the implementation of the various Poverty Reduction Action Plans. All of these principles were embodied in the approach of the Sustainable Livelihoods program.

**Appropriateness of Design:** World Renew country staff worked closely with local partners in each of the five countries to select the strategies and program activities that are most appropriate for the local context. Local partners selected program activities based on participatory planning done in the communities where they work. Partners used participatory rural appraisal tools, including focus groups and community mapping exercises, to identify the needs and priorities of different groups in the community. Local village development committees were trained on how to conduct participatory needs assessments on their own and to involve people from all segments (e.g. minority and marginalized groups, people with disabilities) of the community into developing community action plans. Women as well as men took part in these assessments, and care was taken to ensure that the needs and priorities of women are recognized and addressed in the community plans.

Moreover, World Renew and its local partners were able to identify and respond appropriately to the two main risks encountered throughout the program, insecurity and climate conditions. In Bangladesh and Mali, participation on UN security clusters and following UN guidelines was essential in ensuring the safety of project staff. During the height of tensions large gatherings and organizing of trainings were scheduled for alternate dates. In addition, all five program countries were affected by the increase of pests, prolonged droughts, unpredictable rainfall and high temperatures. World Renew and partners reinforced the resilience of farmers by facilitating trainings and follow-up on various methods including creation of water harvesting tanks and small scale irrigation systems, protection of water sources, building of half-moons, and protecting existing trees by limiting charcoal-making.

**Sustainability:** Local ownership was embedded in every phase of the program cycle. As advocates community development that emphasizes a bottom-up approach, the program ensured inclusive planning with partners and community leaders and empowered communities to set their own priorities. Community members were involved in identifying their own needs, prioritizing them and ways of addressing them. Because priorities were identified at the local level by community members, there was a high level of local ownership and support for the activities by the participants. Communities, local partners and government demonstrated their willingness to contribute ideas, labour and other locally available resources, which are critical for sustaining results of the program.

Moreover, the program aligns with the national government Poverty Reduction Strategies and plans of the five targeted countries. For example, economic growth and promoting wellbeing (Mali), stimulating growth in rural economy and agricultural development (Tanzania), pro-poor growth in agriculture and rural non-farm sector (Bangladesh), economic growth and improving governance and environmental management (Honduras) and stimulating economic growth and promotion of good governance (Mozambique) are key aspects of the National Poverty Reduction Strategies in the operational countries. The program aligned well with these national strategies. National government representatives at different levels were also involved at various stages in the development and implementation of this program and pledged to support continuation of the program activities as it contributes to their national vision.

World Renew and local partners will continue to work through local community-based organizations and build the capacity of local community management committees to plan and implement similar agriculture and economic empowerment activities now that program support has ended.

**Partnership:** The 11 implementing partners are strong partners with long track records of doing successful community development programming. Because of their good institutional reputations and relationships of trust in the communities, the program was able to quickly mobilize participants in food security, livelihoods and governance activities. The partners have experienced staff with special knowledge in this topic area who knew the language and culture of the participants. Partnering with local organizations like these enabled World Renew to launch the project much more quickly than if we had come in and tried to establish this capacity on our own at the start of the program.

**Innovation:** With World Renew's years of experience working in the local contexts of the five countries, the program was successful in building on previous programming and seeking innovative approaches in its work. Some examples include:

- Bangladesh: Successful implementation of value chain mapping for savings group participants;
- Honduras: Introducing macro-tunnels enabling farmers to grow vegetables in a protected canopy as well as semi-commercial production of tomato plants with linkages to local supermarkets;
- Mali: Exploration of the Bocage concept and use of kassines machinery to transform severely degraded Sahel lands into productive farmland;
- Mozambique: Emphasis on experimentation which gave farmers the freedom to decide which practices to implement and resulted in a high uptake of intercropping maize, 60-day cowpea and mucuna bean. Use of Smartphones and a WhatsApp group also helped foster learning between regions and provide farmers with quick responses to questions.
- Tanzania: Used Purdue Improved Crop Storage (PICS) bags, finding them to be an economical and feasible grain storage method.

**Appropriateness of Resources Utilization:** In Canada, World Renew's **Grants Program Manager** was responsible for monitoring organizational compliance with GAC regulations and adherence to approved plans and budgets. She communicated regularly with the World Renew Country Directors and Program Managers to coordinate the development of narrative and financial annual reports, work plans and the final report to GAC. After submission of each 6-month report to GAC, headquarters organized calls with country offices to review progress made, reporting standards and discuss any issues that required follow-up. Regular visits to the five countries were scheduled throughout the five-year program to facilitate planning workshops, provide technical advice on sustainable agriculture, oversee the mid-term evaluation and end-of-program evaluation, and visit communities to provide



encouragement to partner staff and communities (though visits to Mali was limited, especially during the last two years of the project due to security concerns).

**Informed and Timely Action:** World Renew was able to work with its partner organizations to make mid-course implementation and budget adjustments that helped the program achieve and reach beyond its intended results. In Bangladesh, a dedicated information management specialist was hired to manage all of the performance reporting as well as an accountant to oversee the management of PARI and SATHI's expenses. In Mali, World Renew contracted a local woman as a trainer and animator to work with women in the communities. In Mozambique, when additional communities were added to the project plan after the partnership with IRM-RDD was closed, additional adeptos were hired and trained. In Tanzania, both partners hired additional field staff to ensure increased monitoring visits in communities.

## **A.11 LESSONS LEARNED AND RECOMMENDATIONS**

**1. Better monitoring data needed on gender equality outcomes:** The evaluation team that conducted the final project assessment found it comparatively more difficult to make overall conclusions about the extent to which the Sustainable Livelihoods program promoted women's rights because the overall monitoring framework did not have specific indicators for changes in rights in the way that it did for changes in women's involvement in community-level decision-making (Appendix D). Although the evaluation team was able to make some findings with regard to changes in women's rights based on focus groups and other data for individual countries, it was much more challenging to make a complete assessment of the extent to which the program impacted women's rights.

In light of the ongoing human rights problems in the countries in which this program operated, the evaluation team recommends that World Renew consider building in more flexibility at the partner or country level to co-create with community's indicators that respond to their unique "visions of change". It is important to consider indicators that could capture the often small, nuanced shifts in gender equality that tend to happen over time, recognizing that it may be difficult to aggregate results from a program such as this that covers five very different country contexts. While there are useful international indicators such as the SDGs, it is important to adapt these to specific countries and local situations.

**2. World Renew headquarters office to provide in-person project initiation workshops to enable better project planning and design:** Over the five years of this program, World Renew simultaneously rolled out training and certification for World Renew and partner staff in project management for development professionals (PMDPro). Applying good project management tools to project design and planning helps to mitigate a myriad of potential issues, including issues related to scope. It was noted by this program's evaluation team that while some countries had well-scoped projects, others, such as Tanzania, struggled with overly ambitious plans as compared to available resources.

It is highly recommended that World Renew plan for initial in-person project workshops with each partner and World Renew country office at the onset of any new programs. This would allow all project stakeholders to be trained in donor funding guidelines, agree upon monitoring and reporting processes and responsibilities, and provide a forum for internalizing and contextualizing project outcomes and their associated indicators. This process will help to ensure that an appropriate scope and set of activities is planned for, that indicators are relevant to specific contexts and are able to be rolled up into program wide reporting, and areas for capacity development are identified and plans are made for addressing gaps.

While this program was initiated with several conference calls to help field offices and partners orient themselves to the program's procedures, an in-person workshop would have been a better forum. A more robust, in-person process may have helped mitigate issues encountered in this program, for example, misunderstanding in Mozambique regarding the design of its agriculture components.

**3. Better understanding the complexities between land ownership and application of climate smart agriculture:** This program also found that while land rights play a crucial role in farmers' ability to implement Climate Smart

Agriculture (CSA) practices, formative research must be done with the local government to understand the process steps and map out the potential barriers before attempting to include land tenure. While this program had as one of its outcomes a goal of improving equitable land ownership in many of the program sites, the link between land ownership and investments in sustainable agriculture practices was not as well understood by all partners as it is now. Land access and land ownership are politically sensitive subjects and require good collaboration of multiple stakeholders. Future programs with a focus on food security and livelihoods need to identify local and national-level organizations that can work with partners to help influence policies consistent with CSA, as well as determine what resources will be needed to fully support those partnerships, before attempting to include them in a program plan.

## A.12 FINAL FINANCIAL REPORT

Between October 2012 and January 2017, a total of **\$7,093,218** was invested in the program. GAC made a contribution of \$5,319,912 plus \$6,828 in cumulative interest, a total investment of **\$5,326,740**. World Renew contributed **\$1,773,306**, which is about 25% of the total project cost.

Table 6 below details the amount invested in each of the five implementing country. A total of **\$5,624,742** was invested, with GAC contributing \$4,218,557 and World Renew \$1,406,185. Please refer to Financial Form C (Appendix K) and Form D (Appendix L) for a detailed line item breakdown.

Table 6: Total Amount Invested by Country (CAD)				
	GAC	World Renew	TOTAL	% Investment
Bangladesh	\$956,909	\$318,969	<b>\$1,275,878</b>	<b>22%</b>
Honduras	\$1,045,929	\$348,643	<b>\$1,394,572</b>	<b>25%</b>
Mali	\$884,371	\$294,791	<b>\$1,179,162</b>	<b>21%</b>
Mozambique	\$672,814	\$224,271	<b>\$897,085</b>	<b>16%</b>
Tanzania	\$658,534	\$219,511	<b>\$878,045</b>	<b>16%</b>
<b>TOTAL</b>	<b>\$4,218,557</b>	<b>\$1,406,185</b>	<b>\$5,624,742</b>	<b>100%</b>

## PART B: BANGLADESH COUNTRY REPORT

### B.1 BANGLADESH EXECUTIVE SUMMARY

In Bangladesh, the project **Promoting Sustainable Livelihood Development through Supporting Food Security and Economic Growth Initiatives** sought to enhance livelihood security for vulnerable households. World Renew partnered with two local organizations to implement the project in Bangladesh:

- PARI, which worked in over 100 communities within the Kalmakanda upazila of Northern Bangladesh's Netrokona District; and
- SATHI, which worked with residents of eight urban slums in the cities of Dhaka and Gazipur.

In total, over 10,800 unique individuals participated in Bangladesh project activities, with many participating in more than one type of training. There were:

- 4,161 farmer group participants, including 2,231 women and 1,930 men;
- 1,135 literacy training participants, including 854 women and 281 men;
- 6,116 savings group participants, including 4,462 women and 1,654 men; and
- 1,544 community leaders were also trained, including 852 women and 692 men.

**Food Security:** World Renew, working through a local partner organization, PARI, trained over 4,000 farmers in sustainable agriculture methods. As Table 9 shows, farmers are adopting improved methods such as composting, kitchen gardening, use of organic pesticides, inter-fish rice production, and duck rearing. These methods have contributed to a substantial increase in dietary diversity, as well as more modest increases in the amount of food that individuals have throughout the year.

**Sustainable Economic Growth:** The Bangladesh project formed 359 savings and lending groups with 6,116 (4,462f, 1,654m) members. Each group now has its own by-laws and conducts regular savings meetings, with 70% of the groups now registered with the government. The groups have financed hundreds, perhaps thousands, of income generating activities, and these income generating activities have had the effect of decreasing participant vulnerability to external shocks by diversifying household income streams.

**Community Governance Capacity:** The Bangladesh project trained 1,544 (852f, 692m) community leaders on inclusive community governance. The training resulted in more inclusive community planning processes that better

## IMPACTS AT A GLANCE

Bangladesh

Participants



7081



3752

Actual Spending

\$1,275,878

### Key Challenge

Impacts of climate change have seen large numbers of people moving from climatically vulnerable and damaged coastal areas to major urban centres



### Highlight 1

94% of participants agreed that women are now able to influence community planning processes

### Highlight 2

97% of participants agreed that ethnic minorities are now able to influence community management processes

represent women's concerns (see Section B.7.1), while also providing community members with the tools to better access government financial resources. Section B.7.3 provides several examples of instances where PIs have succeeded in connecting their constituents with government support (both financial and in-kind support).

## **B.2 PROJECT DESCRIPTION**

### **B.2.1 Project Rationale and Justification**

Like the other country projects that were part of this program, participants in Bangladesh faced the interconnected challenges of poor health, low incomes, food insecurity, landlessness, illiteracy and underemployment. Given the inter-relationships between these challenges, World Renew, as well as its project partners in Bangladesh, employed a multi-faceted approach that addressed issues of community governance, women's economic empowerment, literacy and sustainable farming practices in an integrated program design. This resulted in a holistic approach to improve food security, diversify income streams and reduce overall vulnerability among Bangladesh's most marginalized populations.

With its rural partner, PARI, World Renew addressed issues of food insecurity with subsistence farmers who depend primarily on rain-fed agriculture for their livelihoods. Through instruction in improved, sustainable farming methods, as well as agricultural learning exchanges and experimental farm demonstrations, the Bangladesh project helped improve food security for farmers in areas of Northern Bangladesh that are increasingly vulnerable to extreme flood events that have been exacerbated by the effects of climate change.

With its primarily urban partner, SATHI, World Renew worked with poor households in urban areas, many of whom are in slums where living conditions are crowded and unsanitary. People make their living as domestic workers, petty traders, rickshaw pullers and day labourers. Residents of the slums that were included in this project had low literacy rates, particularly among women, and many individuals lacked reliable access to credit sources that would help them both grow and diversify their income streams.

### **B.2.2 Identification of Stakeholders and Participants**

In addition to the stakeholders identified in section A.3.2, the following are additional stakeholders unique to the Bangladesh project:

- PARI and SATHI, the local partners who had primary responsibility for day-to-day implementation of the project in Bangladesh.
- Farmers and saving group members, literacy training recipients and community leaders were the direct participants in the project and who were the target for livelihood security activities in Bangladesh.
- Members of civil society groups such as PIs, Community Central Committees (CCC) and community self-help groups who were both mentored by the project and became co-implementers of project activities as their capacity to work with diverse stakeholders was increased during the life of the project.
- Local units of government, including Dhaka City Corporation (DCC) representatives, government agricultural extension agents, upazila and union council members that community governance project participants liaised with through the PI and CCC structures.
- Banking institutions, such as BRAC Bank, which assisted saving group members with developing and financing income generating activities.
- Other non-profit organizations such as the BARSHIK that worked with World Renew's local partners to deliver trainings and broaden the participant constituency base.

### **B.2.3 Governance Structure and Work Breakdown Structure**

World Renew had the overall responsibility for the project in accordance with the GAC contribution agreement. World Renew signed sub-agreements with each of the two local partners in Bangladesh—PARI and SATHI—to clarify responsibilities and requirements. A full description of the program governance model is provided in section A.3.3.

### B.3 PROJECT CONTEXT

**Bangladesh**, with an estimated population of 164.67 million people in 2017, has the 10<sup>th</sup> highest population density in the world (2,889/km<sup>2</sup>).<sup>viii</sup> “Population growth, in itself, has brought about rapid growth in some urban centres, particularly in the capital, Dhaka, while the impacts of climate change have seen large numbers of people moving from climatically vulnerable and damaged coastal areas to major urban centres. At the same time, there are negative environmental impacts from unplanned and uncontrolled urbanization, characterized by the spread of under-serviced and overcrowded slums.”<sup>ix</sup> World Renew’s urban partner, SATHI, implemented this project in eight slums in Dhaka and Gazipur that are the very embodiment of the lack of services and overcrowding that the UN describes in its current Development Assistance Framework for Bangladesh.<sup>x</sup> In the Gazipur slum in which SATHI was operating, the ward’s representative to the DCC reported there being just two schools for some 300,000 residents.

Within this nationwide context of limited service provision and weak governance, ingrained social and legal norms exacerbate inequalities and inequities in both urban and rural areas of Bangladesh, including on the basis of gender, ethnicity, and religious identity.<sup>xi</sup> The World Bank estimates that there are some 28 million particularly vulnerable people in Bangladesh who are living in hard to reach areas, such as the rural areas in which World Renew’s predominantly rural partner, PARI, operates, and are members of ethnic and linguistic minorities.<sup>xii</sup> These individuals often have limited access to information, limited literacy and, as a result, are often unaware of their rights. The UN has estimated that the lack of access to an adequate diet among Bangladesh’s poor has resulted in \$1 billion (USD) in lost productivity gains,<sup>xiii</sup> and the areas where this project operated were among those with the highest incidences of food insecurity in Bangladesh. The 2013 Bangladesh Urban Health Survey found child stunting rates of 50% in the slums of Dhaka, Barisal and Sirajganj. These rates are higher than the stunting rates for non-slum children (33 percent) and also higher than the nation-wide average rate of 42% for child stunting in Bangladesh.<sup>xiv</sup> The heightened vulnerability of Bangladesh’s poor to the effects of climate change further threatens the population’s ability to not fall into even more precarious levels of food insecurity.

PARI Development Trust implemented its project activities in Netrokona District, a rural area of Northern Bangladesh which is prone to seasonal inundations and which includes some upazilas, such as Durgapur, that are home to sizable numbers of Christian and Hindu minorities. Netrokona District residents are, on average, disadvantaged relative to other parts of Bangladesh, with a reported literacy rate of just 39.4% for residents over the age of seven (38%f, 41%m) versus 52% (49%f, 54%m) for Bangladesh as a whole.<sup>xv</sup> Like the urban slums of Dhaka in which SATHI works, Netrokona District also has higher child stunting rates than the national average in Bangladesh. UN Multi-Indicator Cluster Survey data from 2012-2013 revealed that Netrokona was one of only a handful of Districts in Bangladesh with stunting rates above 50 percent.<sup>xvi</sup> Moreover, the upazila in which PARI’s project activities were concentrated, Kalmakanda, was even disadvantaged relative to Netrokona District as a whole, with a reported literacy rate of just 37% (35%f, 37%m).<sup>xvii</sup> One year prior to when this project began in Bangladesh, just 28.5% of Kalmakanda households reported having sanitary latrines, with nearly 18% having no access to any toilet facilities whatsoever.<sup>xviii</sup>

## B.4 OVERALL PROJECT PERFORMANCE ASSESSMENT

### B.4.1 Project Performance Assessment by Outcomes

#### *Ultimate Outcome – Livelihood Security for vulnerable households in identified communities within Bangladesh*

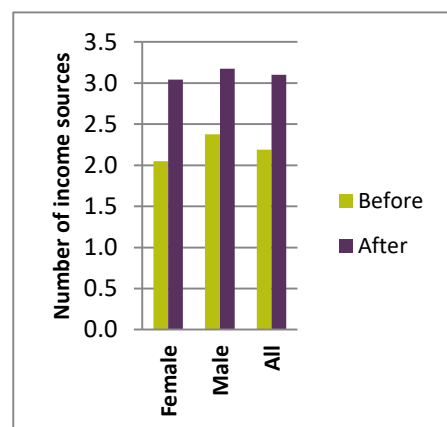


Figure 2: Mean number of income sources before and after project, Bangladesh

**Indicator 1: Income level from increased production and economic growth activities:** As Figure 2 illustrates, the Bangladesh Livelihoods project resulted, on average, in one additional income source for participant households. This increase occurred with a 99% level of statistical significance for both females and males. Participants in the agriculture training portion of the Bangladesh project are now raising cows, ducks and fish, in addition to growing crops, while participants from the urban portion of the Bangladesh project reported starting a wide array of different income generating activities as a result of the credit that they were able to obtain through participation in the 359 savings groups that SATHI was able to launch during the project. Ninety-five percent of participants (97%f, 92%m) reported that their household income increased significantly as a result of their participation in the Bangladesh project, which, in turn, explains the dramatic changes in household assets during the course of the five-year project.

**Indicator 2. Change in productive and non-productive assets:** As Table 7 shows, the project resulted in over a 50% increase in the percentage of participants that reported owning a mobile phone. Even more dramatic increases were observed for changes in farm tool and bicycle ownership for both women and men. The observed increases in both household income levels as well as household income diversity supported dramatic increases in household food security which all exceeded project targets.

Table 7: Change in Household Assets Among Bangladesh Participants			
Indicator: Change in productive and non-productive assets:	Baseline Data	End of Project Results	Overall Change
i) Own farm tools/equipment	5% (2%f, 9%m)	100% (100%f, 100%m)	95%
ii) Own a mobile phone	43% (31%f, 62%m)	100% (100%f, 99%m)	57%
iii) Own a bicycle	15% (11%f, 21%m)	99% (99%f, 100%m)	84%

**Indicator 3. Food security score constructed through a triangulated assessment of i) food frequency; ii) coping strategies; ii) dietary diversity score; and iv) seasonal food security score:** The Bangladesh project succeeded in completely reversing the food security status of male and female project participants. Before the project started, females scored worse than their male counterparts on all four project food security metrics (food frequency, number of coping strategies used, dietary diversity and seasonal food security), but data from the final project survey show that female project participants are now faring better than males across all four dimensions of food security (see Table 8). Additional income allowed households to purchase food to cover those times of the year where they had historically lacked sufficient food, reducing the number of months of food insufficiency from 2.45 at baseline to less than 0.5 (i.e., the equivalent of two weeks) by the end of the project. Increases in dietary diversity were even more dramatic, in part because rural project participants were both growing, and consuming, a greater variety of vegetables than they were before the project started.

Table 8: Changes in Food Security Scores, Bangladesh				
Indicator: Food security score constructed through a triangulated assessment of:	Baseline Data All (Female, male)	End of Project Target	End of Project Results All (Female, male)	Overall Change All (Female, male)
i) food frequency score	4.15 (3.97f, 4.46m)	4.5	5.63 (5.71f, 5.52m)	1.48 (1.74f, 1.06m)
ii) coping strategy score	1.43 (1.35f, 1.56m)	1.2	0.11 (0.07f, 0.15m)	-1.23 (-1.28f, -1.41m)
iii) dietary diversity score	4.87 (4.78f, 5.01m)	5.5	9.34 (9.44f, 9.21m)	4.47 (4.66f, 4.2m)
iv) seasonal food security score	2.45 (2.56f, 2.27m)	2.0	0.40 (0.40f, 0.39m)	-2.05 (-2.16f, -1.88m)

**Intermediate Outcome 100: Increased application of sustainable agriculture methods by small-scale farmers, especially women**

[Note: The Bangladesh project did not have Immediate Outcome 120 (Improved household access to quality seed and crop varieties as part of its project Logic Model. As a result, the discussion of Outcome 100 only includes a review of the project's progress against Immediate Outcomes 110 and 130.]

<b>Immediate Outcome:</b>	<b><i>110 Increased knowledge of men and women farmers to implement sustainable agricultural methods</i></b>
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The Bangladesh project surpassed its target of 96% of participant farmers adopting at least one sustainable agriculture method (see Table 9). The high rates of bio-pesticide and compost use were associated with an 87% overall increase (87%f, 88%m) in improved farmer yields, and these higher yields were, in many cases, sufficient to allow farmers to sell surplus produce in the market to earn additional income. The findings are also consistent with other studies of agricultural livelihoods in Bangladesh. A 2015 study of household food security in three rural districts of Bangladesh found that the highest wealth households were significantly less likely to experience food shortages,<sup>xix</sup> just as another study of Bangladeshi cash-for-work programs found that these programs increased food consumption and nutritional status.<sup>xx</sup>

Table 9: Percent of Farmers Using Sustainable Agriculture Practices, Bangladesh			
	Gender		All
	Female	Male	
Compost	99%	97%	98%
Bio-pesticides	82%	83%	83%
Raised beds	52%	76%	63%
Kitchen gardens	89%	97%	93%
Gardening in sacks	49%	53%	51%
Floating gardens	18%	14%	16%
System of Rice Intensification (SRI)	26%	29%	28%



The research literature furthermore suggests that the high rate of adoption of kitchen vegetable gardens among participants (89%f, 97%m; see Table 9) contributed to the dramatic increases in household dietary diversity that were reported in Table 8.



*PARI participant working in his tomato garden, Bangladesh*

The same 2015 study that found an association between household wealth and food insecurity also found an association between the use of vegetable gardens and increases in women's dietary diversity scores.<sup>xxi</sup> The 2015 study's authors hypothesize that vegetable gardens contribute to household food diversity most in situations where crop yields and overall household food security are already high, which suggests that the sustainable agriculture methods that the Bangladesh project introduced complemented each other. Methods such as compost and the use of bio-pesticides initially improved crop yields, and once yields rose, the increased use of kitchen gardens was able to have the pronounced effect on household dietary diversity which was observed in Table 8.

<b>Immediate Outcome:</b>	<b><i>130 Increased knowledge of participants (m/f) about animal husbandry practices</i></b>
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All 156 (100%) of the Bangladesh farming participants who were surveyed for the end-of-program evaluation reported that they now practice some form of animal husbandry such as raising fish (via the inter-fish method), livestock, or ducks as pictured below. The dramatic increase in use of animal husbandry practices from the start of the project, when just 42% (41%f, 43%m) practiced any form of animal husbandry, with just 1% (0%f, 2%m) of farmers using the inter-fish rice farming method and 3% (3%f, 3%m) of farmers raising ducks, contributed, as expected, to both increases in household incomes and household food security. A 2012 study of rural poor women



*Duck farming increased financial sustainability of Meghna Society PI, Bangladesh*

in Bangladesh found that when women raised fish for sale in the market, they tended to increase their business knowledge and family health improved.<sup>xxii</sup> Women who raised livestock or ducks tended to benefit even more financially and also grow in their ability to realize their rights both within the household and with the larger community. The same 2012 study found that rural Bangladeshi women who raised livestock and ducks for sale tended to have greater levels of cooperation with their husbands, more social prestige, and greater ability to make business decisions.<sup>xxiii</sup>



**Intermediate Outcome 200 Increased engagement of household members, especially women, in profitable small scale enterprises**

<b>Immediate Outcome:</b>	<b><i>210 Increased knowledge among participants, especially women, about how to manage profitable small scale enterprises</i></b>
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The end-of-program survey data in Figure 3 reveals that the Bangladesh project greatly exceeded its expectations

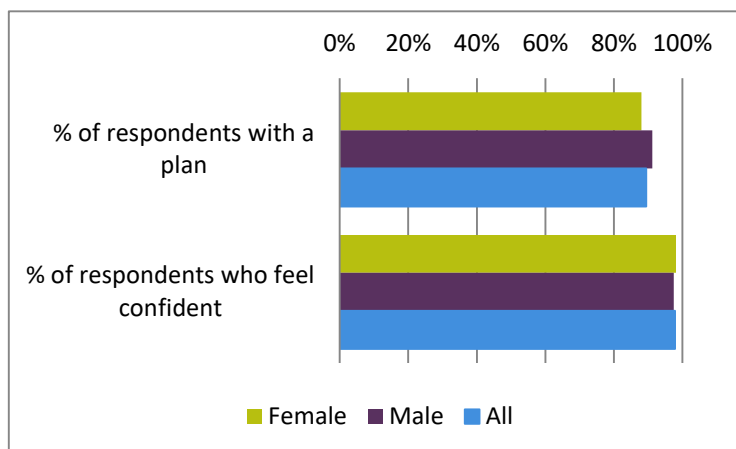


Figure 3: Participants with a business plan and who are confident, Bangladesh

both with respect to enabling participants to develop a business plan and in ensuring that they felt confident using it to manage their small business or income generating activity. At the time the project began, just 33% of Bangladesh project participants overall, and just 20% of women, had a business plan and even fewer (3% overall, 4%f, <1%m) were confident in their ability to manage a small business. Due, in part, to the literacy training (described further under Immediate Outcome 220), value chain mapping and other trainings that World Renew partners provided, more than 80% of participants surveyed now have a plan, and nearly everyone feels confident using it to manage their small business.

<b>Immediate Outcome:</b>	<b><i>220 Increased literacy and numeracy skills among participants in managing small businesses and/or community governance</i></b>
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The literacy training that World Renew's primarily urban partner, SATHI, provided supported the achievements of project outcomes across multiple project sectors. One hundred percent of the savings group participants who were surveyed reported that the literacy training was helpful with managing their small business or in participating with their community group. SATHI field staff concurred with this finding, adding that they found that gains in literacy have also helped women better care for their children and increased participants' ability to lead within their communities.

**Intermediate Outcome 300: Improved governance among local community groups and strengthened performance in the planning and management of food security and economic development initiatives**

<b>Immediate Outcome:</b>	<b><i>310 Increased knowledge of participatory processes by community groups to assess local needs and priorities and set community development agendas</i></b>
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Bangladesh was the only one of the five program countries where every community group had a leader who was able to complete participatory needs assessment planning. As section B.7.1 describes in more detail below, the community leadership trainings that World Renew's partners conducted bolstered women's confidence in advocating for the rights of women and girls, and this added confidence helped women assume positions of influence in both formal and informal governance structures. Section B.7.3 also provides additional information on the ways in which the community groups that were mentored through the Bangladesh project are now helping their constituent's better access government services.

<b>Immediate Outcome:</b>	<b><i>320 Increased knowledge in the application of new community development and technical competencies by partner NGOs</i></b>
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The 19 new community development and technical competencies that World Renew Bangladesh's partners developed during the course of the five-year project was second only to the number that were developed in Mali. While both the robust management processes and trainings on topics like board governance that are described in section B.5 contributed to the success that the Bangladesh project had with increasing partner NGOs' community development and training competencies, the project also benefitted from multiple mechanisms to foster learning exchanges between partners. In 2014, World Renew created an Agriculture Learning Circle that meets quarterly to promote the exchange of agricultural best practice between PARI and SATHI staff members. PARI, SATHI and World Renew also participate in a country-wide forum ("Learning Circles") where other faith-based NGOs discuss current development issues and share best practices.

## **B.5 PROJECT MANAGEMENT**

Both World Renew and its partners have robust management processes and procedures that supported sound program implementation. PARI and SATHI had monthly staff meetings which served not only as a mechanism for informing World Renew about project developments at more frequent intervals than was required through the semi-annual reporting requirements (under the GAC contribution agreement), but also as vehicles for regular revisiting of the work plan which enabled the Bangladesh project to be highly adaptive to changing situations on the ground. PARI staff reported that they had a monthly work plan with World Renew that included an activity-based budget as well as guidance on areas to target or focus on in the coming month. World Renew also had quarterly progress review meetings with the partners to review achievements and plans for the next period as well as bi-annual partners' meetings that included representatives from all of World Renew's local partners in Bangladesh and India.

World Renew helped build both PARI and SATHI's organizational capacity during the course of project implementation. World Renew's finance personnel provided annual financial health checks for both partners, while World Renew's information management manager succeeded in working with both partners to improve the quality of their performance monitoring. World Renew also provided SATHI with board governance training, as well as training on sustainability and environmental management plans which SATHI management found helpful.

## **B.6 RISK MANAGEMENT**

Consistent with the risk assessment that was conducted during the planning stages of the project, both natural disasters (Development Risk #3) and climate change impacts (Development Risk #4) affected project implementation in Bangladesh. Severe flooding, which was exacerbated by climate change, destroyed many crops. World Renew's rural partner, PARI, was successful, however, in modifying some farming activities, such as the inter-fish method (see Section B.7.2) in such a way that it was still able to meet its performance targets. Many of the community organizations that were both mentored by, and served as co-implementers with, PARI also helped support participant farmers in the wake of the severe flooding. After flash floods destroyed rice and vegetable crops, community members reached out to one of the leading PIs that PARI works with (Meghna Society) for their assistance. The leaders of the PI and the union-level CCC responded by creating a list of those affected by the floods, assessing the immediate needs, and developing an action plan. The PI and CCC leaders then coordinated with the Department of Agriculture and Ministry of Social Welfare to assess what resources and support could be made available for the flood victims, given that the Meghna Society is registered with the government and, therefore, able to obtain funds from the Ministry of Social Welfare. The Meghna Society and CCC, together with the government departments, were able to provide the flood victims training on disaster risk reduction to enhance community resilience to future floods, distribute seeds for replanting of lost crops, and offer counseling for those dealing with trauma.

The project also faced some challenges dealing with increased government requirements in the wake of a 2016 terrorist attack in Dhaka. The Government of Bangladesh now requires notification when visitors come to the field,

and they provide extra security. World Renew, SATHI and PARI had to maintain separate security plans that are updated monthly. An updated Risk Register appears in Appendix P.

## B.7 CROSSCUTTING THEMES AND PRIORITIES

### B.7.1 Gender Equality Strategy

**Decision-Making:** Given that Bangladesh is a largely patriarchal society,<sup>xxiv</sup> the impact of the training that World Renew’s partners provided on inclusive community governance was considerable. Fully 87% of community leadership focus group participants, representing 13 of the 15 community leadership focus groups that were convened in the region of Northern Bangladesh where PARI is working, as well as the urban slums of Dhaka, reported that both men and women participated in the development of their community action plans. Women’s participation in community decision-making clearly had an impact on the type of issues that were identified in community action plans. Two different focus groups from Dhaka reported that their plans included steps to combat gender-based violence in their communities, while men’s and women’s focus groups from the areas of Northern Bangladesh where PARI is working provided examples of community action plans that aim to strengthen women’s economic empowerment, ensure the rights of women and children and reduce maternal mortality by ending child marriage.



*Boshundara PI conducting a community-level meeting, Dhaka, Bangladesh*

At the same time, the focus group data reveal a slight difference between the extent to which urban and rural project participants are willing to accept an increased role for Bangladeshi women in decision-making. Both of the community leadership focus groups that did not report women participating in the development of their community action plans were located in the rural, northern areas of Bangladesh where the PARI project was operating. Fully 80% of the community leadership focus groups that were composed of participants from SATHI’s urban project in Dhaka reported developing community action plans that included at least one goal that was explicitly focused on issues such as women’s leadership or the reduction of gender-based violence that would stereotypically be classified as “women’s issues.” In contrast, just half of the

community leadership focus groups from PARI reported developing community action plans that addressed similar issues.

**Rights:** The Bangladesh project trainings have bolstered women’s confidence in advocating for the rights of women and girls, and this added confidence has helped women assume positions of influence in both formal and informal governance structures. During an interview with the evaluation team, Gazipur ward’s representative to the DCC reported that prior to the start of the project, poor slum residents would not express their concerns to local government. Now, as a result of the literacy training, women, in particular, “have a voice.” The local government representative added that as women have gained confidence in their ability to lead, they have become more effective in advocating for the concerns of children, including girls. Women have been elected to local government area committees that were formerly entirely staffed by men, and women are now assuming leadership positions of large community governance organizations as well, including prominent PIs such as the Meghna Society that are now registered with the government.

**Access to Development Resources and Benefits:** The Bangladesh project had a marked impact on changing norms regarding women’s access to and control of money that she earns through farming or participation in a savings group. Every focus group of Bangladesh project savings or farmer group participants (representing men and women from both rural and urban project areas) reported that household decisions regarding finances are now shared between men and women. Ninety-five percent of the Bangladesh farmer and savings focus groups added that the sharing of financial decisions was a direct result of the project trainings that the men and women received.

The increased access that women have to their earnings is having a discernible impact on the type of investments that households are making. Roughly 70% of the SATHI savings focus groups contained had at least one (often several) members who reported that households were using savings group loans to finance children's education. Since a majority of the members of every female focus group of SATHI savings group participants also reported that savings group loans were being used to finance income generating activities that would directly benefit their households, and the profits from those businesses qualify women for increasing levels of credit, it is likely that greater female access to household finances will have an increasingly positive impact on primary and secondary school enrollment rates in future years.

### **B.7.2 Environment**

Through its work with farmers' groups, PARI succeeded in eliminating the greatest risks that had been identified in its EMP. After initially struggling to meet its targets for farmers who were using the inter-fish method (this farming method involves raising fish in rice paddies) because flash floods washed out their fish ponds, PARI found that farmers began moving their inter-fish ponds further up the sides of their terraced rice fields. This change not only prevented the ponds from being destroyed in later floods, it also eliminated the environmental risks that had been associated with the discharge of potential contaminants from fish ponds to the floodwaters. The fish are now able to increase the fertility of the rice by increasing the amount of oxygen and nutrients that the plants get, the plants are better protected from harmful insects, weeds and algae, and farm families are getting improved nutrition through the protein that the fish stocks provide.

SATHI also developed and regularly reported on its EMP. SATHI made progress reducing identified environmental risks. During an interview with the evaluation assessment team, representatives from the PI that worked with SATHI in Gazipur described how they worked with their ward's representative to DCC to reduce the amount of open sewage in their communities, which had been contributing to child diarrhea. The ward representative also noted other areas where the PIs could continue to remain engaged with environmental issues in Gazipur, such as working with City Corporation to provide a means to transport waste from the community to the garbage dump.

### **B.7.3 Governance Considerations**

World Renew and its two local partners had success building the capacity of community organizations to connect with local units of government and access additional public resources. Many of the PIs that both PARI and SATHI work with are now registered with the Ministry of Social Welfare, which enables the PIs to access government funding directly. The President of the Meghna Society reported, for example, that her PI is now able to get loans directly from the Agriculture Department. Through its training programs, PARI also educated farmers on how to access government agricultural extension resources. Farmers in Kalmakanda now have lists of the seeds that they are able to access from the government's agricultural extension services for free. Free seeds have been essential for many farmers who lost crops during the flooding that occurred in 2017, and, at the time that the evaluation team visited in November 2017, farmers were able to obtain mustard and other vegetable seeds from the government. The Meghna Society also noted that it was aiding local farmers in accessing rice seeds from government agriculture extension services by collecting funds and then making bulk seed purchases on behalf of poor farmers who lack the necessary land title to access free rice seeds (farmers that can prove that they have 8 decimals of land are eligible to receive 10 kg in free rice seeds from government agriculture extension services).

The PIs that SATHI works with have had similar success working with the municipal government to solve problems in their communities. After hearing allegations of cheating in the local market, one PI reportedly worked with the local development committee to install digital scales in the market. Another PI, which was entirely led by women, responded to a report of a broken water tank in an urban slum by working with DCC to repair the local infrastructure. The water tank has been repaired, and seven latrines have also been installed. As PI members have completed SATHI's trainings, they have also become better able to work with local government representatives to educate them about concerns in their communities. Gazipur ward's representative to the DCC shared several examples of instances where the local PIs have educated him about community concerns, and he has been able to work with the DCC to get the problems resolved. The representative reported having been able to help a woman get a license to sell

groceries, register children to attend school and improve drainage/sanitation at a local school. The representative also noted that the information that he obtains from the PIs help him better represent the Gazipur ward to the DCC. As the PIs educate the representative about the full scope of issues in the community, he finds that he is better able to prioritize which issues to work on.

## **B.8 SUCCESS FACTORS**

Relevance: World Renew's Sustainable Livelihoods program complements several other GAC-funded development efforts in Bangladesh. With the funding that GAC provides through the Canadian Foodgrains Bank (CFGB), World Renew is implementing a nutrition project in Northern Bangladesh. The project, which is being implemented in the upazila (Durgapur) that is adjacent to the upazila where the PARI livelihoods project took place, focuses on promoting women's nutrition, before, during and after pregnancy, early and exclusive breastfeeding for the first six months of a child's life, and appropriate nutritional interventions. Also through CFGB, Mennonite Central Committee (MCC) is implementing a five-year, agriculture, livelihoods, and nutrition project. The \$1.6 million project is working in districts that are adjacent to the District where World Renew's Livelihoods project was operating (Netrokona) and has similar goals related to increasing food production, providing income generating activities and improving dietary diversity.

During the same time that World Renew's Sustainable Livelihoods project was operating in Netrokona District, GAC was also supporting a much larger project through the United Nations Children's Fund (UNICEF). The \$19.9 million UNICEF project promoted the health of women, newborns and children under five across 14 districts in Northern Bangladesh, including through improved nutrition. In this regard, the dietary improvements which World Renew was able to obtain through PARI, and which CFGB hopes to achieve through the MCC Livelihoods project, are vital inputs to the changes in broader nutritional outcomes that GAC is hoping to achieve through its partners in Bangladesh.

Appropriateness of Design: The Bangladesh project was scoped well to fit the five-year implementation period and amount of funds that were allocated under the grant. Bangladesh was not overly ambitious, focusing instead on a smaller set of indicators and activities that were within the bounds of both World Renew, and its partners, to manage. As a result, the Bangladesh project was able to meet or exceed targets for all but two of its output indicators.

Sustainability: The Bangladesh project's achievements can largely be sustained after the project ends. As described in more detail in section B.7., many of the PIs that World Renew's partners have supported are now self-sustaining organizations themselves who are able to access government funding for their constituents directly. Fully 70% of the savings groups that were established are now registered with the government themselves, thereby allowing them to access additional sources of revenue and technical expertise. Both savings group members and members of the community governance organizations (e.g., PIs, CCCs) believe that they will be able to continue the same work that they began under the GAC Livelihoods grant.

What remains to be seen is whether the scale of the savings, farming, literacy and other activities that the PIs and their constituents engaged in will diminish in size and scope in the absence of external grant support. The resources from the project enabled PARI to increase the size of its agriculture staff in Kalmakanda which, in turn, enabled PARI agricultural facilitators to substantially supplement the agriculture extension services that the Government of Bangladesh was able to provide to area farmers directly. A 2011 assessment found that there are typically just two or three livestock or fish extension officers at the upazila level, and no agricultural extension agents at lower levels of government (e.g., union level).<sup>xxv</sup> With an average of 60,000 – 70,000 farm households per upazila, it is unlikely that government alone will soon be able to meet the demand for agriculture extension services. NGO service providers like PARI, as well as community governance mechanisms such as PIs, will continue to need to try and meet excess demand for support services, but it is unclear to what extent they can fill this entire gap themselves.

Partnership: In addition to the advantageous partnerships with local government that were developed throughout the course of the project (see section B.7.3), both World Renew partner organizations made effective use of partnerships in other ways. PARI partnered with a local NGO, BARSHIK on several agricultural training sessions, with

BARSHIK leading the trainings on vermiculture and vermicomposting. BARSHIK also actively participated in the trainings on tree nurseries and animal husbandry that the PARI agriculture facilitators and local government agriculture extension agents held. SATHI, meanwhile, worked to link savings groups with a number of different banking and microfinance institutions throughout the course of the project. When the evaluation team met with the manager of the BRAC Poverty Division office which is located in one of the areas of Dhaka where the project operated, the local PI representatives shared several examples of businesses that they had been able to launch with financing from BRAC, including a small clothing store that has increased 600% in valuation since it opened.

Both PARI and SATHI have been successful obtaining funding from a variety of other donors as well, which has enabled both organizations to leverage the learning from the Bangladesh project for additional development work. SATHI reported that they are already using the learnings from the Bangladesh Livelihoods project in their projects with Foods Resource Bank (FRB), Transform Aid International, Australia and Cedar Fund (Hong Kong). PARI and World Renew have also succeeded in obtaining funding from the Manitoba Council for International Cooperation (MCIC) to bring the farmer training program to two new unions that were not part of the Bangladesh Livelihoods project.

Innovation: The Bangladesh project successfully implemented training on value chain mapping for savings group participants. SATHI initially reported having difficulty providing training to savings group participants on value chain mapping, but later succeeded in working with local business people to revise the presentation of specific value chain topics so that the training would be more experiential for participants. Once project participants were better able to see the relevance of the value chain mapping training, participation increased, and Bangladesh was ultimately able to meet all of the targets that it had that were related to value chain mapping.

Appropriateness of Resources Utilization: Throughout the program, World Renew headquarters met with the Bangladesh country office virtually to ensure compliance with Contribution Agreement clauses and to detail the requirements and documentation needed for two of the GAC external audits. Staff from the headquarters office visited Bangladesh in order to participate in the bi-annual meeting that World Renew has with its local partners in Bangladesh and India, provide technical advice, oversee the end-of-program evaluation, and conduct site visits.

Informed and Timely Action: World Renew Bangladesh took early steps to increase its ability to properly oversee the GAC-funded activities that were being implemented by SATHI and PARI. World Renew's Country Office Director for Bangladesh and India explained that when the project initially started, World Renew lacked a dedicated monitoring and evaluation (M&E) officer to manage the performance reporting from PARI and SATHI. Initially, World Renew relied on SATHI's M&E officer to fill this role, but, one year into the project, the Director realized that this arrangement was not adequate. She hired a dedicated information management specialist to manage all of the performance reporting from World Renew's partners in Bangladesh and India as well as an accountant to oversee the management of PARI and SATHI's expenses. Over the last four years, the information management specialist noted that he has seen consistent improvements in the quality of the quarterly reports that PARI and SATHI provide to World Renew, and this, in turn, has increased the quality of the reporting that World Renew has been able to provide to GAC regarding the achievements of the project.

## **B.9 LESSONS LEARNED AND RECOMMENDATIONS**

**1. Well scoped project instrumental to success:** The Bangladesh project was scoped well to fit the five-year implementation period and amount of funds that were allocated under the project. Although there are larger structural issues, such as lack of secure land tenure, that continue to adversely impact smallholders in Bangladesh, the project managers in Bangladesh wisely recognized early on that it would be too difficult for them to include such issues within the scope of their project and still meet their established performance targets. The approach to project scoping and indicator selection that World Renew took with its two local partners merits consideration by the four other World Renew country offices as they design future agriculture and village savings and loan projects.

**2. Recommend additional literacy programming with SATHI:** Given the success of the literacy training, World Renew Bangladesh should consider doing additional literacy programming with SATHI in the future. SATHI program

staff, external stakeholders, and savings group participants provided consistent, strong evidence that the gains that project participants made in literacy directly supported success in other project domains.



## C.1 HONDURAS EXECUTIVE SUMMARY

In Honduras, the project **Promoting Sustainable Livelihood Development through Supporting Food Security and Economic Growth Initiatives** sought to enhance livelihood security for vulnerable households. World Renew partnered with four local organizations to implement the project in Honduras:

- Alfalit, which programmed in the department of Yoro;
- Diaconia Nacional, which worked in the communities of department of Olancho;
- Harvest, which targeted the departments of Choluteca and Valle;
- Ministerios Cristianos de Mayordomía (MCM), which implemented in Nueva Suyapa, a peri-urban neighbourhood of the capital city Tegucigalpa.

In total, over 3,968 unique individuals participated in Honduras project activities, with many participating in more than one type of training. There were:

- 1,477 farmer participants, including 692 women and 485 men;
- 423 literacy training participants, including 228 women and 195 men;
- 2,081 saving and lending group participants, including 1,235 women and 846 men; and
- 1,465 community leaders were also trained, including 812 women and 653 men.

**Food Security:** Small-scale farmers (women and men) were trained and mentored in improved agriculture methods including: soil fertility management, use of improved seed, post-harvest crop management, small-scale irrigation, animal husbandry and integration of compost, mulching and Green Manure/ Cover Crops (GMCC). Throughout Honduras, specific training was received by 1,176 (586f, 590m) farmers. This indicates an overall achievement of 109% against the target value. Prior to this program access to vegetables and their integration into home meals was uncommon. So uncommon in fact, that participants in Alfalit report that children were 'afraid' of eating tomatoes and cucumbers.

**Sustainable Economic Growth:** Sustainable economic growth was promoted by the project through the creation of saving-lending groups, or as they are commonly known in Honduras, 'rural boxes'. These community groups allowed members to contribute to and generate their own capital without having to go to institutional lending agencies which have high interest rates, making it almost

## IMPACTS AT A GLANCE

Honduras

Participants



2146



1822

Actual Spending

\$1,394,572

## Key Challenge

Honduras is plagued by 'machismo', women have significantly less access to rights and resources, changing mentalities takes time



## Highlight 1

88% of women have experienced a significant increase in income

## Highlight 2

Women's groups in Nueva Suyapa now have semi-commercial production for vegetables and strong linkages to local super markets as suppliers



impossible to pay back creditors. The loans are used to start small businesses such as selling animal products- including broiler hens, marketing baked goods, buying and selling basic grains and vegetables and operating small restaurants. Women are especially benefiting from their participation in savings groups and small businesses, throughout the life of the program, 735 women were able to access a low-interest loan compared to 331 men.

**Community Governance Capacity:** Throughout this project, community leadership was strengthened; both women and men were trained on the importance of involving women in decision-making. Honduras is a country marked by ‘machismo’, especially in regions where World Renew and its partners implemented. The project adopted a human rights based approach to gender and through this was able to have effective trainings. This translated into shared decision-making at the household level, greater involvement of women in community decision-making and an open and transparent method to address gender-based violence with appropriate linkages made for reporting and counselling. All partners were engaged in training women for community leadership. Additionally, 1,465 community leaders have been trained in participatory needs assessments and community planning and 27 collaborations and linkages with local institutions and government ministries were developed.

## C.2 PROJECT DESCRIPTION

### C.2.1 Project Rationale and Justification

World Renew has been working in Honduras since 1974, providing technical and financial assistance to its partners. Alfalit began its work with a literacy program and gradually expanded into microfinance and agriculture programs. Through Diaconia Nacional, World Renew has helped farmers learn new agricultural techniques, as well as improved ways to handle their finances, which has enabled farmers to increase their production to buy and develop more land. MCM has developed a successful program of income generation in Nueva Suyapa, a peri-urban neighbourhood of Tegucigalpa, where women community members have been trained in urban agriculture, savings and small business management. Harvest’s experience is in income generation and community capacity programs.

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 little access to improved agricultural technology or credit. The greatest challenges for them are unstable rainfall in the growing season, 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 progress in respect for the rights of women in rural areas. However, there is still a high rate of 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 have become very involved in community organizations.

The Honduras project, therefore, was designed to improve the livelihood of participant households through leveraging resources and adopting sustainable practices. This included increased agricultural production and productivity, increased incomes through promoting micro and small-scale enterprises, and increased governance capacity of the local community to manage and sustain its own food security and economic development initiatives. This paired excellently with World Renew’s approach in Honduras, which is to build the capacity of both the local partner organizations and the community groups engaged in development activities. Partners facilitated the development of self-sustaining groups and community organizations that effectively developed community plans, raised funds, and managed finances.

### C.2.2 Identification of Stakeholder and Participants

In addition to the stakeholders identified in section A.3.2, the following are additional stakeholders unique to the Honduras project:

- Alfalit, Diaconia Nacional, Harvest and MCM local partners, who had primary responsibility for day-to-day implementation of the project.
- Institute of Professional Formation/Training for Honduras (INFOP), who worked directly with partners, MCM, Diaconia Nacional, and Alfalit on agriculture technical advice and coordination of projects with municipalities.
- Institute for Cooperation and Auto-Development in support of sustainable agriculture efforts
- Directorate of Science and Technology (DICTA), who provided agriculture training.
- ODEF Financiera provides loans to local credit associations.
- Institute of Agricultural Marketing (IMA), National Agricultural University of Honduras, Agricultural Foundation Vine provided sustainable agriculture training.
- Canadian Peacemakers International provided a model for computer based learning centers.
- Educatodos and Polyvalent Institute of San Jeronimo, Guacoca assisted in literacy training.
- Secretary of Agriculture and Livestock providing grain marketing options for farmer groups.
- Secretary of Public Health in support of local health centers.
- Promecom (Project Improving the Competitiveness of the Rural Economy in Yoro), Metropolitan University of Honduras and Autonomous University of Honduras, Olancho Regional Center assisted in training for business owners.
- National Commission of Human Rights (Olancho) cooperating in human rights education and violence prevention.

### C.2.3 Governance Structure and Work Breakdown Structure

World Renew had the overall responsibility for the project in accordance with the GAC contribution agreement. World Renew signed sub-agreements with each of the four local partners in Honduras—Alfalit, Diaconia Nacional, Harvest and MCM—to clarify responsibilities and requirements. A full description of the program governance model is provided in section A.3.3.

## C.3 PROJECT CONTEXT

Honduras is ranked 130 on the UN's Human Development Index ranking it at the bottom of the medium-level development category.<sup>xxvi</sup> In Honduras, 20.7% of the population are classified as multi-dimensionally poor while an additional 28.6% live *near* multidimensional poverty. The average score experienced by people in multidimensional poverty is 47.4%.<sup>xxvii</sup> Honduras continues to experience low percentages measuring health, education and overall living standards which have contributed to a high rating on this poverty index.

According to the 2015 Gender Inequality Index (GII) Honduras has a GII value of 0.461, ranking it 101 out of 159 countries<sup>xxviii</sup>. The GII reflects gender-based inequalities in three dimensions – reproductive health, empowerment, and economic activity and can be interpreted as the loss in human development due to inequality between females and males. In Honduras, 25.8% of parliamentary seats are held by women, and 33.4% of adult women have reached at least a secondary level of education compared to 31.1% of their male counterparts. For every 100,000 live births, 129 women die from pregnancy related causes; and the adolescent birth rate is 65.0 births per 1,000 women of ages 15-19. Female participation in the labour market is 47.2% compared to 84.4% for men.<sup>xxix</sup>

In some areas the woman is the head of the household because men have been migrating to the United States in search of work and to be able to improve their conditions. Women are forced to take care of themselves and their homes; to support and to feed their children. While employment in the agriculture sector is dominated by men at 35.4%, there has been a slight increase in women's participation from 8.7% in 2000 to 9.4% in 2014.<sup>xxx</sup>

All partners in Honduras focused on the GAC country priorities to improve rural agricultural productivity and move subsistence farming to market-ready production. They were also aligned with the Honduran Strategy for Poverty Reduction adopted in 2001 where the main objective was to reduce poverty significantly and sustainably through increased access of the poor to factors of production.

## C.4 OVERALL PROJECT PERFORMANCE ASSESSMENT

### C.4.1 Project Performance Assessment by Outcomes

#### *Ultimate Outcome – Livelihood Security for vulnerable households in identified communities within Honduras*

##### **Indicator 1: Income level from increased production and economic growth activities:**

Figure 4 illustrates that there was a slight increase in changes of income over the course of the project. Interestingly, 76% (74%f, 79%m) of respondents reported an increased income while 90% (88%f, 91%m) of participants reported a significant increase. Before the project the number of income sources were 1.8 for women and 2.0 for men and after the project increased to 2.3 for women and 2.6 for men. This would indicate that more participants were able to access sending and lending groups, as well as increasing income from increased production and economic growth activities. From focus group discussions, it was apparent that participants were reporting a higher number of new businesses and that it was easier, especially for women, to access credit. Comments noted from Harvest, stated that women felt more independent as they were now able to generate their own income. Additionally, many participants reported that they were using the money for income generating activities and not using it simply to purchase food.

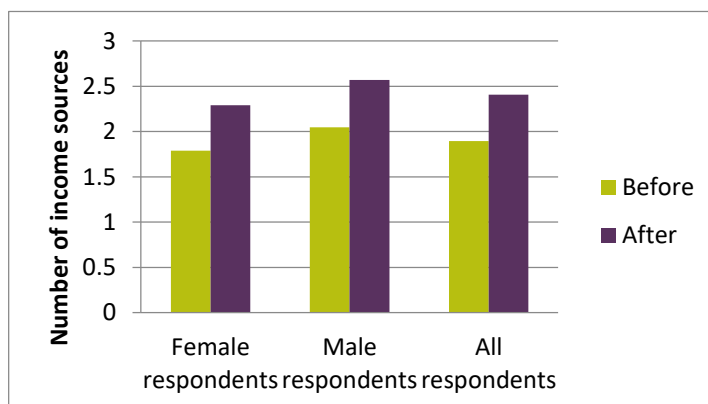


Figure 4: Mean number of income sources before and after project, Honduras

**Indicator 2. Change in productive and non-productive assets:** Table 10 below shows the change in household assets of participants over the life the Honduras project. The number of participants that have experienced an increase in the number of assets since joining the project has increased. This increase indicates that the project contributed to participants' ability to add to their household income and expand their asset base to essential items such as houses, mobile phones to assist in their communication farm tools and/or equipment to ease their agriculture labour, and bicycles to increase their mobility with the latter two experience the largest increases.

**Table 10: Change in Household Assets, Honduras**

Indicator: Change in productive and non-productive assets:	Baseline Data	End of Project Results	Overall Change
i) Own a house	86%	98%	12%
ii) Own farm tools/equipment	36%	93%	57%
iii) Own a mobile phone	67%	91%	24%
iv) Own a bicycle	29%	93%	64%

**Indicator 3. Food security score constructed through a triangulated assessment of i) food frequency; ii) coping strategies; ii) dietary diversity score; and iv) seasonal food security score:** Food security scores are presented for Honduras in Table 11 below. The food security score was measured using food consumption from a 24-hour recall period. Overall, the scores for food security and diversity increased. This would indicate that participants are more secure in their ability to procure food items throughout the year. One also notes that the diversity score would also indicate that participants are consuming a wider variety of food. This is supported by the information gathered through the focus group discussion, where participants listed out the new variety of vegetables that they are planting and consuming. For example, participants are growing and consuming new vegetables including, cucumbers, tomatoes, carrots, radishes, and sweet chilies. Moreover, these new vegetables are being sold in the markets and consumed by other communities. This may be as a result of increased harvests, access to markets and purchasing power of participants from increased incomes, as well as the successful uptake of ‘new’ vegetables into the gardens and diets of many participants.

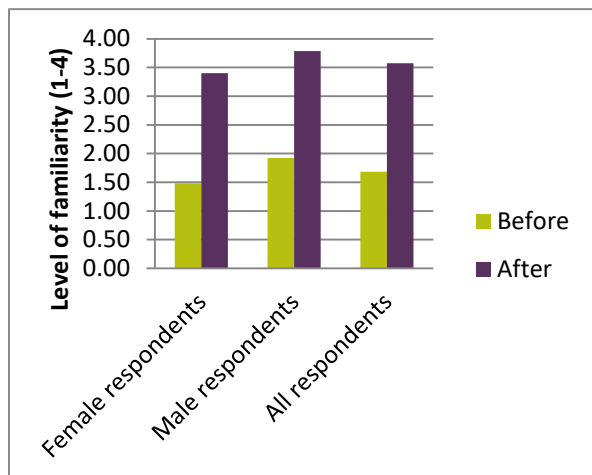
<b>Table 11: Changes in Food Security Scores, Honduras</b>			
<b>Indicator: Food security score constructed through a triangulated assessment of:</b>	<b>Baseline Data All (Female, male)</b>	<b>End of Project Results All (Female, male)</b>	<b>Overall Change All (Female, male)</b>
<b>i) food security score</b>	3.44 (3.44f, 3.45m)	5.01 (5.00f, 5.03m)	0.28 (0.31f, 0.25m)
<b>ii) coping strategy score</b>	2.82 (2.76f, 3.06m)	1.41 (1.50f, 1.29m)	0.20 (0.36f, -0.01m)
<b>iii) food diversity score</b>	7.19 (7.23f, 7.03m)	8.51 (8.50f, 8.54m)	-0.89 (-0.76f - 1.05m)
<b>iv) seasonal food security score</b>	8.68 (8.53f, 9.20m)	1.16 (1.25f, 1.04m)	0.16 (0.72f, -0.51m)

**Intermediate Outcome 100: Increased application of sustainable agriculture methods by small-scale farmers, especially women**

Across all four partners, 98% of female Honduran farmers surveyed report that they are practicing what they have learned at the agricultural trainings; new methods included home gardens, soil preparation, organic fertilizers and seed multiplication. These trainings are made possible partly through alliances with government organizations such as INFOP, DICTA, and IMA, all coordinated by Diaconia Nacional.

<b>Immediate Outcome:</b>	<b>110 Increased knowledge of men and women farmers to implement sustainable agricultural methods</b>
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In Honduras, INFOP reports that there is a marked reduction in the use of chemical fertilizers accompanied by an increase in the nutritional aspect of the project. Families are now eating more vegetables and noting that they are able to produce more food with less land. Women have learned new ways to prepare food, such as salads with lettuce, radish, beets, onions and cilantro-all grown organically. MCM has also had the opportunity to collaborate with a national governmental program, Vida Mejor, which has committed to promoting MCM’s nutritional messages



*Figure 5: Mean sustainable agriculture familiarity score before and after project, Honduras*

with younger audiences in schools through a sub-project called Healthy Schools. Through this partnership, female instructors have been hired part-time by the government to continue teaching these new planting and harvesting techniques in neighbourhoods on the outskirts of Tegucigalpa. Thanks to this new initiative, tomatoes and cucumbers are being added into school lunches where World Renew's local partner, MCM, works.

As noted in the focus group discussions, the majority of participants reported that they are able to harvest a larger amount from their land than they were five years ago when the project began. A marked increase has taken place in regards to women and men's knowledge and ability to implement sustainable agricultural methods in Honduras. As noted in Figure 5, women especially reported a large difference. Comments made by both men and women indicated that it was imperative to link gender trainings with agricultural trainings. The gender trainings allowed

men to see the importance of women as decision makers and also as income contributors to the household. The challenge remains as to whether this knowledge will be passed down to the next generation. Chemical fertilizer is a big business in Honduras and massive marketing campaigns promoting their use pressure local small-scale farmers.

<b>Immediate Outcome:</b>	<b><i>120 Improved household access to quality seed and crop varieties (including those resistant to high moisture stress)</i></b>
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*Corn harvested for seed in Olancho, Honduras*

The project saw a marked improvement in the number of households being able to access seed. Survey data (indicated in Figure 6 below), demonstrates that all participants are confident that women can access seed as easily as men. This is also supported by focus group discussions, in which 83% of participants responded that they were able to access seeds, 'on their own' or with 'little help'. The agricultural program focused on ensuring that farmers were trained on being able to reproduce their own seeds for the next planting season.



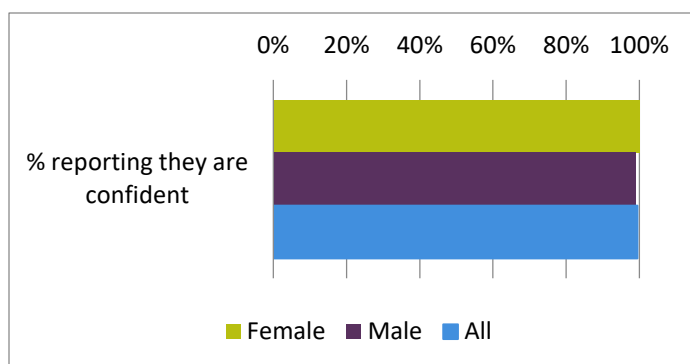


Figure 6: Confidence that women can access seed and fertilizer as easily as men, Honduras

Project Coordinator for MCM, Sandra Salazar noted that, “When we were in the early stages of the project, we thought, how are we going to replicate the seeds? How are we going to make sure that women have access to improved seed? We initially provided seeds, and then trained women on how to save and reproduce the seeds. It was so important for them to obtain their own improved seeds. And now we are guaranteeing the sustainability of the family gardens.”

<b>Immediate Outcome:</b>	<b>130 Increased knowledge of participants (m/f) about animal husbandry practices</b>
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Knowledge on improved animal husbandry practices increased and 63% of women and 72% of men are now using improved practices. Broiler chickens and fish ponds have increased household access to much needed protein and income. This is echoed by Carlos Guzman, Agriculture Coordinator for Alfalit, who shares that, “we are seeing improved nutrition. There is a link now between schools-students do not skip classes and mothers tend to send their kids to school. Kids also work alongside their mothers in the gardens. New crops are in the communities along with some fish farming.”



Chicken production, Honduras

<b>Immediate Outcome:</b>	<b>140 Improved access to land and security of land tenure for small-scale farmers, especially women and other marginalized groups</b>
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[Note: Land tenure was not a part of the Honduras project’s plan.]

### Intermediate Outcome 200 Increased engagement of household members, especially women, in profitable small scale enterprises

In Honduras, participation in credit unions brought improvements to participants’ incomes, allowing small businesses to use the profits that they have invested to purchase land, install water storage tanks and purchase livestock. Involvement in credit unions is leading to community improvements as municipal governments come alongside participants for community projects. Women who were involved in broiler chicken production, many of whom were single mothers, have demonstrated good management of their businesses and the profits that they have earned. Eighty-six percent (83%f, 88%m) of participants have a small-scale enterprise, and 96% (94%f, 99%m) of participants surveyed now feel confident in their ability to manage their small business.

“I believe that the most important achievement was to teach the women that they could create development in their own communities. It’s true we needed external resources, but they know that they can do great things with their own resources now. We taught these families that even though they don’t have money they are rich, there is richness when we get together to work. It doesn’t mean they don’t have treasures in their community. The project has exceeded our expectations.”

-Sandra Salazar, Program Coordinator for MCM

<b>Immediate Outcome:</b>	<b>210 Increased knowledge among participants, especially women, about how to manage profitable small scale enterprises</b>
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Data from the end-of-program evaluation produced interesting results. Of significance were the ways in which men and women differed in their use of loans received through the saving and lending groups. Seventy-six percent of men surveyed indicated that they used their loan for the purchase of agricultural inputs. However, when women were asked the same question, they responded that the money was used for income generating activities (68%). Both men and women had an extremely high rate of loan repayment, with approximately 97% of the men and the women reporting that they had repaid the loan.

<b>Immediate Outcome:</b>	<b>220 Increased literacy and numeracy skills among participants in managing small businesses and/or community governance</b>
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*People with new literacy skills now attend community meetings. They also attend training that Diaconia Nacional brings and other trainings that the government brings. Before, many of these people did not go to community meetings because they were ashamed for not knowing how to write their name in the attendance book, or they had to ask someone else to sign for them. Now these people attend training in other topics such as human rights and training for parents.*

-Belinda Ibarra, Director of High School in Guacoco, partnering

The literacy program had a large impact on participants, many of whom did not have the opportunity to attend school as children. They now have pride in being able to go the bank and sign their own name. Diaconia Nacional has been coordinating with high school seniors to work in their own communities to act as literacy instructors for 6 months at a time. MCM also engaged the best senior students from the business administration school to provide follow-up to the credit union, which was very successful. Data collected from the survey indicates that 82% of female participants indicated that the training had helped them, and out of those who have a small business, 75% of the women indicated that they were using the skills they had learned in their business.

Overall, the literacy program has led to increased personal empowerment and given confidence to women and men to speak up in meetings, approach government leaders and to serve as local leaders in their own communities. Students (youth and adult) receiving training in an alternative education program run by Alfalit are now participating in community meetings and going beyond the 6<sup>th</sup> grade into 7<sup>th</sup> and 8<sup>th</sup> and now the school is looking into creating a class for 9<sup>th</sup> grade.

Literacy activities have also contributed to people learning to work as a team, since groups of women and groups of men have been formed. There is now more participation of these people in the community and this has brought more unity and coexistence in the community.

### **Intermediate Outcome 300: Improved governance among local community groups and strengthened performance in the planning and management of food security and economic development initiatives**

Since the model of credit union being promoted in Honduras has been recognized and governed by national law since 1993, credit unions are one of the best ways of encouraging people, especially in rural areas, to attend and engage in community affairs. With approximately 4,100 legally registered credit unions, and many more non-registered ones, credit unions have formal structures that generally consist of a board of directors, vigilance committee, credit committee, social action committee, and general members. Credit unions are trusted governing structures because board and committee members are well trained, accountable and transparent, manage funds appropriately, and contribute to the development and betterment of communities. Moreover, legally registered credit unions have increased community recognition because they have been certificated by the municipality who perform regular audits of credit unions' accounting books and assess how well the unions function. Credit unions that are registered are trusted because they have formal bank accounts and access to banking services, apply for loans from banks and the government, and access training by other private and government institutions. Given the legitimacy and influence credit unions have, the four partners in Honduras worked with the credit unions and



encouraged encouraging them to reach out and collaborate with other grassroots organizations such as school teachers, water boards, parent societies, and churches.

<b>Immediate Outcome:</b>	<b><i>310 Increased knowledge of participatory processes by community groups to assess local needs and priorities and set community development agendas</i></b>
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In Honduras, 835 women have been trained and supported to serve in community leadership positions. Over the life of the five-year program, 1,431 (887f, 544m) participants were trained on gender or taken through a facilitated discussion on gender issues. Diaconia Nacional has reflected that when they first started working with some of their communities five years ago, the biggest challenge was seeing women being marginalized with little participation in community decisions. Now that women and young people are integrated in the development process, women have leadership roles, and at community meetings their perspectives are asked for and considered. Diaconia Nacional took the opportunities at community meetings to educate and advocate for the needs of the most vulnerable - people with disabilities, children, women, and the elderly. The needs of these groups were prioritized and a consistent message was delivered that inclusion of these groups is vital for the betterment of their community.

<b>Immediate Outcome:</b>	<b><i>320 Increased knowledge in the application of new community development and technical competencies by partner NGOs</i></b>
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A total of 720 (336f, 384m) community leaders were supported in networking with government and civil society. The partners in Honduras established many relationships with local governments and civil societies, such as the Food and Agriculture Organization, INFOP, Ministry of Agriculture and their municipalities. Both Alfalit and MCM stated that their connection with the INFOP was very beneficial as they were able to access facilitators and technicians to provide trainings and enhance their curriculum in small business management, beehives and honey production, delimitation of water sources, production of organic fertilizer, and vocational training. Alfalit also appreciated their connections with agricultural foundations and model farms where their farmers attended trainings and saw firsthand CA at its best.

Diaconia Nacional worked in conjunction with community organizations such as the boards of community governance, water and sewer boards, primary, secondary and tertiary schools, churches, parents' society, and community development savings and lending groups, and also with other institutions such as municipal city halls, INFOP and the National Service of Aqueducts and Sewers. Whenever there was an electrification project or construction of school classrooms in the community, Diaconia Nacional was able to network with these organizations and institutions to advocate for additional services and resources such as water and sanitation systems, waste management, and trees and gardens.

MCM shared that the community mobilization of resources was outstanding and more than they expected. Since the beginning of the program, community leaders mobilized sufficient resources and members to successfully complete 5,000 small projects. These small projects included items such as latrines, water storage tanks, cement floors, and improved ceilings for houses. All of these items were listed as priorities in community action plans since many families lived in precarious conditions. Meeting these priorities required a great amount of effort from the leaders to execute the community action plan, advocate and establish connections with government offices and civil societies and motivate community members to contribute to the efforts.

## **C.5 PROJECT MANAGEMENT**

In the third year of the project, World Renew added a staff person in the Honduras field office, which has increased the organization's ability to provide technical support to the four local partners. World Renew had a senior management team in place including a Country Director and two Program Consultants who maintained overall oversight on the project. This country office regularly liaised with World Renew headquarters, including Grant Program Managers and an M&E specialist.

Partners were involved in exchange visits every year. Confidence in implementing new techniques and approaches grew as partners were able to learn from each other. World Renew's Food Security and Agriculture Technical Advisor also made one visit over the duration of the project. From these visits partners were able to hone their skills and better implement agricultural techniques. As the program grew, so too did the capacity of the partners.

## C.6 RISK MANAGEMENT

In Honduras, farmers faced prolonged droughts, which put at risk the agriculture outcomes of the project. The effect of climate change impacted the project, throughout its five years and approximately ten planting seasons. The rains did not arrive when anticipated, and many farmers lost their crops in several planting seasons. Some farmers were reluctant to sow for subsequent seasons, because rain forecasts were negative. Risk were mitigated by promoting CA methods such as mulching and the use of cover crops, which help to retain moisture in the soil.

In an effort to mitigate the expected Development Risk #1 of women being prevented from full and equal participation, Honduran partners ensured that women were targeted as primary participants in the program. For example, MCM targeted all female farmers in their programming, ensuring that women had the right set skills and access to resources in order to have effective outcomes.

Honduras also experienced more insecurity with higher rates of crime and extortion. Both local staff and community participants were at risk. The partners established strategies to minimize security risks by holding monitoring visits during the day, placing signage on vehicles, entering communities with local leaders, and maintaining regular communication by telephone with community members.

## C.7 CROSSCUTTING THEMES AND PRIORITIES

### C.7.1 Gender Equality Strategy

**Decision-Making:** In Honduras, a total of 835 women completed training to serve in community leadership positions, and 812 of these women were trained in the skills of participatory needs assessment and planning. In rural communities in Honduras, gender education trainings directly correlated with the increase of women in community leadership positions. Female leaders became responsible for planning and implementing projects in their communities, such as improvement of school facilities and water projects. Other women are occupying key positions of authority on community committees, establishing relationships with government institutions and contributing to major community decisions. In the past, these positions were only allowed to be occupied by men.

According to Diaconia Nacional, few women used to speak up in community meetings or participate in leadership. It was a challenge to convince husbands of the importance for their wives to participate in the community outside of the home. Yet women increasingly played a key role in community projects. According to Alfalit, a female leader in one community took the initiative to apply for funds from the municipal government for the fencing and painting of their local church. Another female leader in a different community secured support from the municipality for the construction of a fence for the cemetery. Actions like these are small, but they are the steps toward including women's voices, skills and knowledge in the governance of their communities. This was supported by various comments in focus groups discussions where women expressed that they were 'not shy' to speak up in meetings or to approach government leaders. Men also reported that their households were running smoothly because of the shared decision-making between women and men.

While Honduras is classified as a low middle-income country and enjoys a favorable economic outlook, inequality and human rights abuses are still rampant. With one of the highest per capita homicide rates in the world and an underlying culture of *machismo*, women are often the victims of domestic abuse and violence. Migration to the U.S., mostly by men, is also a common phenomenon in rural and urban areas alike. In rural communities where the partners work, many homes now have female heads of households as husbands have migrated for economic reasons. The women are left to support and feed their children, until remittances arrive, if they do. In this context, the trainings on gender issues facilitated by partners in Honduras are important and relevant. A total of 887 women

and 544 men were trained on gender or taken through a facilitated discussion on gender issues. The trainings have included the themes of justice, physical and psychological abuse, peaceful and equitable coexistence and community participation. Trainings implemented by Diaconia Nacional were coordinated with the National Commission for Human Rights Office of the city of Juticalpa; an important partnership. The partners have witnessed significant positive changes. In general, women are more open, speaking out more, have greater awareness of their legal rights and feel more empowered to say, “I have a voice in my house.” Women are pushing to send their children to university, working hard with the hope of giving their daughters better futures.

**Rights:** Honduras continues to be plagued by issues with human rights, especially as it pertains to women and girls being denied the full realization of their rights. The project continued to support and indeed to promote rights for women and girls by ensuring that they had access to participation in all levels of agriculture practices, community development plans, creation of small business and determination of income and its spending. The project was able to solidify this approach with a partnership with the Office of the National Commission for Human Rights in Olancho. This union was initiated by partner Diaconia Nacional. Gumercindo Buruca, Promoter and Educator for this Office, noted that gender trainings in Honduras have encouraged more respectful relations and effective communication within the home and families are making more decisions together, instead of just the man deciding. Many female participants have experienced family violence and some are single mothers. The training assists women to form protective groups within their community, in order that female victims of domestic violence are able to formally ‘denounce’ their partner and report this to local police. Mr. Buruca noted that presently out of 100 human rights abuse cases that the office sees, approximately 60 of these are women, and the trend is growing. Tracking data has been difficult as the office is underfunded; Diaconia Nacional is looking for ways to continue this vital partnership into the future.

**Access to Development Resources and Benefits:** All four partners in Honduras steadily increased women’s access to and control over resources. A total of 1,235 women are involved in some sort of income-generating activity in their communities.

In Honduras women have had greater opportunity through the program to access training, resources and loans to invest in income-generating activities over the past five years. Women are starting their own businesses, soliciting loans, and saving more. Women were involved in income-generating activities such as breeding broiler chickens and fish farming throughout the years. This has benefited the greater community by increasing the availability of chicken meat and fish for purchase. Other women are running small businesses such as selling medicines, clothes, beauty products, fruits and vegetables, tortillas, honey or opening *pulperias* (small grocery stores), bakeries, street food stalls, and beauty salons. Women are also becoming more involved in family enterprises such as planting and harvesting, and when the woman is head of household, she takes responsibility for harvesting.

## C.7.2 Environment

World Renew’s Grants Program Manager from headquarters visited the Honduras program in February 2015 and focused on the environmental and food security related pressures faced in Honduras. To help partners respond to these challenges, the facilitator guided participants in reviewing and reporting on their existing EMPs and engaged them in locally appropriate climate change mitigation and adaptation strategies.

World Renew’s Food Security and Agriculture Technical Advisor also visited the country in July 2016. Accompanied by partner agriculture field officers and World Renew Honduras staff, the Advisor visited communities and provided technical recommendations. Some of the major recommendations from the Advisor focused on adapting to the climate conditions:

- Increasing green manure cover crops and mulch using locally available mulches and leguminous plants.
- Digging holes for planting when the soil is moist at the end of the rainy season rather than waiting for the end of the dry season (for the practice of CA).
- Making compost during the rainy season while existing local resources for composts are readily available.
- Monitoring crops regularly for pests and early treatment.

- Improving plankton levels of tilapia ponds to promote the growth of healthy fish populations.

In Honduras, the harvests that occurred during the last year (2017) were variable, depending on whether communities were located in zonal areas where the rains were more consistent. For example, in the communities that are north of Olancho such as Guanacaste, El Potrero, and Cañada Galana, the rains were more consistent, crop production was better, and there was an increase in the harvest. However, in the central part of Olancho in the valley of Guacoca, comprising communities such as El Tule, Los Charcos, Los Ranchos, El Coyolar and Dos Quebradas, the rains were insufficient, and the drought was severe. Diaconia Nacional taught CA in these communities to mitigate the risks of drought. Farmers reported that CA is an effective approach to coping with climate change. The techniques that farmers find most effective involve digging holes 20 cm deep and 20 cm wide, and then filling them with organic fertilizer and seeds that are rotated throughout the different planting seasons. Mulch is also left to cover the soil and animals are prevented from entering the fields. This activity is mostly carried out during the dry summer season when farmers prepare their land before the rainy season arrives. While farmers are shifting when they plant to take advantage of the first good rains, this change has also caused challenges in planning their seasonal calendar, especially when the rains are erratic. Nonetheless, CA is having success. The plots that used this practice harvested 90% of the normal amount, whereas many areas that used conventional methods lost their crops entirely.

With new water irrigation projects being implemented by municipalities, Alfalit helped obtain legal protection for surrounding forests that maintain the watersheds. Alfalit communities established tree nurseries using local species of trees to increase the density and stability of these forests. For participants who are producing chickens, Alfalit worked with the Secretary of Health and local volunteers to have chickens vaccinated against a particular strain of bird flu. World Renew verified that groups producing chickens are following good hygiene practices and do not have their pens located in areas where they can contaminate sources of water.

### **C.7.3 Governance Considerations**

World Renew's approach emphasizes community-led change and empowering communities to take ownership for their own development initiatives, to mobilize their own resources and to do their own networking and advocacy with their local governments. All stakeholders were involved in planning and resource mobilization for development

MCM with partnership with government and linking into grocery stores, as of the writing of this report, MCM has just sold their first harvest of tomatoes to the 'La Colonia' grocery store.

## **C.8 SUCCESS FACTORS**

Relevance: All partners in Honduras focused on GAC country priorities to improve rural agricultural productivity and move subsistence farming to market-ready production. They were also aligned with the Honduran Strategy for Poverty Reduction adopted in 2001 where the main objective was to reduce poverty significantly and sustainably through increased access of the poor to factors of production. Canadian alignment includes contribution to sustainable economic growth by enhancing government transparency and accountability, strengthening the environment for business start-ups and growth, greater access to financial services and providing young people with the skills and training to secure jobs. Throughout this, the project focused on the needs of women and girls, which directly compliments Canada's new Feminist International Assistance Policy.

Appropriateness of Design: The project was designed such that a positive impact was seen for participants in rural and peri-urban areas. This was based on an understanding of the different challenges faced by farmers and community members in these two locations; access to markets, land availability and training were all taken into account. Early on in the project the need for technical staff was noted, and in response important partnerships were developed with different universities and INFOP.

Sustainability: Partners and community members have been involved in the earliest stages of this project. The sense of ownership and a shared sense of success is high. Community savings and credit associations will continue to

remain impactful since they have developed into stable and growing community institutions. The returns on the small investments and participation is paying off. This approach is beneficial at this stage of development, though it will be interesting to see how the communities will use this foundation as a way to access more funding for larger-scale projects in the future. World Renew's partners are confident that many community savings and lending groups will continue. Alfalit has indicated that the community savings and credit groups are established institutions in the communities where they work, and that these groups depend very little on Alfalit to maintain their operations once they have been established. Diaconia Nacional, likewise, expects the more mature credit unions to be able to continue on their own. These groups are self-governing and grow at a significant rate each year. MCM has also observed that once community leaders have received accounting training, they are able to manage the savings and credit groups on their own. Furthermore, 82% of women (from Alfalit and Diaconia Nacional) say that their increased skills in reading, writing and numeric literacy have improved how they manage their enterprise or participate in community governance. These statistics are evidence of the effort that World Renew's partners have made to grant greater access to women in communities where the projects work.

Strong linkages have been made with local government and the Office of Human Rights. With continued intentional work in the area of gender equality, this aspect of the project will continue as long as funding is in place.

**Partnership:** World Renew continues to place importance on external relationships that partners are developing. These relationships are imperative to maintain further growth and the overall sustainability of the project going forward. The partners have established many relationships with local governments and civil societies, and such partnerships have enhanced project outcomes. An integral partnership for this project has been the relationship with INFOP, Ministry of Agriculture, and their municipalities. The success of the project can be directly attributed to the access to facilitators and technicians that have provided trainings to participants. The model farms and connections to agricultural foundations have been beneficial.

**Innovation:** Macro-tunnels have been an important innovation introduced by MCM. They now have semi-commercial production with 800 tomato plants. This will continue to provide income to the group producing these vegetables. Other communities have already approached MCM about assisting them in building another macro-tunnel. The tunnels were created after trainings from INFOP instructors. Other women heard about the success that MCM was enjoying, came to learn about the process, and subsequently went back to their community and mobilized their own resources and built a small tunnel to begin training and vegetable production.



*Semi-commercial macro-tunnel, Honduras*

**Appropriateness of Resources Utilization:** Access to technical advisors was beneficial to the project, both at country level and headquarters. A number of visits were conducted by World Renew Headquarter staff to provide insight on agriculture and environmental best practices. In this way, capacity building opportunities were provided to staff. As this grant was rather large in size, other project management training was provided to partners as part of their overall development.

**Informed and Timely Action:** World Renew was able to work with its partner organizations, and mid-course adjustments which helped to prioritize project objectives.

## **C.9 LESSONS LEARNED AND RECOMMENDATIONS**

**1. Continued focus on gender equality and rights:** The project had incredible reach in addressing gender inequalities in Honduras, especially with partners, Diaconia Nacional and MCM. The partners took the challenges of gender equality seriously and made vital partnerships which led to transformation in communities. There is an

acknowledgement though, that this is only the beginning and there is much more work to be done. A further funded partnership with The Office of Human Rights in Honduras would allow the partners to truly impact a change at the transformational level and hopefully begin to impact government approaches and policies. World Renew's unique role allows it to have access into more traditionally conservative communities in Honduras, where human rights abuses, especially related to gender are rampant. Through continued gender trainings and follow up, change and more importantly, growth, will continue on a larger scale.

**2. To take a closer look at credit for men:** Though data presented on credit and saving and lending groups was positive, there is a need for specific training targeted at men. Especially in peri-urban zones where the needs differ from those in rural zones; higher cost of living, potential easier access to markets. It was difficult to get men to attend the trainings and the need to schedule the trainings before the credit sessions became apparent.

**3. Further follow-up for sustainable agriculture practices:** Behaviour change takes time. In Honduras, this project has changed the mind-set of one generation. How this will continue in subsequent generations is an important question. Small-scale farmers are bombarded with advertising and enticed by the option of chemical fertilizers. Specific, continued focus should be placed on increasing green manure cover crops and mulch using locally available mulches and leguminous plants. Additional attention should be given to making compost during the rainy season while existing local resources for composts are readily available. Continuing to campaign for the use of sustainable agriculture practices as it relates to wider food variety and improved nutrition is imperative in Honduras.

**4. Redesign literacy programming:** The literacy project had constraints imposed by the government in terms of student-teachers being able to only work with other students for one year. Adjusting this at the beginning of the project would have been helpful coupled with greater awareness raising about the project. Future resources should be considered to compliment the work that the government is doing with literacy including a broader curriculum with other teaching topics that will help to motivate adult learners.



## D.1 MALI EXECUTIVE SUMMARY

In Mali, the project **Promoting Sustainable Livelihood Development through Supporting Food Security and Economic Growth Initiatives** sought to enhance livelihood security for vulnerable households. World Renew partnered with two local organizations to implement the project in Mali:

- ODES, which programmed in 33 communities in the Boura Commune of Mali; and
- AEDM, which worked in the communities of Adounakambé, Barapireli, Domnosogou, Ourokoun, Somanagoro, Torou, Nabene, Sogou Yaguem, Golgou, Kokolo, Pouraly, Sokolo, Tognon, Yawakanda, Kassa, Wendeguele, and Sincarma.

World Renew also continued its direct implementation in 23 communities in Kurmari through this project. Participants in Kurmari villages were supported in adapting to irrigated rice production, household gardening improvements, and community planning for livestock herding/grazing improvements. This area experienced military intervention throughout the five years of the project. Insecurity made it more difficult for North American staff of World Renew who are based in Bamako to travel to Kurmari, and thus project implementation was significantly hampered.

In total, over 12,400 unique individuals participated in Mali project activities, with many participating in more than one type of training. There were:

- 9,960 farmer participants, including 4,424 women and 5,536 men;
- 619 literacy training participants, including 491 women and 128 men;
- 870 saving and lending group participants, including 845 women and 25 men; and
- 1,384 community leaders were also trained, including 915 women and 469 men.

**Food Security:** Over the life of the project, 9,364 (4,170f, 5,194m) farmers received training on sustainable agriculture methods. Despite ongoing security challenges, rice harvests increased over the five years and farmers were motivated to implement new sustainable agriculture methods. Farmers were particularly interested in composting as they recognized the cost savings over the use of chemical fertilizers. Improved yields have led to reduced number of hunger months as a result of both composting and sand dams, as well as drought-resistant seeds in the face of a changing climate. Women also increased their mastery of gardening and have used more organic matter and planted more diverse crops.

## IMPACTS AT A GLANCE

Mali

Participants



5569



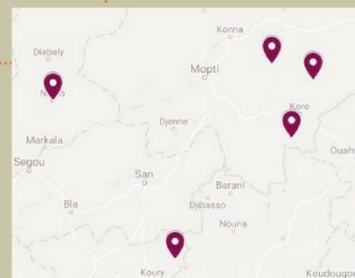
6918

Actual Spending

\$1,179,162

## Key Challenge

Despite efforts to demonstrate the benefits of bio-pesticides, farmers were not convinced that they were as effective as chemical options



## Highlight 1

78% of farmers are growing at least one disease resistant or drought tolerant crop

## Highlight 2

99% of farmers reported that their crop yields increased as a result of using sustainable farming methods



Experimentation with concrete, innovative tools and techniques such as micro-catchments, kassines, and Bocage led to encouraging results and have helped participants to look at farming as a viable way to make a living.

**Sustainable Economic Growth:** Overall, 870 (845f, 25m) participants engaged in regular saving. Their involvement enabled them to participate in income generating activities and increase their family income. All of the participating women surveyed reported increased confidence in their ability to manage their small businesses and create a business plan or marketing strategy.

**Community Governance Capacity:** A total of 1,384 (915f, 469m) community leaders were trained in participatory needs assessments and community planning. Additionally, 386 women were trained and supported to serve in community leadership positions.

## D.2 PROJECT DESCRIPTION

### D.2.1 Project Rationale and Justification

Funding from GAC for this project began in October 2012, but World Renew has been working in the Kurmari area of Mali since 1984 in community health, agriculture, income generation, environmental conservation, literacy and capacity building programs. In 1998, World Renew began its partnership with ODES, supporting literacy, savings-based credit, and food security programs. Collaboration with AEDM began in 2008, with a food security program to improve soil fertility through composting, introduction of new varieties of millet and cowpea, pest control, agro-forestry, poultry production and market gardening. The highly qualified management team has successfully managed grants from several different donor agencies over the years.

The vast majority of households in the targeted villages in Mali 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 among children (25-30%). This project aimed to address these challenges by improving 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.

### D.2.2 Identification of Stakeholder and Participants

In addition to the stakeholders identified in section A.3.2, the following are additional stakeholders unique to the Mali project:

- AEDM and ODES, the local partners who had primary responsibility for day-to-day implementation of the project.
- Two Canadian volunteers based in Mali provided support for the monitoring and evaluation and reporting of the project.

### D.2.3 Governance Structure and Work Breakdown Structure

World Renew had the overall responsibility for the project in accordance with the GAC contribution agreement. World Renew signed sub-agreements with each of the two local partners in Mali—AEDM and ODES—to clarify responsibilities and requirements. A full description of the program governance model is provided in section A.3.3.

## D.3 PROJECT CONTEXT

Mali is a landlocked country with 60% of its area classified as arid or desert. The northern regions of Mali are part of the dry Sahara Desert, while the southern regions experience a wetter, more tropical, climate. One of the world's poorest countries, Mali is ranked 175 of 188 countries according to UNDP's 2015 Human Development Index<sup>xxxi</sup>. Nearly 50% of the population lives below the poverty line<sup>xxxii</sup>. 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.

Like the rest of the Sahel belt, Mali has felt the impacts of climate change through sustained droughts and increasing rainfall variability. Out of the total population of 18 million, more than 80% are dependent on rain-fed agriculture for their livelihood, making most extremely vulnerable to the effects of climate change.<sup>xxxiii</sup> Furthermore, 59% of the population live in rural areas.<sup>xxxiv</sup> Farmers and agro-pastoralists are constrained by limited arable land, unpredictable weather, extreme dry conditions, soil erosion and infertility, locust infestations and environmental degradation, resulting in widespread food insecurity and poverty.

In the years since the project began, Mali has experienced ongoing political turmoil and violent unrest, sparked by a rebellion in the Northern desert by Tuareg and other groups seeking greater autonomy. This conflict led to an ensuing coup d'état by Malian soldiers in March 2012. The instability created by the coup caused various rebel groups to gain control. Mali soon faced external economic sanctions by neighboring countries and insurgent violence by numerous groups clashing internally. The unrest led to 350,000 Internally Displaced Persons (IDP) in 2012 who fled their homes in the North<sup>xxxv</sup>. The number has decreased since then as families have secured new housing solutions. As the USAID's 2015 CSO Sustainability Index report for Africa stated, "the increase in number and locations of terrorist attacks, the flow of refugees and internally displaced persons, and insufficient inclusivity of the national dialogue threaten stability."<sup>xxxvi</sup> Of the areas where the project was implemented, Kurmari was most heavily impacted by the political turmoil and this significantly impeded progress. Security also became an issue in the AEDM project areas because of increased attacks involving NGOs. Security in ODES's region (Boura) was not as much of a concern. Both ODES and AEDM continued their involvement in the United Nations security clusters in their respective regions.

Amidst this insurgent conflict and the ongoing human rights struggles, supporting women's rights in Mali is an ongoing challenge. The country is among the lowest in the world for gender equality, ranking 156 out of 159 countries on the GII.<sup>xxxvii</sup> For years, a Family Code law that was originally passed in 1962 has undergone amendments, yet still violates women's rights by legally granting men dominion over their wives in decision-making. Relatedly, child marriage prevalence in Mali remains at a rate of 55%.<sup>xxxviii</sup>

#### D.4 OVERALL PROJECT PERFORMANCE ASSESSMENT

##### *Ultimate Outcome – Livelihood Security for vulnerable households in identified communities within Mali*

**Indicator 1: Income level from increased production and economic growth activities:** All respondents in the end-of-program evaluation reported an increase in number of income sources as a result of the project, as shown in Figure 7. Participants are now implementing an array of new sustainable agriculture techniques that have enabled them to increase yields and be less vulnerable to climate variability. Methods such as composting, zai holes, kassines, stone bunds and bio-pesticides are a few of the practices that have boosted staple crop yields and vegetable production. In addition, VSL groups provided participants with a source of credit for investing in small income-generating activities such as selling charcoal, bundles of firewood, making and selling shea butter, growing and selling onions and producing honey for sale.

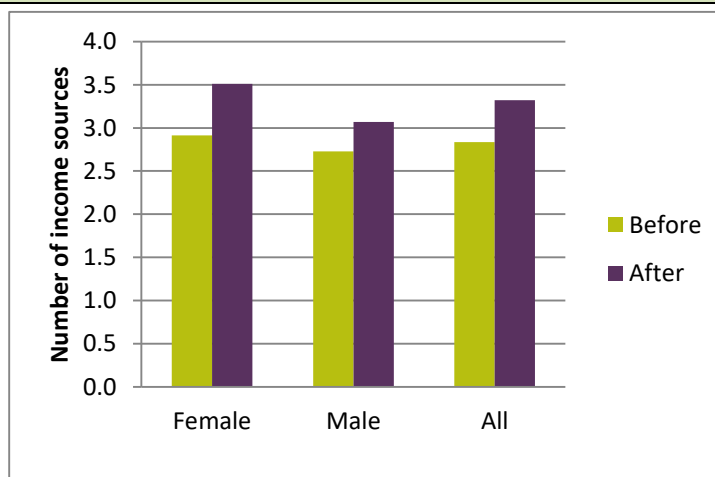


Figure 7: Mean number of income sources before and after project, Mali

**Indicator 2. Change in productive and non-productive assets:** Another prong of the project’s overall goal to increase livelihood security for participants was to increase household assets. Table 12 below shows a dramatic increase in ownership of assets over the course of the project. This suggests that project interventions contributed positively to families’ economic and productive capacities. Ownership of houses, farm tools and bicycles showed the greatest increases. Meanwhile, participants also responded that there has been a change in how spending decisions are made in families since the start of the project, with women sharing that husbands are more inclusive of their input.

Table 12: Change in Household Assets, Mali			
Indicator: Change in productive and non-productive assets:	Baseline Data	End of Project Results	Overall Change
i) Own a house	50%	98%	48%
ii) Own farm tools/equipment	33%	79%	46%
iii) Own a mobile phone	49%	57%	8%
iv) Own a bicycle	30%	82%	52%

**Indicator 3. Food security score constructed through a triangulated assessment of i) food frequency; ii) coping strategies; iii) dietary diversity score; and iv) seasonal food security score:** The results from the end-of-program evaluation showed a marked difference in the food security score before and after the project intervention in Mali. Table 13 below breaks down the impact based on food frequency, coping strategies, dietary diversity score and seasonal food security score. Most notably, women experienced even greater changes than men in each of these areas.

The food frequency score showed an increase of 1.46. This demonstrates the impact that increased harvests and income had on families at the household level. One focus group shared that, before ODES arrived in the community, there was a lot of stress and worry during times when there was not enough food to eat. Women in the group reported that their husbands would not sleep at night during times of hunger. Now, the members of the group said that they are able to get loans for food from the cereal bank in times of need. They have less financial difficulty and more/better food/nutrition.

Participants reported a decrease of 2.56 in coping strategies, reflecting a reduced need for coping methods due to increased food security in the home. The project also contributed to an increase of 1.25 in dietary diversity with participants growing and consuming more vegetables as a result of better access to seeds and improved cultivation methods. The seasonal food security score showed that the number of months of food insecurity experienced by families was cut by nearly two-thirds, reducing it from 6.12 months to 2.39. Women’s responses showed the most dramatic change for seasonal food security, with a reduction from 7.62 months to 2.11.

Table 13: Changes in Food Security Scores, Mali			
Indicator: Food security score constructed through a triangulated assessment of:	Baseline Data All (Female, male)	End of Project Results All (Female, male)	Overall Change All (Female, male)
i) food frequency score	3.43 (3.36f, 3.44m)	4.89 (4.9f, 4.89m)	1.46 (1.54f, 1.45m)
ii) coping strategy score	4.2 (4.8f, 4.09m)	1.64 (1.73f, 1.53m)	-2.56 (-3.07f, -2.56m)
iii) dietary diversity score	4.92 (4.2f, 5.08m)	6.17 (6.32f, 5.99m)	1.25 (2.12f, 0.91m)
iv) seasonal food security score	6.12 (7.62f, 5.81m)	2.39 (2.11f, 2.75m)	-3.73 (-5.51f, -3.06m)

#### D.4.1 Project Performance Assessment by Outcomes

##### ***Intermediate Outcome 100: Increased application of sustainable agriculture methods by small-scale farmers, especially women***

Thanks to this project, thousands of farmers have improved their household food security. Farmers increased their ability to withstand drought and climate variations while still reaping a good harvest. The project also impacted villages who were not direct participants through their spontaneous uptake of new methods to improve crop yields.

World Renew partners in Mali promoted sustainable methods such as composting, bio-pesticides, minimum tillage, GMCCs, soil conservation and more. With a total of 9,960 participant farmers, the project exceeded its target (89%), with 98% (99%f, 97%m) of participant farmers practicing at least one sustainable agriculture methods. Figure 8 below shows the overall success of the project given that 99% (99%f, 99%m) of participant farmers reported that their crop yields (productivity) increased as a result of using sustainable farming methods, surpassing the final target of 82%.

The combination of two or more sustainable agriculture methods, whether on individual plots or community land, had a significant impact on increasing crop yields, reclaiming and restoring land, and reinforcing food security. This was bolstered by access to improved seeds, cereal bank activities, oxen plows, sand dams, kassines and micro-catchment water harvesting which had a capacity of 18 m<sup>3</sup> to 40m<sup>3</sup>. According to the majority of AEDM focus group participants, millet had the greatest success in terms of increased crop yields. Women also commented that they were very pleased with the quality and improved flavour of the new millet varieties, which were more resistant to predators and wind damage. Onions, sorghum, beans, 60-day cowpea, and lettuce were also very successful crops for farmers.

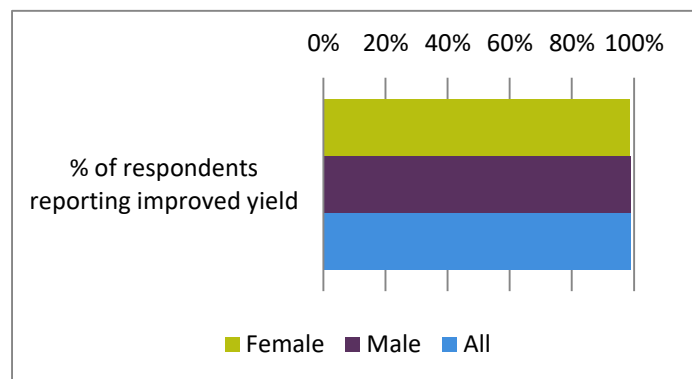


Figure 8: Respondents reporting improved yield from adoption of sustainable agriculture practices, Mali

In ODES's programming area, EcoSan composting latrines were seen as an excellent alternative to traditional deep pit latrines, as they safely compost human waste into rich organic fertilizer within six months. Participants in AEDM's programming area were more hesitant when it came to EcoSan toilets, but the idea slowly caught on. AEDM worked on increasing the community's understanding of the risks of *E.coli* contamination before latrines are installed. AEDM

contracted the same builder used by ODES, and EcoSan latrines were built on pilot farmer family property instead of public space. Overall, the compost from a total of 36 EcoSan latrines and the 2,449 other compost production sites had a tremendous impact on crop yields in the area. Composting was one of the most popular and widely practiced techniques introduced by the Mali project and had the unexpected impact of also contributing to sanitation in the participating villages.

A total of 32 small-scale water resources (shallow wells, dams, or irrigation canals) were also constructed over the life of the project. Sand dams constructed by participants in the Dogon Plateau of Mali extended the growing seasons considerably. Rains that fall from July-September are stored using this simple technique, allowing farmers to garden up to seven months after the rainy season, increasing households' food security and incomes considerably. Farmers from communities as far off as Niger have come to visit the sand dams after hearing about their impact.

In addition, irrigation infrastructure maintenance on drains and canals in the Kurmari region resulted in much higher rice yields as the irrigation systems help farmers adapt to drought. Of the 20+ Kurmari communities, these were the only two communities who needed canal improvements. With GAC funds, World Renew helped the communities of Atte and Perke improve their canal structures, making water delivery more stable for farmers. The farmers in the communities are herders and were just learning how to cultivate rice themselves. After the canal improvements, they witnessed a 41.5% increase in their rice yields from 2013 to 2016 (35.79 80-kilogram sacks per hectare in 2013 compared to an average of 50.64 sacks per hectare in 2016).

<b>Immediate Outcome:</b>	<b><i>110 Increased knowledge of men and women farmers to implement sustainable agricultural methods</i></b>
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Farmers in the target villages unanimously valued the new methods promoted by the project. One hundred percent of both males and females perceived sustainable agriculture methods as important, exceeding the 80% final target. Figure 9 below details the diverse benefits that were perceived by farmers. Overall, the highest valued benefits were improved yields, less money spent on fertilizer, and improved soil quality.

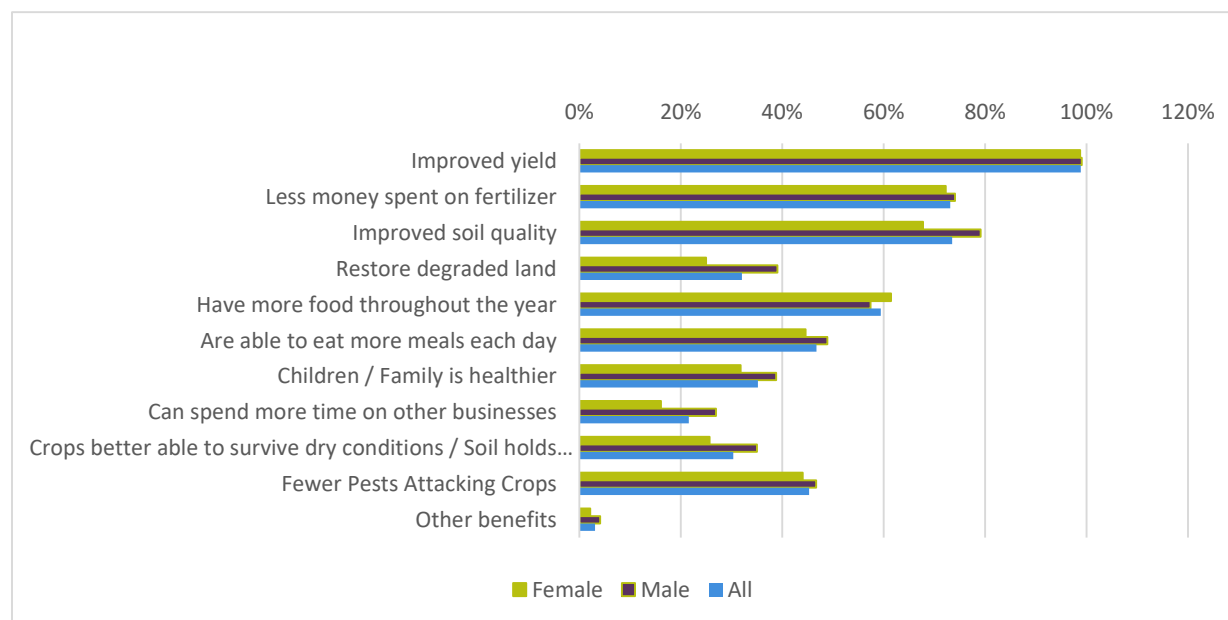


Figure 9: Farmers perceptions of benefits of using sustainable agriculture practices, Mali

In terms of agricultural methods shared, AEDM focus groups reported that the most beneficial for them were zai holes, not burning crop residues, intercropping, crop rotation, proper spacing of seeds, composting, bio-pesticides, stone bunds, sand dams, planting without watering (PLASA in French), and EcoSan latrines. Zai holes helped women make the most of all of the arable land they had as the holes conserve soil moisture for a long time. Intercropping

and crop rotation allowed degraded land to be restored and enabled farmers to have multiple crops in the same land area. The methods enriched the soil and replaced some of the seeds as well as protected the soil from destructive insects. For ODES focus group participants, the most beneficial techniques were zai holes, mulching, intercropping, crop rotation composting, stone bunds, PLASA, kassines, and Bocage. Utilizing compost resulted in higher yields and retention of the humidity of the soil. The stone bunds allowed the farmers to retain water in their farmland, and crop rotation allowed for higher crop yields and enriched soils (soil was fertilized).

*"Behaviour change is the best thing I have observed. It is a process, but there has been a change of behavior in the use and manufacturing of bio-pesticides."*

- Amadou Dembele, District Agriculture Officer,  
Bandiagara, Mali

<b>Immediate Outcome:</b>	<b>120 Improved household access to quality seed and crop varieties (including those resistant to high moisture stress)</b>
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A total of 79% (92%f, 71%m) of participant farmers (measured only in AEDM target areas) accessed sufficient quantities of high quality/improved seed. This far exceeds the project target of 50%. Additionally, 92% (94%f, 91%m) of participant farmers are growing at least one disease resistant or drought tolerant crop since the program started, a significant achievement given that the baseline was zero.

Market gardening had a significant impact on household food security and incomes, especially for women. Participants from AEDM communities accessed new seed varieties including 60-day cowpea, peanut, millet, lettuce, sugar beets, and onions. ODES participants accessed seed for maize, millet and cowpea. Many focus groups reported that since the project began in 2012, it has become easier to access high quality seed. In order to diversify seed buying power, ODES and AEDM farmers were connected into the Institute of Rural Economy through the agricultural office in Boura. This research centre has stations quite close to the villages and assisted farmers in producing certified seed. Both of these partnerships facilitated ownership of improved seed access for all participants.



*Chile peppers and okra growing in a market garden, Mali*

<b>Immediate Outcome:</b>	<b>130 Increased knowledge of participants (m/f) about animal husbandry practices</b>
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Sixty-nine percent of participants are practicing animal husbandry. In addition, 173 (65f, 108m) participants have improved watering situations for their cattle in the Kurmari area since the project began. The installation of wells was especially beneficial to the farmers because they are nomadic and depend on being able to access water sources for their animals. Farmers reported that their animals are now better fed and watered. In ODES's programming area, 435 (212f, 223m) participants benefited from training on oxen selection and care and the oxen loan program, allowing them to prepare their fields much more quickly than in the past.



<b>Immediate Outcome:</b>	<b><i>140 Improved access to land and security of land tenure for small-scale farmers, especially women and other marginalized groups</i></b>
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Although the area of arable land that is under cultivation by participant farmers and other marginalized groups was unable to be reported as there was a mistake made in the measurement of the baseline data for this indicator. There were many positive results from the land access and land tenure efforts of World Renew and partners in the target communities. The Mali project surpassed its overall target for participant farmers with secure land tenure, with 100% (99%f, 100%m) of participant farmers who were surveyed for the final evaluation reporting that they now have secure land tenure.

The percentage of participant farmers (m/f) who obtained security of land tenure (formal title deed or any other formal and informal certification) was unable to be reported as there was a mistake made in the measurement of the baseline data for this indicator. In spite of this error, there were many positive results from the land access and land tenure efforts of World Renew and partners in the target communities.

Since the beginning of the program, 82 hectares of degraded land have been reclaimed by farmers thanks in large part to oxen plows and, later in the project timeline, to kassines. The kassine is a multi-purpose implement designed to be pulled by donkey or oxen. It is easily used by women, men or children and facilitates the use of different farm implements by small farmers. Kassines are shared amongst a large group or family (around 12 adults). Three kassines are managed by Toro's village management committee in AEDM's programming area, and 100 were put to use in ODES' programming area. Kassines brought about increases in land productivity and helped to increase soil fertility. Because the work of creating zai holes by hand is very physically demanding, the technique was being abandoned; however, with the use of kassines to break up the land, farmers are readopting zai holes, which have an enormous impact on reclamation of degraded land. In addition, anecdotal evidence suggests that kassines encouraged people who were considering moving to the city not to give up on farming as a viable livelihood.



*Kassine, Mali*

*"Kassines might be one of the most important tools to fight against soil degradation in our area, because we have very rocky and degraded ground. It takes so much work to cultivate and dig zai holes – it's really physically challenging – but with kassines we've now discovered a useful alternative that allows even an old man to dig zai holes and restore his land."*

*-Ladji Douyon, farmer, Mali (AEDM)*

Marginalized groups and women have access to land and even own land thanks to the Bocage process with ODES. In one community in the Boura region, several families came together and consolidated their land holdings to do an innovative project to restore arid land back to productivity through a combination of conservation farming methods that included no-till, mulching, stone bunds, water catchments and ponds, and a perimeter constructed from fencing and shrubs that serves as a live barrier to control the movement of animals. For more on the Bocage process, see D.8 Success Factors – Innovation.





*Community meeting on land access, Mali*

In Kurmari, World Renew served in an advocacy role for a process to obtain a 30-year lease for 200 hectares of land for three villages, signed in 2015 after six years of working through various obstacles. A total of 366 (163f, 203m) individuals were impacted by this long-term lease. A total of ten community meetings occurred including one at which villagers from all three communities, surveyors, neighbouring land owners, and Niger officials met at the 200 hectares and boundary markers were placed to the satisfaction of all the parties. A land dispute within the 200 hectares was also resolved with a local farmer who had been given informal permission to use 40 hectares.

**Intermediate Outcome 200 Increased engagement of household members, especially women, in profitable small scale enterprises**

Village saving and lending groups, literacy training and market gardening have empowered women and reinforced their economic means as well as their leadership capacity in the community. Overall, a total of 88% of participants (men and women) engaged in small scale enterprises or income generating activities, far exceeding the target of 45% (68%f, 27%m). Women in savings groups formed by ODES said group membership made a big difference in their lives. Family health, diet, and children's schooling steadily improved as a result. A high value was placed by the women on saving, some of whom saved two-thirds the amount of their current loan through the group. Many of the women were not literate, but each presented a business plan orally to her group.

Small enterprises, such as selling shea butter, have enabled women to augment their household incomes. AEDM focus groups reported that their revenue sources have increased considerably as a result of this project. ODES focus groups shared that loans from the savings groups have improved living conditions, meeting family needs by providing money to purchase food and support recreational opportunities for children, meet medical needs, buy kitchen utensils, and repair houses and irrigation wells. Furthermore, all ODES focus groups confirmed that they have seen an impact of the savings group on the larger community. The cereal banks are accessible by all, there is less instance of famine, and there is greater collaboration between women in communities.

<b>Immediate Outcome:</b>	<b><i>210 Increased knowledge among participants, especially women, about how to manage profitable small scale enterprises</i></b>
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Women selected to participate in the saving and lending groups were coached on how to choose profitable activities and how to access local market information about prices. They were assisted in developing a simple business plan before they received a loan from their group fund, and they also received vocational training for skills such as animal fattening and trading cereal and vegetable commodities. The small enterprises initiated by the women after they received loans involve the fattening of pigs, cattle and sheep and marketing vegetables and staple crops. As shown in Figure 10 below, 71% of participants with an income generating activity had a business plan or marketing strategy for their small-scale enterprises. Further demonstrating the effectiveness of the trainings, 99% (99%f, 99%m) of participants with an IGA reported feeling confident in their ability to manage their small business.

Women from AEDM shared that they are now seen as women who contribute to the development of their village. The money that the women are saving and have loaned to other members is enabling the communities to blossom financially. Focus group participants shared that they are confident they will be able to continue to manage their savings groups beyond the project. They stated that they had received sufficient trainings and capacity building, as well as built friendships, and that they will continue to have easy access to seeds. Women in ODES focus groups described themselves as increasingly independent, able to buy food themselves and able to manage small income generating activities. They are also less vulnerable to theft and keep notebooks to track and manage the credit that they have received through their savings group.

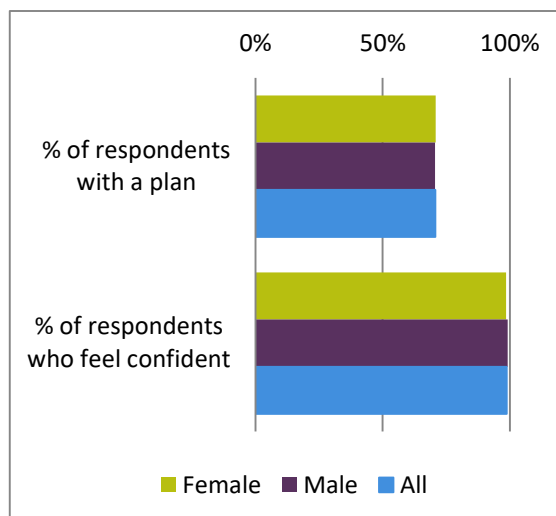


Figure 10: Respondents with a business plan and who are confident, Mali

<b>Immediate Outcome:</b>	<b>220 Increased literacy and numeracy skills among participants in managing small businesses and/or community governance</b>
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In Mali, literacy and numeracy training strengthened the capacity of participants to properly manage their savings and lending activities and contributed to their success. Ninety-eight percent of surveyed participants reported that they are using their new skills learned from literacy training to manage their IGAs and community savings groups. Additionally, 81% (76%, 100%) of participants from ODES agree that their new literacy and numeracy skills have improved their ability to manage their IGAs and/or lead their communities.

Figure 11 details the ways in which respondents made use of their new literacy and numeracy skills. Women from ODES shared that the classes improved their ability to manage their own small enterprises through record-keeping and calculating cost and profit, to record minutes and

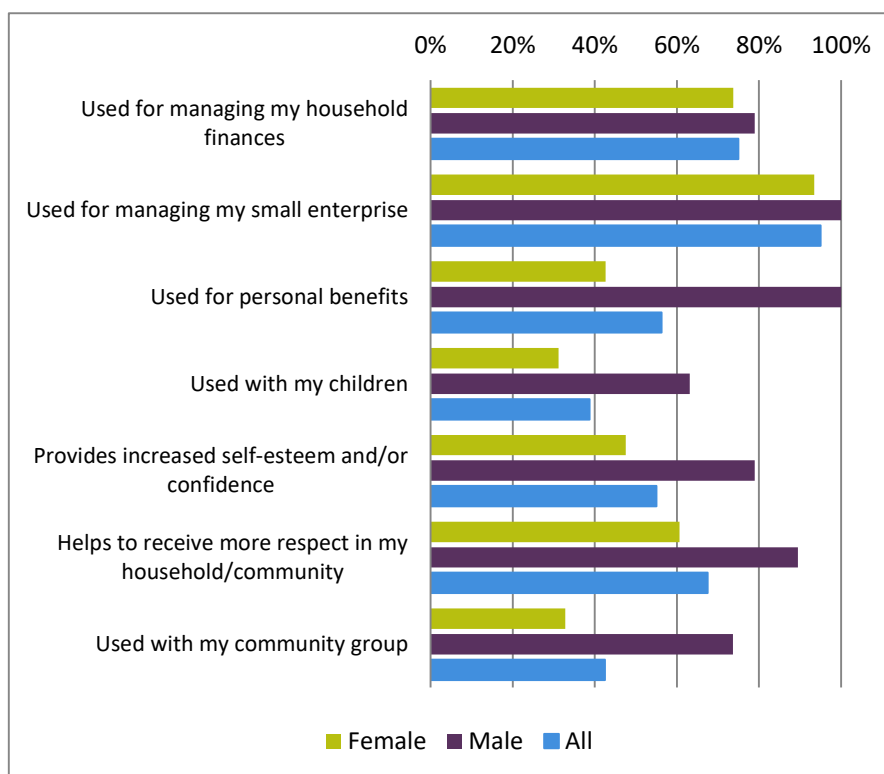


Figure 11: Ways in which respondents made use of literacy skills, Mali

savings deposits during community group meetings, to help their children with school work, and to read their own mail or text messages with greater privacy. Eighty percent of ODES literacy participants interviewed also participated in a VSLA and farmer group, demonstrating the multifaceted skills that many participants acquired. As a result of these activities, women feel enabled to better manage their household as well as the revenues from their IGAs.

Focus group participants also reported that they received more respect in their community and in their household because of their new literacy skills.

**Intermediate Outcome 300: Improved governance among local community groups and strengthened performance in the planning and management of food security and economic development initiatives**

In Mali, a total of 23% (7%f, 42%m) of participants say that women and 35% (40%f, 28%m) said that ethnic minorities are able to influence the planning and management of community action planning. Additionally, 69% of communities in Mali (66 out of 95) developed a community action plan in a participatory manner. One hundred percent (100%f, 100%m) of participants in Mali were satisfied with their community leadership.

In Kurmari, the mentality regarding roles of men and women has begun to change. All focus groups responded that women are accepted as leaders in their communities and that this is a change as a result of the project intervention.

In AEDM focus groups, when asked if women are accepted as community leaders, most participants answered yes. Still, traditional views take time to change and several group members stated that there is a belief that women have a weak nature that makes them unable to become leaders. In ODES communities, as a result of community action plans, villages have achieved improved water access, better seeds, increased literacy, supporting rural mothers and the opening of a professional training center for youth who are not in school.

<b>Immediate Outcome:</b>	<b><i>310 Increased knowledge of participatory processes by community groups to assess local needs and priorities and set community development agendas</i></b>
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Leaders in 12 AEDM supported communities went through a participatory process to assess community needs and make plans. All 12 villages implemented their plans, and each one formed a committee—typically of three men and two women. ODES also assisted 17 villages to develop community action plans. These plans were done in participatory workshops that included men, women and youth. In the Kurmari project, two communities made excellent progress on developing and implementing community plans: Perke and Dounge. In addition, 56 (3f, 53m) community leaders were trained. World Renew also advised community leaders regarding their interactions with the government irrigation office and the government office that manages agriculture input credit.

As a result of the training and support they received from AEDM, the community leaders, particularly female leaders, were able to increase their participation in municipal and community affairs. During the distribution of improved seeds early in the project, community leaders made good contacts with the agents of the Ministry of Agriculture, local political representatives and other key stakeholders. Since then, community leaders maintained these relationships and have been able to improve relations with government and civil society.

Eighty-two percent (60 out of 73 communities) of community leaders in targeted communities have done participatory needs assessment and planning. This exceeds the end-of-project target of 64%. Additionally, 80% (60 out of 75) of target communities tracked and made progress on self-selected community capacity indicators.

<b>Immediate Outcome:</b>	<b><i>320 Increased knowledge in the application of new community development and technical competencies by partner NGOs</i></b>
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In March 2016, the World Renew Associate Director of Grants visited Mali for a training workshop with World Renew Mali and partner staff. Since World Renew was working on its final annual work plan and annual budget for the project, it was a critical time for the Associate Director to lead sessions that would help focus on key priorities and ensure that budgets were adequate to support the work plan. During the workshops, staff went through the process of reviewing their Performance Management Frameworks and comparing outputs achieved to output targets. Those activities that were identified as being behind schedule became the basis of major priorities for the remainder of the project and where budgets were prioritized.

World Renew staff saw tremendous efforts on AEDM's part to follow-up on their partner evaluation and specifically enhance their program management and organizational governance capacity. Training the staff accountant to use new accounting software and the provision of continual support and training resulted in significant enhancements in AEDM's accounting system. Moreover, field agents and staff received practical training on annual budget reporting, planning and follow-up on expenses. See more below in section D.5 Project Management.

*"Since bocage was implemented in the village, migration to rural areas has reduced because bocage has created opportunities for the workforce and employment."*

– Togo Souleymane, Tobako, Mali

World Renew and ODES succeeded in obtaining funding from the Saskatchewan Council for International Cooperation (SCIC) to implement the Bocage approach, which aimed to transform severely degraded Sahel lands into productive farmland, that were not originally part of the Mali Livelihoods project. World Renew worked with ODES on mobilizing the four villages involved and establishing guidelines for land management under the Bocage system. World Renew and

ODES organized information sessions with village members, land owners, village chiefs, and local government officials to describe the plan for the 14-hectare parcel of land. For more on the Bocage process, see section D.8 Success Factors – Innovation.

## D.5 PROJECT MANAGEMENT

World Renew has strong partnerships with both partners and the project managed to meet nearly all of its targets in food security, economic growth and community governance. In spite of this, the unforeseen insecurity and political turmoil that began in Mali in 2012 and onward had a significant impact on project implementation and necessitated many adjustments to operations. World Renew was not able to influence the adoption of sustainable agriculture methods with as many people as expected in Kurmari because insecurity in that region made it difficult to send expatriate staff to the area. World Renew relied largely on communication with key community actors via mobile phone and by sending documents through community leaders and other involved stakeholders who were travelling to the capital for training and meetings. In 2016, World Renew deployed a female trainer, a Malian national who spoke Fulfulde, to work in Kurmari. She focused on training women in the community to do vegetable gardening, and once she was contracted, project activities in Kurmari accelerated.

AEDM experienced some turnover of staff and accounting issues throughout the project. For the first two years of the project, AEDM had a vacancy in an accounting position. During the vacancy, the one existing accountant handled all AEDM work from various donors, and World Renew had to request multiple times that he fix errors in his report. AEDM has had a track record of hiring people that are not qualified for the position, so World Renew became involved in the interviewing and selection of the new accountant. AEDM purchased new accounting software and the accountants received training on how to use the software. As a result, World Renew saw great improvements in AEDM's monthly financial report.

The World Renew Canadian staff person who is normally posted in Kurmari was on parental leave in Canada twice over the five-year project. The West Africa regional director assumed responsibility for project work in Kurmari during these absences.

## D.6 RISK MANAGEMENT

During the five-year project implementation period, erratic weather significantly impacted target communities in Mali. In 2014, drought destroyed the harvest of the year's crops, disrupted the process of data collection, and led to a delay in exchange visits, trainings and construction of compost pits. Over the subsequent years, communities continued to experience irregular rainfall patterns.

In mitigating these impacts of climate change, as indicated in Development Risk 4 in the program's Risk Register, World Renew provided training on drought-resistant crops. ODES and AEDM reinforced the resilience of farmers by providing access to improved seeds, agro-climatic information and training on sustainable agriculture methods. In

order to help farmers make more informed decisions on when to prepare their fields and when to plant, World Renew, AEDM and ODES worked on how to provide farmers with accurate weather and rainfall forecasts.

In the Kurmari region, World Renew was able to mitigate risk through increasing the number of wells for both human consumption and providing for livestock. Such small-scale irrigation methods made a significant difference in adapting to drought. As another mitigation strategy, World Renew promoted the use of sand dams that involve forming rocks into crescent shapes to capture rain water as it flows downward. The PLASA method of planting trees—which conserves water, leading to much higher survival rates – allowed participants to protect the river embankments by planting trees and laying two rows of stones to fight erosion.

In an effort to mitigate the expected Development Risk #6 of contamination as a result of pesticide use, both AEDM and ODES renewed their efforts to train farmers on the importance of using organic pesticides. Three hundred and forty-two farmers were trained on how to make and use bio-pesticides using local ingredients such as neem leaves and chili peppers, and a group of 40 young farmers also received a special training workshop from AEDM to become a pest emergency response team. Despite these efforts, some of the farmers trained still resisted using bio-pesticides because they believed that they were not as effective as conventional pesticides.

The insurgent conflict that unfolded beginning in 2012 was an unpredictable risk that was not included in the original project risk assessment. In mitigating the effects of this political disruption, as indicated by Operational Risk #3, World Renew maintained a non-partisan role and put multiple communication channels and protocols in place. The Kurmari project area was heavily affected and World Renew's Canadian staff was frequently unable to travel to the communities. With the increased risk of robbery and kidnapping, communication with the communities occurred primarily through phone calls, document couriers and hiring a local Malian consultant to make visits.

## D.7 CROSSCUTTING THEMES AND PRIORITIES

### D.7.1 Gender Equality Strategy

In accordance with Canada's Feminist International Assistance policy, World Renew and its partners in Mali consistently incorporated gender equality into all areas of programming. The combination of VSLA, literacy and market gardening empowered women and reinforced their economic wellbeing as well as their leadership in their communities.

**Decision-Making:** In Mali, women do not own their own arable land, girls do not receive an education that is equal to the boys', and there are deeply ingrained norms in the culture about the roles of men and women which are difficult to change. In spite of these challenges, all partners and staff made women's empowerment a priority. As a result of the project's efforts to enhance women's role in decision-making, both local partners report that women now attend village meetings, where they can share their points of view and have their opinions considered during village general assemblies. Women are now members of the cereal bank committee and other village-based organizations. They became actively involved in financial mobilization to improve the conditions of their village. And more and more, women are involved in family decision-making processes with their husbands at home. They are gaining more respect from their husbands as a result of the opportunities the project provided for them to earn their own income.



*Women participating in community action planning, Mali*



In communities where women are traditionally barred from speaking up in public when men are present, especially from a position of authority, perception of women's influence at the community governance level are very positive. In the partner communities, 100% of women and 93% of men interviewed say that women in their community are able to influence the planning and management of community actions. Focus groups reported that women are more autonomous now and men and women are making decisions together regarding family expenses.

**Rights:** In central Mali, there is a radical group that is trying to set back women's rights through Taliban teaching that says women are to stay home instead of selling at the market or participating in community activities. Within this reality, over the five-year course of the project, partners in Mali took 1,877 women and 1,435 men through facilitated discussions on gender issues. Themes included equal opportunity, citizen responsibilities and the value of both genders working together to develop their community. Before this project, women were rarely involved or accepted to work alongside men, but slowly they are beginning to participate more financially, physically and verbally in their communities.

**Access to Development Resources and Benefits:** Traditionally in Mali, women have no financial independence and are completely dependent on men. The microcredit groups that were established made it possible for women to have their own source of income. The socio-economic impacts of microcredit on women's lives were very noticeable. Market gardening was also an activity primarily geared toward women. Women's vegetable production helped to not only diversify household diets, but also to increase women's income through the sale of these products on the local market. As women were able to contribute to the needs of the home (health, school, food), they increasingly participated in decision-making at the household level. The success of these initiatives contributed to women's own increased sense of self-confidence and their roles drew recognition from other community members.

World Renew and partners intentionally took women's access to activities into account in other ways. For example, AEDM changed its transportation methods used for learning exchanges to "bush taxis" when it came to light that women had been avoiding participation as they were afraid of the gossip that might result from them riding on motorcycles with men who were not their husbands.

ODES showed evidence of similar gender awareness. When ODES organized meetings, men preferred to have the women separate, but ODES personnel encouraged them to include the women. In each meeting project staff asked for women's input into decisions. When men came forward with an idea, the ODES staff asked, "Did you get the women's input on that?" This led to behaviour change because the men learned that if they came to talk to ODES staff about an idea, they would need to show evidence that the women were involved in the decision.

## **D.7.2 Environment**

While the project had no negative impact on the environment, the partners promoted many restorative techniques that had a positive impact on protecting natural resources. As part of the implementation of their EMP, AEDM and ODES promoted many environmental conservation measures, including composting latrines, water conservation, soil conservation, reduced use of chemical fertilizer, keeping water sources clean (preventing water contamination from compost), planting trees and working with veterinaries on cattle health and prevention of parasites. The project was able to increase the number of wells for both human consumption and providing for livestock with the idea that this will limit the number of livestock that congregate at natural water bodies where they can easily contaminate water. World Renew conducted a water test on the first well that was dug. As it was an open well, the test showed contamination and bacteria. People were compensating by using a dose of chlorine to clean the water. The increase in number of water sources is a positive step; however, further follow up on water quality is needed.

The PLASA method was implemented in communities participating in tree planting in response to a higher than expected death rate of program trees. This technique encouraged planting in capillary fringes, porous, and permanently humid soils so roots have the potential to access water during the dry season. PLASA allowed participants to grow more trees in the dry environment as well as to protect river embankments from erosion.

World Renew and both partners together explored the Bocage or the “wooded land” concept and the implementation saw remarkable success. Sahelian Bocage involves the creation of live fence perimeters in a mixed regime for enhancing agricultural productivity and increasing fodder and fuel wood availability. The technique helped farmers cope with climate change and remedy problems linked to extensive agriculture and degradation of natural capital.

### **D.7.3 Governance Considerations**

With support from partners, the village management committees brought participants together to work on their community action plans. To increase the profile and attendance of key events such as at the opening of agriculture trainings and assessment activities, AEDM strategically invited local elected representatives to attend and the Department of Agricultural Techniques to facilitate the trainings. AEDM provided regular follow up and training on participatory assessment to reinforce leaders’ capacity to understand and assess their community. Over the life of the program, AEDM worked hard to mobilize community members who struggled with low literacy skills and also emphasized the importance of participatory and transparent processes in societies that traditionally have paternalistic and dictatorial styles of leadership.

In the Kurmari project, communities made excellent progress on developing and implementing community plans and selecting community capacity indicators to track. A training conducted included a section on relating to the local government. The communities of Perke and Atte were able to come to an agreement with the Irrigation Office to shut off irrigation water from their Secondary Canal to a Third Party. While resolving the situation was challenging, leaders were able to come to a verbal agreement and signed a written document.

As part of the Bocage work, World Renew and ODES organized information sessions with village members, land owners, village chiefs, and local government officials. The General Assembly brought together all community partners, administrative authorities, and community members to emphasize that the success of the project is contingent on the participation and dedication of all stakeholders. A Bocage Management Committee was formed with four female members and five male members. The committee was responsible for the overall management of the Bocage project and for communicating with the project participants. World Renew, ODES and Terre Verte Burkina (the NGO that pioneered Bocage) trained the committee on their responsibilities, Malian land rights, and Bocage management processes.

## **D.8 SUCCESS FACTORS**

**Relevance:** This project met important needs in Mali in terms of food security, income generation and improving gender equality. Canada is Mali’s third most important bilateral partner in terms of development cooperation and is a major partner in the areas of rural development, governance (including justice sector reform) and education. This project supported GAC priorities for Mali in the areas of irrigation and agricultural development; promotion of new methods and techniques to increase food security; and economic growth through increased production, access to farm credit and marketing. The project was also consistent with Canada’s Feminist International Assistance policy through promotion of women’s involvement in decision-making, advocating for women’s rights and improving women’s access to the benefits of development.

This project, with its long-term development efforts, began at a crucial time for Mali. According to a USAID CSO Sustainability report, “With the coup in 2012 and the subsequent security crisis, international donors shifted funding to international NGOs providing humanitarian assistance and away from local CSOs more active in providing development assistance.”<sup>xxix</sup> The project also converged with the Mali CSCR strategic orientations of food security and rural development, protection and sustainable management of natural resources and capacity building for civil society.<sup>xl</sup> The strong focus on climate change adaptation aligned with the priorities of the Malian government, which formed a national climate fund in 2012.<sup>xli</sup>

**Appropriateness of Design:** World Renew Mali ensured that the project was designed in an appropriate manner that took local context into account. AEDM and ODES staff assisted community leaders in facilitating participatory



processes to assess community needs and choose specific activities to meet project objectives. These plans were done in workshops that included men, women, and youth. In the Kurmari region, participatory processes were also done to gather community input before planning relevant implementation.

**Sustainability:** As community members and partners have been involved from the beginning in the design of this project, there is a great deal of ownership at both levels. World Renew staff (located in Mali) played a mentoring role with partners, building their technical skills and management competencies. The project was implemented in collaboration with the communities and other stakeholders working in the area such as local government departments. Where they exist, partners will continue to work through local community-based organizations and build the capacity of local community management committees to plan and implement similar agriculture and economic empowerment activities now that project support has ended.

**Partnership:** Partnering with local organizations like AEDM and ODES enabled World Renew to launch the project much more quickly than if it had come in and tried to establish this capacity on our own at the start of the project. World Renew has also collaborated with other donors and organizations in Mali that are addressing similar issues. They have remained actively involved in the network of international NGOs in Mali. World Renew developed a partnership with the Millennium Challenge Corporation for reducing poverty through initiatives such as supporting gardens and rice irrigation in the Sahel. ODES and AEDM have collaborated and/or managed projects for CFGB, Tearfund, Erik Foundation, Foundation Stromm and Trickle-Up. World Renew and partners coordinate closely with the Office du Niger and with government agriculture departments in the three regions and have been instrumental in building the capacity of some of their agents.

**Innovation:** The use of kassines for reclaiming degraded land had an enormous impact on soil fertility in this project. World Renew and partner staff in Mali attended an agricultural conference in Burkina Faso where they saw the kassine used to create zai holes (water conserving planting holes augmented with compost) with animal traction instead of hoes. The kassine, outfitted with a sub-soiler implement, is drawn through the soil in perpendicular lines 60 centimeters apart, reducing the overall amount of ploughed land. After several passes at a depth of 15 centimeters, at the intersection of the lines, a zai hole is created. The result of the kassine is that farmers can now complete one hectare of zai holes in three days rather than in two to three weeks, freeing up time for other activities. Farmers are now more likely to reclaim degraded land through the expanded use of zai holes, leading to improved harvests and a decrease in the amount of virgin land turned into farm land.

World Renew and the two partners together explored the Sahelian Bocage concept and saw very successful results. The tree-based farming technique adopted in the Sahel helps farmers cope with climate change and remedy problems linked to extensive agriculture and degradation of natural capital. A Bocage Management Committee was formed and is responsible for the overall management of the project and for communicating with the project participants. World Renew also leveraged funds with a grant from SCIC to continue promoting Bocage in ODES communities. World Renew will continue to support the Bocage project through an estate gift designated for Sustainable Agriculture and Food Security programming and is currently seeking other donors to partner with.

**Appropriateness of Resources Utilization:** Assistance from the Headquarters Office was helpful for World Renew Mali staff to break down the big picture into manageable steps and customize reports to partners according to activities. World Renew also built capacity with the partners, and the management team is highly qualified in resource utilization, having successfully managed grants from several different donor agencies. World Renew also worked to help AEDM improve their financial management system.

**Informed and Timely Action:** World Renew was able to work with its partner organizations to make mid-course implementation adjustments that helped the project achieve its intended results.

## **D.9 LESSONS LEARNED AND RECOMMENDATIONS**

**1: Hire local facilitators, especially women, given security constraints:** Given the unforeseen political instability and insecurity that developed in Mali, it would have been advantageous to hire the local facilitator earlier in the

project timeline. This mitigation strategy worked very well as the facilitator drew little attention and was able to organize women and train on gardening.

**2: Allow for flexibility for more community ownership and alignment with community plans:** It is a challenge to work within a five-year program with community leaders who are thinking in one- to two-year cycles as opposed to five years. With the security issues, the Kurmari community goals and plans suddenly changed, so it is important that the program activities and indicators can easily adapt to the context.

**3: Improve how savings and lending is implemented:** Instead of using other financial institutions who refused to get involved, find a way to involve local businesses. Since the lending strategy is based on sharing risk and profit, there may be local business-people that would value the opportunity to work with the communities by giving them a loan based on local market price during harvest time and later being reimbursed with low interest (lower rates than the bank).

## E.1 MOZAMBIQUE EXECUTIVE SUMMARY

In Mozambique, the project **Promoting Sustainable Livelihood Development through Supporting Food Security and Economic Growth Initiatives** sought to enhance livelihood security for vulnerable households. In Mozambique, World Renew partnered with two local organizations to implement the project in Mozambique:

- Anglican Church of Mozambique, Diocese of Niassa (DoN), in Niassa Province; and
- Igreja Reformada em Mozambique Relief and Development Department (IRM-RDD) in Tete Province.

In total, over 6,778 unique individuals participated in Mozambique project activities, with many participating in more than one type of training. There were:

- 5,227 farmer participants, including 2,538 women and 2,689 men;
- 1,084 literacy training participants, including 679 women and 405 men;<sup>xlii</sup>
- 2,518 saving and lending group participants, including 1,554 women and 964 men.<sup>xliii</sup>

**Food Security:** Since the project began there have been great changes in the communities served by the project. There have been large increases in the number of farmers using sustainable agriculture methods, and these farmers are reporting corresponding increases in yield. The introduction of new crops and improvements in dry season vegetable production have contributed to increased dietary diversity as well as increased sales of excess produce. Benefits to project participants are visible and tangible.

**Sustainable Economic Growth:** As women make up a large percent of participants in the VSLA groups (63%), they are experiencing the most benefit from increased production and economic growth activities. The synergy between improvements in agriculture production and VSLA groups has led to sustainable economic growth.

**Community Governance Capacity:** World Renew experienced serious challenges in its relationship with the local partner IRM-RDD in the first two years of the project and, in light of the challenges, World Renew ended its partnership with IRM-RDD in December 2014 and continued the project with the DoN in north-central Mozambique, programming in the regions of Cobue, Lunho and Mecnhehas.

## IMPACTS AT A GLANCE

Mozambique

Participants



3440



3338

Actual Spending

\$897,085

**Key Challenge**  
Despite efforts to secure land tenure, the process for registration was too complex, and in the end not a top priority for participants

**Highlight 1**

99% of farmers are now practicing at least one new sustainable agriculture practice

**Highlight 2**

93% of female farmers report that their yields have improved as a result of using sustainable agriculture practices

## **E.2 PROJECT DESCRIPTION**

### **E.2.1 Project Rationale and Justification**

At the inception of the project, Mozambique ranked 165th out of 170 countries according to UNDP's 2010 Human Development Index. As of 2015, Mozambique remained near the bottom of the HDI, ranked 182<sup>nd</sup> out of 188 countries. 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 Millennium Development Goals (MDG), the percentage of people living below the national poverty line stood at 54.7% (UNDP, 2010). Out of a total population of 22 million people, 70% now live in rural areas and the vast majority of the rural populations are poor.<sup>xliv</sup>

Mozambique's national plan for poverty reduction 2011-2014 aimed at pursuing inclusive economic growth and reducing poverty and vulnerability. In 2015, Mozambique reached its MDG of halving the number of hungry people in the country. However, a quarter of the population remains malnourished (down from 56 percent in the early 1990s). Despite the gains that have been made, significant challenges to food and nutrition security remain and malnutrition rates are persistently high among children, with 42.7% of children in Mozambique stunted.<sup>xlv</sup> The most common micronutrient deficiencies are linked to a lack of vitamin A, iron and iodine. The first, and only, national study conducted in Mozambique on vitamin A deficiency in children aged 6 to 59 months, and their respective mothers, showed that 69% of children under 5 suffered from vitamin A deficiency.<sup>xlvi</sup> At the onset of this program, 71% of households in Niassa and Tete had acute or chronic food insecurity.

In recent decades, climate change has increasingly impacted Mozambique, and in particular the lives of smallholder farmers who are highly dependent on natural resources. Temperatures are rising, rain patterns are changing and the traditional seasons (hot and rainy, cool and dry) are increasingly more erratic, which affect the planning of agricultural activities. Smallholder farmer yields are low, mainly due to their dependence on rain-fed agriculture practices, little or no access to improved inputs (particularly seeds) and technologies (particularly those that improve soil fertility), significant post-harvest losses and poor management and control of plant and animal diseases. This is partly due to the weak linkages between agricultural research and extension services.<sup>xlvii</sup>

### **E.2.2 Identification of Stakeholder and Participants**

In addition to the stakeholders identified in section A.3.2, the following are additional stakeholders unique to the Mozambique project:

- Diocese of Niassa, the local partner who had primary responsibility for day-to-day implementation of the project in Niassa Province.
- IRM-RDD, the local partner who had primary responsibility for day-to-day implementation of the project in Tete Province until the partner ended December 2014.
- International Potato Center through their project promoting Orange Flesh Sweet Potato, provided DoN staff with training and planting material for project participants.

### **E.2.3 Governance Structure and Work Breakdown Structure**

World Renew had the overall responsibility for the project in accordance with the GAC contribution agreement. World Renew signed sub-agreements with the local partners in Mozambique— Anglican Church, Diocese of Niassa and the Igreja Reformada em Mozambique—to clarify responsibilities and requirements. A full description of the program governance model is provided in section A.3.3.

In July 2014, operational challenges with IRM-RDD resulted in World Renew suspending fund transfers. In December 2014 all project funding to this partner was discontinued and the partnership between World Renew and the Reformed Church of Mozambique was dissolved. The November 2014 report (Management Issues section) provided

a detailed explanation of the challenges experience with IRM-RDD. In January 2015, increased funds were made available to the Diocese of Niassa, enabling them to expand the project to the regions of Cobue and Mecnhas.

### E.3 PROJECT CONTEXT

Mozambique's transition from a post-conflict country to one of Africa's fastest growing economies has been impressive. Its GDP growth averaged 7.3% over the past decade and 89.1% of children are now in school. Despite this progress, Mozambique remains among the bottom 10 countries on the UNDP's 2016 HDI and over half of Mozambique's population lives on less than US\$1.90 per day.<sup>xlviii</sup> In general, 77% of smallholder farmers in Mozambique are highly vulnerable<sup>xlix</sup> and farm for sustenance, consuming, selling or trading the products of their agricultural labour. A further 15% of smallholder farmers can be classified as vulnerable, with a great proportion generating income from agriculture along with other multiple sources of income.

The impacts of climate change, including drought and flooding, threaten food security and rural livelihoods. A recent survey of smallholder households in Mozambique<sup>l</sup> found that 73% of farmers surveyed reported that their agriculture activities were seriously affected by a weather-related event in the past three years. In the same study, only 10% of farmers surveyed had access to a bank account. Outside of the formal banking system, the survey also found that smallholder farmers are only using non-bank financial institutions at a rate of 0.3% and up to 4% for credit unions. Instead, smallholder farmers are much more likely to use a saving or credit groups or a money lender.

In an effort to respond to the needs of the rural poor served by World Renew's partners, DoN and IRM-RDD, focused their efforts on underserved rural communities within their operational areas. All of the communities are agricultural in nature, but with varying contexts (some are on the Lake Shore while others are inland). Project communities served by DoN, for example, ranged from lakeshore communities near a major road, to communities well away from the main road (5-8 hours by foot). Soil types and staple crops vary from community to community, rainfall amounts vary across the region and the risk of flooding is significant in some communities.

The project undertook to make improvements in food security through the promotion of soil fertility enhancements via the introduction of CA. The project also introduced disease and drought resistant crop and tuber species, as well as new crops high in Vitamin A. Training and support for seed production, multiplication and improved crop storage methods were provided. Improved hermetic storage bags were introduced to farmers as an alternative form of storage. Farmers were also introduced to treadle pumps to improve off-season production of vegetables for consumption and for sale.

To meet their economic development objectives, VSLAs, were introduced to women and men, with groups formed and formally registered. The VSLA groups aimed to help lessen the impact of the hunger season, provide a source of funds and credit for investing in agriculture activities, pay for school fees and uniforms and purchase food, among other things.

In line with GAC's commitment to gender equality and the empowerment of women and girls, World Renew partners and communities in Mozambique put significant emphasis on the engagement of women in project planning and implementation. Particular attention was paid to building the leadership capacity of women. Gender training was given to farmer groups, VSLAs and other community groups such as the *Equipa de Vida's* (Life Groups) and the Orange Flesh Sweet Potato leadership groups in each community.

## E.4 OVERALL PROJECT PERFORMANCE ASSESSMENT

### E.4.1 Project Performance Assessment by Outcomes

#### *Ultimate Outcome – Livelihood Security for vulnerable households in identified communities within Mozambique*

Overall, the Sustainable Livelihoods project in Mozambique helped smallholder farming households to increase their livelihood security and improve their overall food and nutrition security, through increased application of sustainable agriculture methods and participation in savings and credit groups.

#### **Indicator 1: Income level from increased production and economic growth activities:**

Among project participants in Mozambique, females experienced a significant increase in the number of sources of income compared to males over the life of the project. Both female and male survey respondents acknowledged a change income from participation in the project; 97% of females and 94% of males report a significant increase in income (Figure 12).

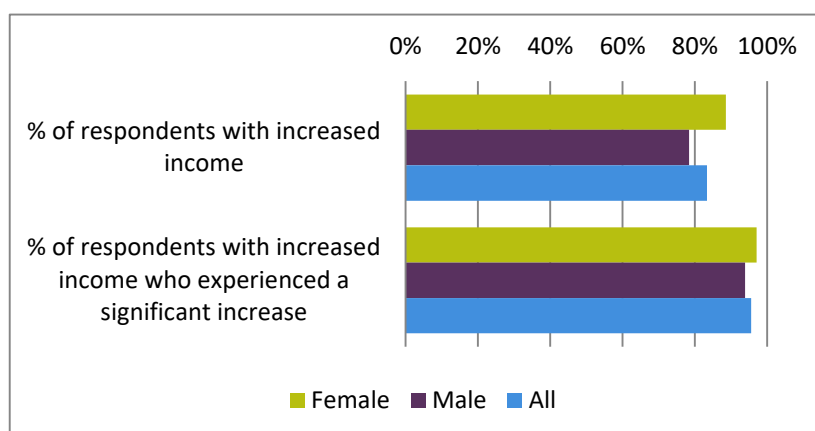


Figure 12: Changes in income from participation, Mozambique

#### **Indicator 2. Change in productive and non-productive assets:**

Table 14 below shows there have been significant changes in productive and non-productive assets as a

result of the program. Investments in agricultural activities resulted in a 40% increase in households who own farm tools or farm equipment, and a 40% increase in households that own a mobile phone. Statistically higher percentages of females, compared to males, reported ownership of homes (83%<sup>f</sup>, 71%<sup>m</sup>) and mobile phones (68%<sup>f</sup>, 46%<sup>m</sup>).

**Table 14: Change in Household Assets Among Mozambique Participants**

Indicator: Change in productive and non-productive assets:	Baseline Data	End of Project Results	Overall Change
i) Own a house	38%	77%	39%
ii) Own farm tools/equipment	24%	64%	40%
iii) Own a mobile phone	15%	55%	40%
iv) Own a bicycle	51%	78%	27%

**Indicator 3. Food security score constructed through a triangulated assessment of i) food frequency; ii) coping strategies; iii) dietary diversity score; and iv) seasonal food security score:** The observed increases in household income, as well as income diversity, supported changes in household food security that all exceeded end of project targets with the exception of the coping strategy score (Table 15). Seasonal food security scores for female and male participants were strongly statistically different (99% level of statistical significance), and food frequency scores for



females and males were also different, albeit to a lesser degree (90% level of statistical significance). In terms of overall change from baseline, female participants are either on par with their male counterparts or faring better.

<b>Table 15: Changes in Food Security Scores, Mozambique</b>				
<b>Indicator: Food security score constructed through a triangulated assessment of:</b>	<b>Baseline Data</b> All (Female, male)	<b>End of Project Target</b>	<b>End of Project Results</b> All (Female, male)	<b>Overall Change</b> All (Female, male)
<b>i) food frequency score</b>	3.63 (3.51f, 3.73m)	4.0	4.68 (4.51f, 4.83m)	1.05 (1.0f, 1.1m)
<b>ii) coping strategy score</b>	1.67 (1.82f, 1.56m)	1.5	1.80 (1.65f, 1.95m)	0.13 (-0.17f, 0.39m)
<b>iii) dietary diversity score</b>	5.41 (5.10f, 5.64m)	6.0	7.42 (7.23f, 7.60m)	2.01 (2.13f, 1.96m)
<b>iv) seasonal food security score</b>	2.29 (2.35f, 2.25m)	2.0	1.78 (1.30f, 2.22m)	-0.51(-1.05f, -0.03m)

***Intermediate Outcome 100: Increased application of sustainable agriculture methods by small-scale farmers, especially women***

In Mozambique, DoN well surpassed its target (59%), with 99% of participant farmers (same for male and female farmers) now practicing at least one sustainable agriculture method on their farm. According to the end line survey, farmers practiced minimum tillage, keeping the soil covered, proper spacing of seeds and intercropping at higher rates than the other practices that were taught (Table 16). This is consistent with the information provided by focus group participants.

Female focus group participants said that among the different farming lessons they learned, proper spacing of seeds, compost, intercropping and the use of GMCCs had the greatest benefit for them. For men, mulching was the number one method they said had the greatest benefit. Mulching and GMCCs led to increased persistence of soil moisture, conserving humidity, improving soil organic matter, decreasing erosion, and reducing the amount of money spent on fertilizer. Crop rotation was credited with decreasing pest attacks on crops. Mulching and composting were found to be the most difficult methods to put into practice, according to focus group participants. Compost requires a lot of work to make, while mulching requires a lot of work to cut and carry grass. Participants also said that they lacked materials to implement methods such as manure tea and bio-pesticides and bio-pesticides required more knowledge.

Ninety-two percent (94%f, 90%m) of farmers report that their yields have improved as a result of using sustainable agriculture practices, well above the target of 49%. Female and male focus group participants reported that bigger yields were achieved with maize, cassava, pigeon pea, cowpea, cabbage, lettuce and tomato. Many farmers mentioned that before the project they had heard about many of the new practices through Malawi Farm Radio, so that when the project brought training the communities were more than ready to take up new practices.

Table 16: Percent of Farmers Using Sustainable Agriculture Practices, Mozambique			
	Gender		All
	Female	Male	
Minimum tillage (CA Principle #1), including potholes	65%	51%	58%
Keeping the soil covered (CA Principle #2)	53%	77%	64%
Practicing crop rotation (CA Principle #3), including intercropping with legumes	33%	39%	36%
Practicing intercropping with legumes/GMCCs (CA Principle #3)	55%	48%	51%
Compost	31%	56%	43%
Bio-pesticides	20%	13%	17%
Use manure tea	28%	21%	25%
Proper spacing of seeds	59%	55%	57%
Not burning crop residues	32%	23%	28%

The project in Mozambique developed a strong focus on the three principles of CA. In depth training on CA was given to project participants in the last two years of the program resulting in a significant uptake of CA practices by both women and men. CA principles have the best effect on soil fertility and crop health when all three are integrated into a farming system, though two principles will have a positive effect. In Mozambique, 64% (58%f, 71%m) of participants were able to apply two CA principles while 26% (23%f, 29%m) of farmers were able to put all three principles into practice (Figure 13). The higher percent of men who were able to put the CA principles into practice is likely the result of more male farmers who are able to mulch their fields. Female focus group participants noted that they are limited by lack of access to labour, and mulching, while helpful, is a labour intensive activity.

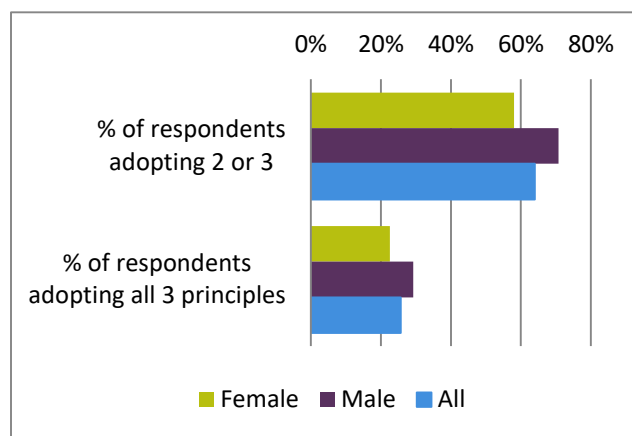


Figure 13: Farmers who have partially or completely adopted conservation agriculture, Mozambique

<b>Immediate Outcome:</b>	<b>110 Increased knowledge of men and women farmers to implement sustainable agricultural methods</b>
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By the end of the program, 48% of both female and male participants felt that they were knowledgeable on sustainable agriculture methods and are able to teach others, while 39% report to have some knowledge. Seventy-five percent of participants reported having increased knowledge of sustainable agriculture methods as a result of the project. Compared to the low level of knowledge that participants said they had at the beginning of the project (75% of women and 56% of men said they had no knowledge at the start of the program) women are now much more equipped to practice sustainable agriculture methods and teach their neighbours contributing to the long-term sustainability of the project. Overall, 99% of participating farmers agreed that sustainable agriculture is important.

In the first year of the program IRM-RDD trained 333 (147f, 186m) farmers in sustainable agriculture methods. By March 2014 33% of women and 76% of men surveyed were using one or more of the sustainable agriculture methods promoted by the project on their own plot.

<b>Immediate Outcome:</b>	<b><i>120 Improved household access to quality seed and crop varieties (including those resistant to high moisture stress)</i></b>
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Table 17 shows a large percent of participants overall grew at least one disease or drought resistant crop, with more females (98%) growing a new crop than males (82%). Male focus group participants mentioned growing crops such as maize variety Matuba (a drought tolerant variety introduced by the project), cassava variety Eyohe (a disease resistant variety), orange flesh sweet potato (high in Vitamin A), cabbage, lettuce, tomato, mucuna, cowpea and pigeon pea.

<b>Table 17: Respondents Who Grew Disease Resistant Crops, Mozambique</b>	
<b>Gender of respondent</b>	<b>% of respondents growing a disease resistant crop</b>
Female	97.8%
Male	82.5%
All	<b>90.7%</b>
N = 172	
Male and female means are different at the 1% level of significance	

Women focus group participants reported that they now sell and consume the harvest from the new crops they are growing. The funds from the sale of crops are being used to put their children in school (pay for uniforms and books), nourish themselves and their children and buy household goods.

Of those surveyed, 98% of females are confident that they can access seed as easily as men. Sixty-three percent of male focus group participants and 70% of female participants said they are able to access high quality seed. About half of those able to access seed were able to on their own, while the others required help

from the project, neighbours or adeptos. Those who were not able to access seed cited cost and the late availability of seed in the growing season as reasons for inaccessibility of high quality seed.

Improved, open-pollinated seeds that were made available to farmers helped fill the gap in seed scarcity, facilitated the adoption of new agriculture practices, and coupled with training in seed selection and seed saving, has led to the sustainable use of seeds and mitigated the need for on-going seed support.

In the IRM-RDD area, three disease and drought resistant crops (two varieties of maize and one variety of bean) were introduced and distributed in the first year of the project. By March 2014, 33% of women and 76% of men surveyed were able to access sufficient quantities of improved seed from the project. Eleven small-scale water resources were constructed for dry season gardening.

<b>Immediate Outcome:</b>	<b><i>140 Improved access to land and security of land tenure for small-scale farmers, especially women and other marginalized groups</i></b>
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While DoN facilitated five meetings in which community members engaged in discussions on land management issues such as access to land, user rights and how to invest on their land, they were unable to help farmers access land title.

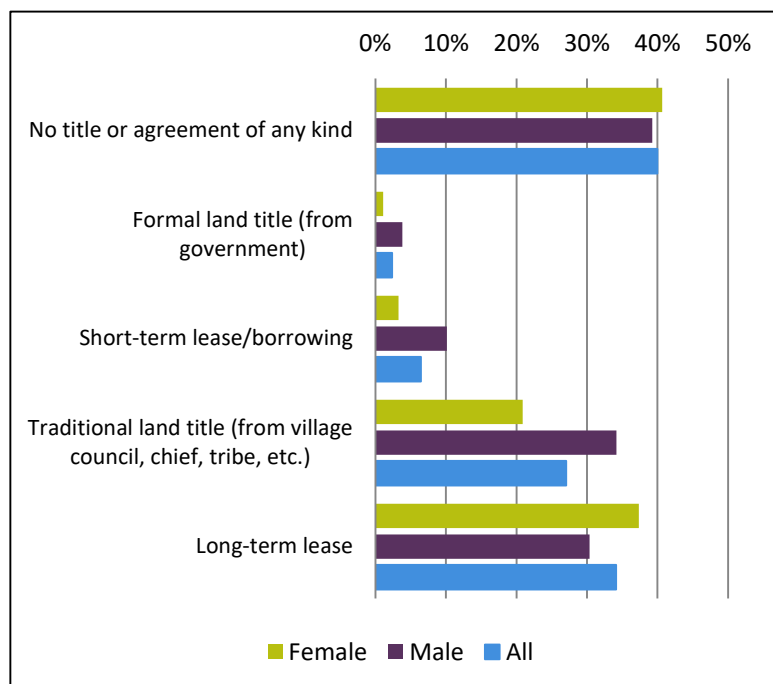


Figure 14: Percent of farmers reporting land tenure arrangements, Mozambique

DoN acknowledged the need for partnerships in order to help facilitate the complex nature of land tenure in Mozambique and pursued relationships to this effect. By May 2017, however, plans for pursuing land tenure were dropped as it was not a priority identified by project participants nor were expected outcomes related to land tenure to be achieved by the end of the project. Contact has been made with Fundação Iniciativa para Terras Comunitárias (ITC-F) in Mozambique and in November 2017 the organization started plans to do capacity building, demarcation and delimitation of community land in Cobue and Mecanhelas districts. Focus group participants did not identify whether the lack of access to land was due to issues of insecure tenure or as a result of being subject to someone else's decision over the use of land. Of note, however, focus group participants and key informants did not identify land access as a priority issue for future programming. Based on other land

tenure arrangements, however, 60% of farmers report that they have secure land tenure (Figure 14). This could, in part, be a result of a relatively low population and the use of mucuna to reclaim degraded land, decreasing the pressure to open up new land.

#### Intermediate Outcome 200 Increased engagement of household members, especially women, in profitable small scale enterprises

Seventy-seven percent (73%f, 83%m) of participants are engaged in income generating activities, exceeding the target of 71%, and VSLA members are using their savings or loans to invest in small business. One women's focus group participant said, *"I did not do business before, I only depended on my husband."* Of those surveyed, 79% of females and 84% of males had used a VSLA loan for investing in an IGA. Engagement in savings groups and small businesses has brought important life changes for women and men. Focus group participants said that they have an improved sense of dignity and pride and are more respected, they are now able to cover school expenses, purchase medicine and food and they have better skills to manage money, records and their businesses. Participants in men's focus groups said that the most important change to their lives since joining a VSLA is that they have better skills to manage money, keep records, and manage their business. One men's group said that even unmarried women do business now and people receive respect.

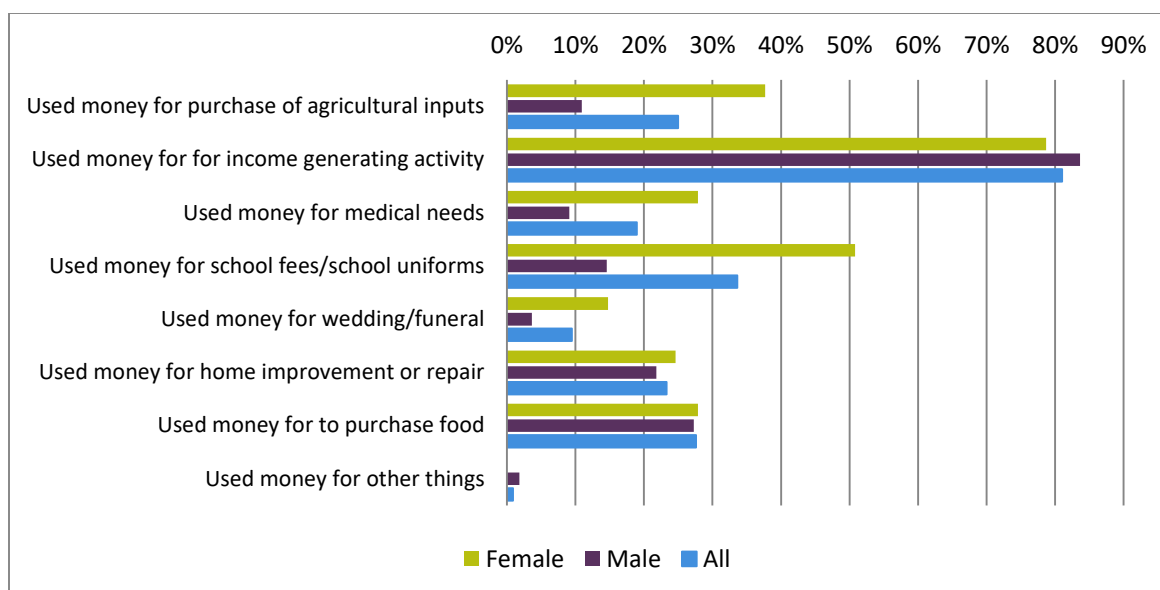


Figure 15: Ways in which respondents made use of their loan, Mozambique

<b>Immediate Outcome:</b>	<b>210 Increased knowledge among participants, especially women, about how to manage profitable small scale enterprises</b>
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Based on end-of-project results, 82% of female and 87% of male participants who are doing an IGA have a business plan, a significant increase over baseline (41%f, 44%m) and are better than the 62% target. This corresponds with 86% (82%f, 90%m) of participants who feel confident in their ability to manage their small business.

<b>Immediate Outcome:</b>	<b>220 Increased literacy and numeracy skills among participants in managing small businesses and/or community governance</b>
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No result is reported for Mozambique because literacy was only part of IRM-RDD's project plan, and IRM-RDD left the project in year two. By the end of IRM-RDD's participation in the project, however, 1,058 (676f, 382m) individuals had received training in functional literacy skills and 24 women had received vocational training.

**Intermediate Outcome 300: Improved governance among local community groups and strengthened performance in the planning and management of food security and economic development initiatives**

Sixty-three percent of communities targeted by the Diocese of Niassa (15 out of 24) have a community action plan that was developed in a participatory manner as the result of the leadership of a local community group.

<b>Immediate Outcome:</b>	<b>310 Increased knowledge of participatory processes by community groups to assess local needs and priorities and set community development agendas</b>
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Sixty-three percent of communities selected and targeted by the Diocese of Niassa (15 out of 24) for participatory needs assessment and planning have completed the process. The Diocese of Niassa carries out a robust process with the communities in which it works, engaging a range of community leaders including, but not exclusive to, the *Equipa de Vida* groups who are present in each community. Church leaders, women leaders from the OFSP committees, lead farmers and local chiefs were engaged in the planning and assessment process. All 31 communities that are a part of DoN's long terms work are tracking and making progress on their self-selected community capacity indicators. The communities that were added to the project in the last 1 to 2 years are not yet tracking community capacity indicators.

<b>Immediate Outcome:</b>	<b>320 Increased knowledge in the application of new community development and technical competencies by partner NGOs</b>
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The Diocese of Niassa increased knowledge in three new community development and technical competencies. With the support of World Renew and technical advisors, DoN has significantly increased their capacity in the programming areas of sustainable agriculture and village savings and lending associations. The World Renew Food Security and Agriculture Technical Advisor provided five visits that helped improve DoN capacity and the adeptos' skills in conservation agriculture, crop storage, insect pest management, and extension methods.

## E.5 PROJECT MANAGEMENT

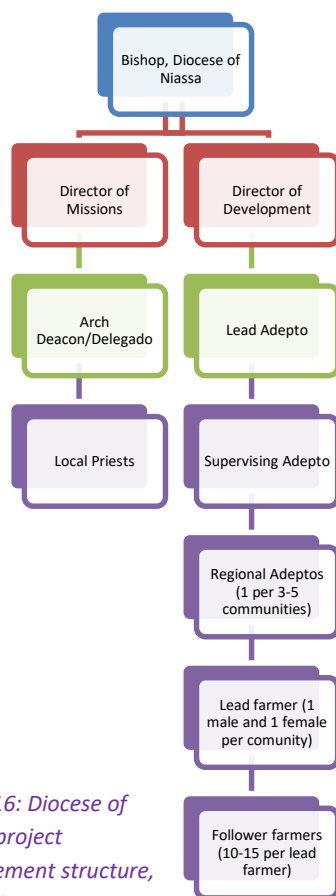


Figure 16: Diocese of Niassa project management structure, Mozambique

World Renew and its partner, the Diocese of Niassa, have robust management processes and procedures that supported sound program implementation. Within the DoN, project management is carried out by the development department working in conjunction with church structures. The development department, through the project coordinator, sets the work plan, activity schedule, arranges logistics, and holds primary responsibility for project monitoring and reporting. The project coordinator is responsible to the Bishop and the project staff, adeptos (village-level extension staff), receive logistical support from regional church staff. The unique management structure of the project has allowed DoN to work in 69 communities with a minimum number of supervisory staff (see Figure 16). The large area covered by the project is due to supervision and logistical help provided by the Diocese. Each of the Districts that the project works in (see project coverage map) has a supervising adepto who works with several regional adeptos. These regional adeptos are members of *Community Life Groups* and are farmers themselves who have been selected and trained by the Diocese in community mobilization, gender awareness and action planning. Agriculture and VSLA training was provided by World Renew technical staff. Regional Adeptos supervise 3-5 communities, though this differs by location. They are equipped with a bicycle for transportation. Ideally, in each community there are two lead farmers, one male and one female. Each lead farmer maintains a demonstration plot and agrees to make their plot available for learning. In addition, each lead farmer agrees to work with and train 10-15 follower farmers. The lead farmer and follower model came about after the formation of farmer groups and has been identified as a best practice emerging from this project.

## E.6 RISK MANAGEMENT

Among the operational and development risks identified at the beginning of the project, Operational Risk #2, the inability to find NGO staff and changes or turnover in personnel at World Renew, occurred throughout the life of the Mozambique project. The impacts of the risk were mitigated by providing on-going training and capacity building for partner staff to ensure that locally hired staff were able to carry out their expected roles and to be sure that partner staff were retained. World Renew experienced several staff turnovers in Mozambique. The impacts of World Renew staff turnovers were mitigated with timely recruitment of and handover to new staff, as well as providing the on-going services of the World Renew's Food Security and Agriculture Technical Advisor who helped to provide continuity and training over a three-year period from 2014-2017. No other operational or financial risks materialized for Mozambique over the life of the project.



The risk of a natural disaster did materialize for communities in Mecanhelas who experienced flooding in 2015. Low lying areas were inundated and crops washed away. In response to Development Risk 3, a post-flood emergency assessment<sup>ii</sup> was conducted in four of the project communities with a multi-stakeholder team that included World Renew and DoN partner staff, local community leaders, representatives from the local *Equipa de Vidas*, and other key informants. The assessment identified areas for the project team to monitor as it was found during the assessment that participants experienced at least two shocks during a single crop cycle such as pests, floods, insufficient rains, and too much rain at the wrong time of the crop cycle. Taking advantage of dry season agriculture on seasonal flood plains was one way in which the project helped participants, introducing vegetable gardening, composting, and pest management.

Climate change impacted project communities to varying degrees and depended on the soil type, crops grown, agronomic practices and time of planting. One of the major outcomes of the project, improving food security through increased production as a result of applying sustainable agriculture practices, directly addressed farmers' adaptive capacity to climate change. CA and associated good agronomic practices have helped farmers mitigate the risk associated with lack of rain. Improved seed selection and disease resistant crop varieties also helped farmers adapt to lower amounts of rainfall and increased pest and disease pressure. In some instances, poor rains helped to influence farmer adoption of improved agriculture practices as there was a stark contrast between fields farmed using traditional practices as compared to those using improved, climate-smart agriculture practices that conserve water and improve the soil's water holding capacity.

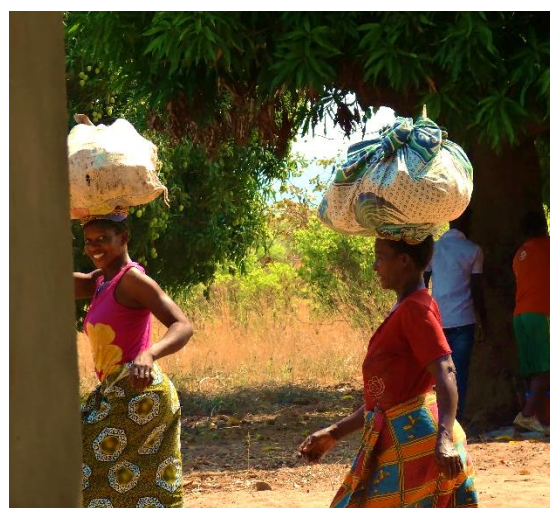
## E.7 CROSSCUTTING THEMES AND PRIORITIES

### E.7.1 Gender Equality Strategy

Implementation of World Renew's gender equality strategy in the Mozambique context seeks to empower women to participate in community development and decision-making while also sensitizing men about women's rights. Project and partner staff received gender training and the adeptos wove gender training into their work with project participants. Many VSLA focus group participants, women and men, mentioned changes in how men and women work together and make decisions, acknowledging that gender training provided by the project helped bring about these changes.

Participants in three out of the four women's focus groups said that lack of labour or help from others to do farm work was their biggest challenge. The difference in the uptake of new agriculture practices, particularly the labour intensive practice of mulching, of which men favored, was balanced by the less labour intensive practice of using GMCCs, which provides the benefits of mulch and diversified production, which was favoured by women. All of the men's focus groups and half of the women's groups said that there have been changes in the way that farm work is divided since the start of the project, while two women's groups expressed mixed opinions. Men said that there is now sharing of ideas between men and women and women said that men and women now work collaboratively together.

**Decision-Making:** Sensitizing men and raising the incomes of women makes it more likely that men and women will make decisions together about household finances. During the end-of-program evaluation, five out of six men's VSLA focus groups said that decisions are made together with their wives and that this is a change from how spending decisions have been made in their families since the project started. Men said that before, women had no voice but now the man *"must hear his wife and the woman hear the husband."*



*Women taking their orange flesh sweet potatoes to market near Cobue, Mozambique*

Project participants who were interviewed about their participation in the project highlighted the advances made for women in terms of decision-making and financial independence. Judith Masowo, a participant from Ngofi said, *“Women are now independent. Before the program women were depending on their husbands for every item which required money but now women can make money and access it in their savings group. Additionally, women have control over their own resources because they source it alone through selling their harvest. Furthermore, this program has provided a free and respectful way of earning money for women such as growing vegetables for business unlike trading their bodies for money. This has also reduced jealousy among rich and poor women. Women have learned how to sustain their lives through farming improved crops and processing quality foods.”*

**Rights:** Participants from across the project communities have noted that the project has improved the situation of women in their communities. Prior to the project, men did not want to hear the opinions of women. Ms. Krise Namakua, mother and grandmother, shared about how the situation of women improved in her community. She says, *“The women are free now. They can actually come to meetings and give input. Before, only men were allowed to speak. A few years ago, women wouldn’t have even had a chance to be interviewed.”* Empowering women and men with the opportunity for women’s voices to be heard is a big step towards helping women and girls realize their equal rights in society. Until women can make their needs known and heard, they have little chance of exercising their rights.

**Access to Development Resources and Benefits:** Savings groups play a pivotal role in reducing gender inequalities in access to and control over the resources and benefits of development. In many communities where people participated in saving and agriculture interventions, changes in the way that women are able to earn money and save it for their own priorities and benefits is evident. Project staff from DoN remarked that, *“The savings groups have enabled women to gain economic empowerment. Women involved in such groups are able to operate businesses, pay fees for their children and buy items for their households.”* As women earn more income, the respect and influence they have in the household increases. Three out of the four women’s focus groups said that they had an improved sense of dignity, pride and of being respected as a result of their participation in savings groups.

*“I learned about vegetable production along with other women and men in my village. Vegetables provide essential nutrients that fight against disease and increase immunity in the body. In her village, women work together with men in a group of fifteen at an irrigated vegetable garden close to the river. When the vegetables are ready, every member is allowed to harvest a little and the larger harvest is sold by the group and shared equally. Some women from the group used their money to buy a boat (something not typically owned by women) which they rent out to men for fishing.”*

*- Lucy Chembeza, project participant from Ngofi, Mozambique*

## E.7.2 Environment

The proposed interventions in this project anticipated having minimal environmental effects, however, integrating environmental management into all programming is an explicit priority of World Renew. The project in Mozambique sought to reverse environmental degradation that came as a result of inappropriate farming methods. Monocrop farming, intense cultivation not followed by fallow periods, slash and burn clearing methods and deforestation have all contributed to soil erosion. Severe deforestation has impacted rainfall and water infiltration.

The Mozambique project had a specific focus on soil conservation through encouraging farmers not to burn, and to apply the principles of conservation agriculture (minimum tillage, continuous soil cover and crop diversification/association). In addition, the DoN built a 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.

Farmers were encouraged to talk about their traditional practices, such as burning as a land clearing practice, to understand why the practice was developed by their ancestors, and to analyze whether the practice is still suited to

the current context. By and large, farmers recognized that while many of their traditional farming practices made sense in the past, new realities make them more harmful than helpful in regards to food production and for the long-term sustainability of agriculture as a livelihood. Replacing the practice of burning with conservation agriculture practices of mulching and the use of green manure cover crops helped to persuade farmers to change behaviour.

Treadle pumps were introduced for dry season vegetable gardening. As part of the training on the use of the pumps, groups were cautioned about drawing water from stressed sources. In some cases, groups were not able to use their pumps throughout the entire season as local leadership put limits on the drawing of water due to drought.

### **E.7.3 Governance Considerations**

The Diocese of Niassa has made several connections with local government in order to improve extension services and resources for communities and farmers. In the Mecanhelas area, local government agriculture extension agents actively participated in training held by DoN and World Renew. They have continued to provide visits to farmers, have participated in farmer field days and are cross promoting practices that DoN adeptos are emphasizing. Local agriculture officials have also provided vegetable seeds for participants who were trained in gardening and the relationship with DoN has proven to be mutually beneficial. During an interview with a local extension officer it was noted that they (the government extension officers) have plans but no money. *“We want to work more in partnership. Invite us. We could work more together; we can help each other.”*

On a national level, World Renew’s program advisor was able to connect with the Canadian High Commission and was invited to participate in Canada’s 150-year celebration. He presented on the work of World Renew in Mozambique and connect with other NGOs at a Roundtable on Women's and Girls' Economic Empowerment.

The DoN’s on-going partnership with the International Potato Center’s (IPC) Orange Flesh Sweet Potato initiative in Mozambique has been a great example of mutually-beneficial partnerships with good outcomes for project communities. Training and planting material provided by the IPC and delivered through this project’s network of local extension agents (adeptos) and farmer groups furthered project results.

## **E.8 SUCCESS FACTORS**

**Relevance:** This project met important needs in Mozambique addressing the main challenges of low production and productivity in agriculture that have resulted in food and nutrition insecurity. In Mozambique, these challenges include the low use of agricultural inputs, particularly improved seed, loss of soil quality and fertility, and large post-harvest losses, as well as low access to financial services and credit<sup>lii</sup>. Project interventions addressing improved access to quality seeds and improved production practices that conserve soil, ensuring that future generations will have viable livelihoods from farming, coupled with post-harvest management and savings and lending, are relevant to the local and regional needs that this project intended to respond.

The project was found to be consistent with GAC priorities for Mozambique including gender equality, environmental sustainability and participatory development and good governance. Other programs supported by GAC in the country also focus on food security and increasing incomes.

**Appropriateness of Design:** Diocese of Niassa staff assisted community leaders in facilitating participatory processes to assess community needs and make plans. Plans evolved over the course of the project and took into account lessons learned by project staff and participants. Approaches that did not yield good results were re-examined and new processes developed. For example, the initial training for staff and communities in conservation agriculture was not effective or appropriate for the context and required a big shift in behaviour without addressing underlying gaps in knowledge. A new approach that started by addressing staff and farmer gaps in knowledge, good agronomic practices and principles (rather than specific practices) led to farmer-centred experimentation and the development of effective strategies to address low food production.

Risks were identified and appropriately mitigated, including the addition of staff throughout the life of the project in order to address gaps identified and the need for consistent and quality follow-up that led to agriculture and VSLA participants feeling well supported by the project.

**Sustainability:** As highlighted in section E.5, the extension model of the project provides for a suitable mechanism to ensure that the results and benefits of the project will continue after GAC's involvement ends. Local project extension staff live and work in their home communities and are available as community resource persons after the project formally ends. All of the agriculture adeptos are farmers first and most have continued to cultivate crops even while working with this project. In addition, female and male lead farmers have been trained and work in their respective communities and they also remain as knowledgeable resource persons. Church leaders who have worked closely with the project, at the community and district levels have also shared their commitment to continue promoting the various practices and ideas promoted by this project. Relationships forged with local government extension officers also provides a mechanism for the on-going sustainability of project interventions.



*"I love being a farmer. Farmers really make something good come from the land." -Custodio, Adepto in Mecanhelas with the DoN*

World Renew remains committed to its partnership with DoN and plans for future programming to build on the outcomes and benefits from this project are underway.

**Partnership:** In the first two years of the project there was a difference in understanding between DoN and World Renew on how the project was to be rolled out. This resulted in having inappropriate support from World Renew and difficulties in project implementation by DoN. Initial training either provided or hosted by World Renew were too theoretical in nature and hence difficult to implement, especially since this was the first time for DoN to manage an agriculture project. DoN's primary expertise is in community health and HIV and AIDS. In addition, there was a language barrier between trainers and participants and this affected the acquisition of knowledge and on the ground implementation. This was mitigated through engaging World Renew and DoN staff to analyse project implementation plans, address training and implementation gaps, and define better roles and responsibilities of project participants, DoN and World Renew.

In 2014, a recently hired Food Security and Agriculture Technical Advisor at the World Renew headquarters office was engaged to provide consultation and practical training to DoN and World Renew staff. She facilitated a process of farmer experimentation as a means to identify appropriate interventions and learning from other successful conservation agriculture projects was used to develop a lead farmer-follower farmer strategy. A program advisor, hired in year three of the program by World Renew, was an important outcome in relation to partnership. A Mozambican, he was stationed near DoN's central office, made frequent visits to communities and provided support to project staff.

Exchange learning at a CFGB CA workshop attended by the DoN Project coordinator and information shared by CARE in Nampula were also very helpful. Formal agreements made with lead farmers was also an important management tool that was put in place.

As a testament to the significant changes that resulted from good partnership and the incorporation of lessons learned over the life of the project, the agriculture work carried out by DoN in the second half of the project has been host to two exchange visits from NGOs visiting from Malawi to learn from DoN's work, and the farmer-led

experimentation carried out by DoN participants has been presented on in multiple forums, including the ECHO International Agriculture Conference in Fort Myers, Florida (2016).

**Innovation:** The emphasis on experimentation was an important innovation in the project. Through a facilitated consultation process, context-appropriate intercropping options were identified and options presented to lead farmers. A focus on adaptation rather than adoption of conservation agriculture practices gave farmers the freedom to decide which practices to implement and to adapt them to different crops and conditions. A result of this approach was a farming system of intercropping maize, 60-day cowpea and mucuna that is rapidly spreading.

Smartphones were distributed to a sub-group of adeptos working in the three regions (Cobue, Lunho and Mecanhelas) and a WhatsApp group was established. These first time users of this technology shared photos and stories to foster learning between regions and sent questions to World Renew staff regarding pest identification and crop diseases. World Renew's Food Security and Agriculture Technical Advisor was able to respond to questions and make recommendations in between on-site visits. It was also a helpful tool for project monitoring and facilitated the timely sharing of reports (photos of reports were taken and sent to the management team and hard copies were sent by bus).

While farm radio was not an element of this project, many of the project participants listened to Farm Radio Malawi, especially communities near the Malawi border in Mecanhelas and Lake Malawi. Many participants had already heard about conservation agriculture, VSLA and gender on the radio, prior to any intervention by DoN. Through interviews and focus groups, participants highlighted that hearing about the project interventions on the radio first made them eager to learn more and put these new things into practice.

**Appropriateness of Resources Utilization:** Assistance from the headquarters office was helpful for World Renew Mozambique staff to break down the overall project into manageable steps and customize reports according to activities. World Renew also built capacity with DoN, particularly in the areas of managing agriculture and VSLA programs. The partner management team is highly qualified in resource utilization, having successfully managed grants from several different donor agencies (e.g. USAID, Tearfund, Episcopal Relief and Development).

**Informed and Timely Action:** World Renew and the Diocese of Niassa anticipated and responded to change based on adequate information. Appropriate actions were taken to manage risks and effective processes were in place to monitor and report on internal and external risks. Mid-course implementation adjustments were made in order to ensure that the project met its intended results. When additional communities were added to the project after the partnership with IRM-RDD was closed, additional adeptos were hired and trained in order to maintain project quality and keep implementation plans on track.

## E.9 LESSONS LEARNED AND RECOMMENDATIONS

**1. Using farm radio to introduce and reinforce messaging:** The influence of radio in preparing communities for the arrival of the project was unknown at the beginning of the project but became apparent as the project moved into new communities where Farm Radio Malawi was broadcast. A more intentional and coordinated approach utilizing Farm Radio to introduce and reinforce project messaging is recommended. Radio is also useful in scaling-up practices that have already taken root.

**2. Using farm radio to introduce and reinforce messaging:** The influence of radio in preparing communities for the arrival of the project was unknown at the beginning of the project but became apparent as the project moved into new communities where Farm Radio Malawi was broadcast. A more intentional and coordinated approach utilizing Farm Radio to introduce and reinforce project messaging is recommended may lead to adjustments in project activities through the life of the project but ultimately lead to good results.

**3. Food security programming include nutrition outcomes:** Given the low nutrition status of women and children in the Province of Niassa, it is recommended that future projects also include nutrition specific outcomes. One

suggestion is to include the integration of fruit trees as a perennial food source that also address environmental outcomes related to reversing deforestation.

**4. Financial literacy and business planning:** Ensure that financial literacy and business planning are essential components in a multi-year VSLA program to help participants ensure that their micro-enterprises are profitable and to reduce competition between VSLA members engaging in the same business. Introducing youth to the concept of savings through youth-specific VSL clubs is also a good strategy to include in future programming.

**5. Investment in mobile technology:** In project contexts with large service areas and few qualified extension officers, investments in mobile technology for information sharing, access to technical information and project monitoring are good investments. The quality of phones and spare batteries should be considered when making purchase decisions.

**6. Behaviour change approach utilizing formative research:** When introducing new technology or farming methods, a behaviour change approach utilizing formative research would save time and improve the rate and longevity of adoption. In Mozambique, introducing improved silos for the storage of small grains, especially maize, was met with little to no uptake. Farmers failed to acknowledge that they were having significant post-harvest losses, and the principles behind the improved silo design were not well understood by the local extension agents or the farmers. After conducting basic formative research, adeptos were given instruction in basic insect biology (including post-harvest pest lifecycles) and traditional methods of maize storage were explored. PICS bags were introduced and were directed at farmers growing legumes, as a safe and effective means of protecting legumes from post-harvest losses. It was hoped that the uptake of PICS bags for legumes would lead farmers to experiment with PICS for maize as well. Based on interviews and observations during the end-of-program evaluation, it is evident that households are starting to change their storage practices.



## F.1 TANZANIA EXECUTIVE SUMMARY

In Tanzania, the **Promoting Sustainable Livelihood Development through Supporting Food Security and Economic Growth Initiatives** project sought to enhance livelihood security for vulnerable households. World Renew partnered with two local organizations to implement the project in Tanzania:

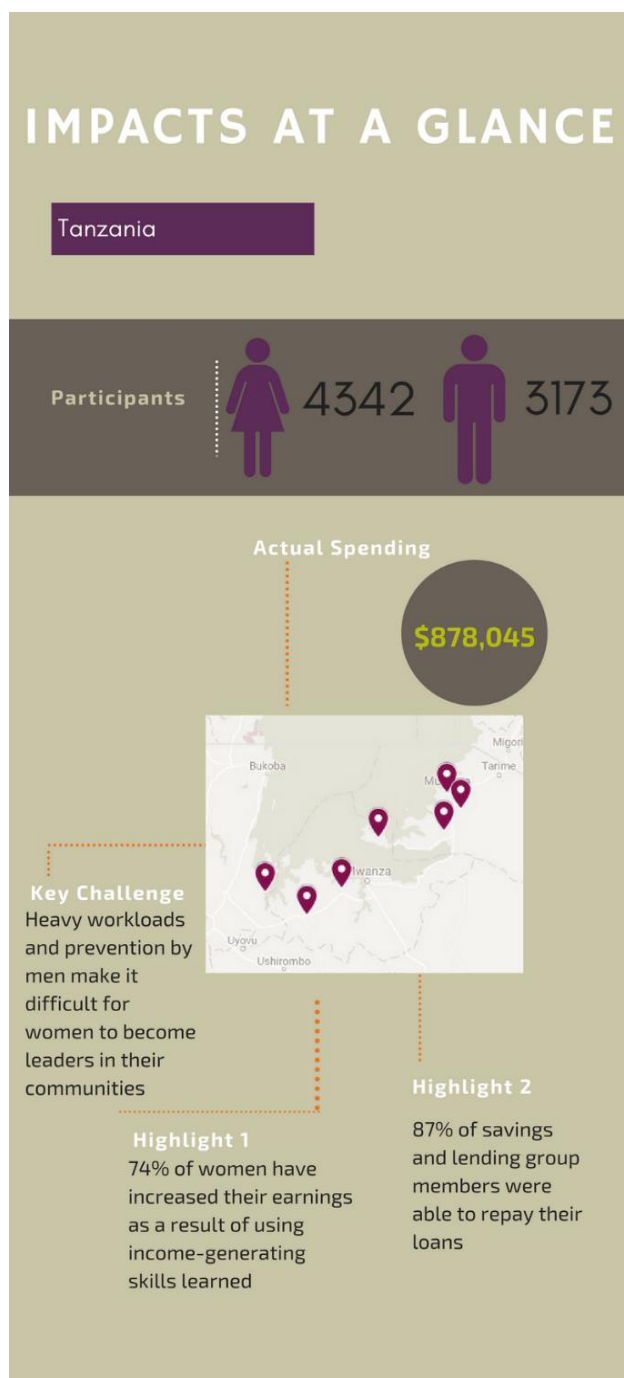
- Africa Inland Church of Tanzania - Geita Diocese, which programmed in 14 communities in districts of Geita, Chato, Sengerema, Nyangwale, and Ngara; and
- Africa Inland Church of Tanzania - Mara and Ukerewe Diocese, which targeted 13 communities in the districts of Musoma Rural, Butiama, Serengeti, and Bunda, as well as Ukerewe Island.

In total, over 7,400<sup>liii</sup> individuals participated in Tanzania project activities:

- 6,879 farmer participants, including 4,245 women and 2,634 men;
- 1,068 literacy participants, including 581 women and 487 men;
- 7,212 saving and lending group participants, including 4,527 women and 2,685 men; and
- 1,345 community leaders were trained, including 521 women and 824 men.

**Food Security:** Overall, the Sustainable Livelihoods project in Tanzania improved food security and livelihoods for participating small-scale farmers. World Renew and the two local implementing partners provided training and mentoring on improved farming methods such as using improved seed varieties, bio-fertilizer, crop spacing, crop rotation, farming calendars, and crop protection for 6,314 (3,488f, 2,826m) farmers. Farmers were organized into farmer learning groups and linked with agriculture extension officers, government forestry offices, and other resource institutions. Farmer learning groups were also supported in savings-based credit formation so that they were better able to access financing for farm inputs, such as seeds and tools.

**Sustainable economic growth** was also enhanced through the formation and support of VSLAs. A total of 322 saving and lending groups received skills training for income generation, including animal husbandry, tailoring, carpentry and value-added processing of agricultural products. Planning for sustainability and continued success of Village Community Banks (VICOBA), World Renew and the two AICT partners trained the savings and lending groups and



built the organizational capacity of these groups to manage their own activities. In addition, women were linked to vocational training to improve their economic understanding and skills.

**Community Governance Capacity:** The two partners trained 556 women for community leadership and sensitized 2,229 women and 1,579 men to the importance of involving women in community decision-making. Geita and MUD shared that the gender and leadership trainings have made a positive difference in the communities, opening the spaces for conversations on men allowing their wives to take positions of leadership in the community.

## **F.2 PROJECT DESCRIPTION**

### **F.2.1 Project Rationale and Justification**

World Renew has been implementing community development and poverty alleviation activities with local partners in Tanzania since 1990, including income generation activities, group savings-based credit, HIV and AIDS and programs to build the capacity of local churches to address poverty. World Renew has worked with the Africa Inland Church of Tanzania since 1995 and began partnering with the Dioceses of Geita in 2007 and MUD in 2010. It has become increasingly evident that the highest levels of poverty were found in rural households who are dependent upon subsistence agriculture and fishing for their livelihoods. Poverty in the rural areas is compounded by chronic underlying issues such as unfavorable climate conditions, poor farming methods, weak markets for most products, and high prices for agricultural inputs. Subsistence farmers lacked finances for agricultural inputs and usually depend heavily on one crop, maize. Deforestation and over reliance on inorganic fertilizers has resulted in degraded land and contributed to soil infertility and low yields.

Despite the significant contribution that women make in agriculture, their access to productive resources is more limited than that of men. Women, particularly those living in rural areas, own fewer livestock and have limited access to new technologies, training, vocational education, credit and other financial services.<sup>liv</sup> Though government has simplified the process for gaining land title, most rural farmers, especially women and the marginalized, lack the knowledge to begin this process.

In collaboration with community leaders, World Renew and its partners began to plan for programming that promoted sustainable agriculture and supported non-farm economic diversification opportunities that also promoted gender equality and community governance. The Tanzania project sought to enhance food security and livelihoods for small-scale farmers through training and mentoring on improved farming methods. In recognition that there is a lack of financial services available for rural subsistence farmers, the project also supported economic growth through the strengthening of existing and formation of new saving and lending groups, known as VICOBA in Tanzania. Farmer learning groups were trained on savings-based credit for capital formation so that they could better access financing for farm inputs, such as seeds and tools. Farmers received training on poultry, pig and cattle keeping practices including how to protect against animal diseases, and proper feed and fodder preparation. World Renew and its partners trained VICOBA members on setting their own mutually agreed upon terms and built their organizational capacity to sustainably continue to save well beyond the project timeframe. Moreover, awareness raising and educational events focusing on the rights of women and gender equality in the household economy and land rights were undertaken in participating communities.

### **F.2.2 Identification of Stakeholder and Participants**

In addition to the stakeholders identified in section A.3.2, the following are additional stakeholders unique to the Tanzania project:

- AICT Geita and AICT MUD, who had the primary responsibility for day-to-day implementation of the project.
- ECHO East Africa was used as a resource since they gather local solutions that promote sustainable agriculture techniques, nutritional plants and appropriate technologies.

- Sengerema Informal Sector Association, a local organization, was consulted for their expertise and experience in land ownership, rights and registration.
- District government officers, including District Livestock Officers, District Agriculture Officers and District Extension Officers who worked in partnership with World Renew and AICT Geita and MUD in providing expertise and support.
- Tanzania Gatsby Trust, Quton Seeds Tanzania Limited, and VI-agro Forestry who provided technical support in small-medium enterprise, improved seeds and agroforestry, respectively.

The 27 specific communities and 7,495 (4,342f, 3,173m) participants were selected because AICT Geita and MUD were already working in these areas helping existing local organizations work together with their communities to bring about positive and sustainable change. With the support of Tearfund, both partners were able to utilize the Umoja approach, to facilitate trainings and follow-up that inspired and equipped local community and religious leaders with a vision for determining their own future with local resources<sup>lv</sup>. This project came at a time when the communities had completed the stages of envisioning and equipping the community, and dreaming dreams and planning for action. Ready to mobilize their community action plan, communities were eager to build their capacity in food security, livelihoods and community governance.

### **F.2.3 Governance Structure and Work Breakdown Structure**

World Renew had the overall responsibility for the project in accordance with the GAC contribution agreement. World Renew signed sub-agreements with each of the two local partners in Tanzania—AICT Geita and AICT MUD—to clarify responsibilities and requirements. A full description of the program governance model is provided in section A.3.3.

## **F.3 PROJECT CONTEXT**

Since 2000, Tanzania has made significant progress in improving the economic and social context for decent work<sup>lvi</sup> and has since experienced average GDP growth of between 5 and 7 percent.<sup>lvii</sup> Employment creation and agriculture have been given a key role within Tanzania's National Strategy for Growth and Reduction of Poverty II. However, despite growth in sectors such as construction, communications, mining and finance, Tanzania remains primarily a rural country with an agriculture-based economy that employs the majority of the national labour force.<sup>lviii</sup> The country's economy is still highly dependent on rain-fed agriculture which contributes an estimated 30% to the GDP and accounts for 64% of all export earnings.<sup>lix</sup>

The largest region of the Tanzania project, Mara, has half of its population assessed to be food insecure and suffering from the highest prevalence of undernourishment in the country, coupled with the lowest average energy consumption.<sup>lx</sup> With close to 50% of its population suffering from hunger, it is considered to be among one of the most food deprived regions in the country and has seen no reduction in depth of hunger since 2001.<sup>lxi</sup> The average yield per acre is approximately 2.5 bags of 90kg each (225 kg).

Most farmers in the Mara region depend on maize as their main source of food, yet they also face drought that leads to low production and food insecurity. Traditional farming practices include the use of low yielding traditional seeds, excessive tilling, mono-cropping, ploughing along the contours, and scattering of seeds instead of using proper spacing. Most farmers use traditional farming practices such as the use of hand hoes, and farmers have failed to adopt new crop varieties that better suit the current climate conditions. A combination of these factors has led to a major decline in the productive capacity of the land in the region as seen through a loss of soil biomass, decreased productivity or potential productivity, and a loss or change in vegetative cover and soil nutrients in the region.

Cultural attitudes towards gender roles has also contributed to poor agricultural practices and low production in Tanzania. There is a significant imbalance in taking shared roles and responsibilities between men and women in preparation, planting, weeding, harvesting and marketing of the produce and land ownership. Agricultural decisions and control, such as what proportion and at what price to sell the harvest and ownership of the revenues, are held

by men, yet the majority of the work is performed by women who have no control over the results of their production. Lack of education and awareness over land rights are the main causes of this imbalance between the need for labour and the power to make a decision required for food production. “Lack of land access and customary laws that constrain women’s land rights make it difficult to empower women as farmers; although the statutory framework prohibits discrimination, customary laws are deeply ingrained, and women often do not know their rights to land nor their ability to protect these rights through village councils and the judicial process. Moreover, domestic and agricultural responsibilities place a heavy unpaid time burden on women, which is exacerbated by lack of basic infrastructure, especially in water and transportation”<sup>lxii</sup>.

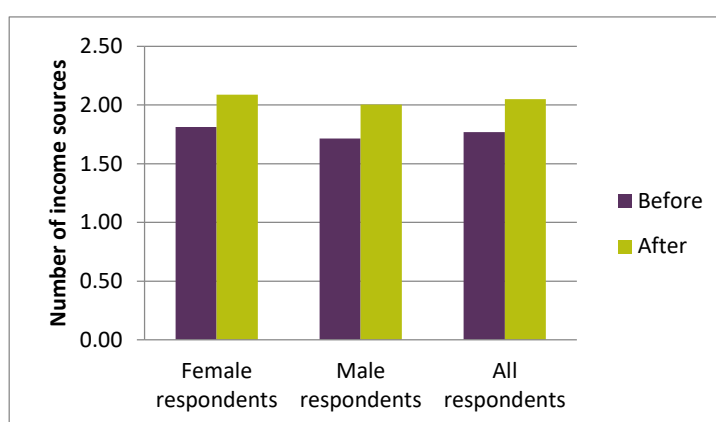
## F.4 OVERALL PROJECT PERFORMANCE ASSESSMENT

### F.4.1 Project Performance Assessment by Outcomes

#### *Ultimate Outcome – Livelihood Security for vulnerable households in identified communities within Tanzania*

##### **Indicator 1: Income level from increased production and economic growth activities:**

Figure 17 below illustrates that households who responded to the end-of-program evaluation survey reported an increase in the number of income sources after joining the project. A greater number of participants have diverse sources of income including farming, selling of livestock, fish ponds, sales of eggs, meat and honey, value-added processing, including milling cereals into flour and selling baked goods, among other sources. With 76% (74%f, 78%m) respondents reporting an increase in income, it is evident that households have also experienced an increase in income and thus assets (see Ultimate Outcome Indicator 2 below).



*Figure 17: Mean number of income sources before and after project, Tanzania*

**Indicator 2. Change in productive and non-productive assets:** Table 18 below shows the change in household assets of participants over the life the project in Tanzania. The number of participants that have experienced an increased in the number of assets since joining the project has grown. This increase indicates that the project contributed to participants’ ability to add to their household income and expand their asset base to essential items such as houses, farm tools and/or equipment, mobile phones to assist in their communication and bicycles to increase their mobility. The ownership of mobile phones and bicycles has experienced the largest increase.

Table 18: Change in Household Assets, Tanzania			
Indicator: Change in productive and non-productive assets:	Baseline Data	End of Project Results	Overall Change
i) Own a house	61%	90%	29%
ii) Own farm tools/equipment	61%	90%	29%
iii) Own a mobile phone	41%	82%	41%
iv) Own a bicycle	52%	90%	38%

**Indicator 3. Food security score constructed through a triangulated assessment of i) food frequency; ii) coping strategies; iii) dietary diversity score; and iv) seasonal food security score:** While the Tanzania project did not achieve all of its food security targets, with just a slight increase in food frequency, it may still have been successful in keeping vulnerable households from sliding into deeper levels of food insecurity than if they had not been part of the program. Extreme drought has resulted in some of the Tanzania project villages not having received any appreciable precipitation in three years, and this drought, coupled with the recent invasion of army worm, could have pushed residents of these villages toward starvation if this project had not been able to provide them with other sources of income through the savings groups that were established. Many of the final food security project results for Tanzania are not appreciably different from baseline, giving further credence to the notion that the growth in number of income sources for Tanzania project participants enabled them to essentially maintain the overall levels of food security that they had prior to the start of this program in 2012.

Table 19 below provides an overview of the food security scores for Tanzania. Over the course of the project, the scores for food security, coping strategies and seasonal food security increased, particularly for women. The most significant positive change was that of 0.28 (0.31f, 0.25m) in food security scores. During the end-of-program evaluation, the food security score was measured by asking participants when during the previous 24-hour period did they and others in their household consume food. The project contributed to participants' ability to more readily consume food throughout the day either because of increased harvests or increased sources of funds to purchase food. A majority of respondents noted that they consumed something before a morning meal, 36% (32%f, 40%m), and a morning meal 49% (52%f, 46%m).

Over the life of the program, dietary diversity scores decreased slightly, but were not strongly statistically significant. This corresponds to comments made throughout focus group discussions of the end-of-program evaluation where men reported their dietary preference for only maize and cassava. In the National Survey and Segmentation of Smallholder Households in Tanzania, it is noted that, "Smallholders in Tanzania tend to grow a limited number of crops, and maize is almost always one of them. This lack of diversity can be a significant risk because families end up depending on a single crop that is likely to be abundant in the marketplace and is priced low."<sup>lxiii</sup> Over dependence on a limited number of crops is something that World Renew will continue to work on. Experiencing prolonged periods of rainfall shortage and drought may have also impacted households' ability to harvest a more diversified number of crops. Prolonged droughts likely also contributed to the slight worsening of seasonal food security scores (0.16 change).

Table 19: Changes in Food Security Scores, Tanzania			
Indicator: Food security score constructed through a triangulated assessment of:	Baseline Data All (Female, male)	End of Project Results All (Female, male)	Overall Change All (Female, male)
i) food frequency score	2.57 (2.56f, 2.58m)	2.85 (2.87f, 2.83m)	0.28 (0.31f, 0.25m)
ii) coping strategy score	2.64 (2.63f, 2.66m)	2.84 (2.99f, 2.65m)	0.20 (0.36f, -0.01m)
iii) dietary diversity score	6.25 (6.00f, 6.55m)	5.36 (5.24f, 5.5m)	-0.89 (-0.76f -1.05m)
iv) seasonal food security score	4.40 (4.07f, 4.78m)	4.56 (4.79f, 4.27m)	0.16 (0.72f, -0.51m)

**Intermediate Outcome 100: Increased application of sustainable agriculture methods by small-scale farmers, especially women**

With a CFGB Scale-Up of CA project currently being implemented by the same two partners and in eight of the same communities as the Promoting Sustainable Livelihoods project, World Renew and the partners have assessed that the adoption of some CA principles have been effective in retaining soil fertility as well as increasing crop yield. The farmers that have been trained by the project are practicing at least one of the sustainable agriculture methods introduced into the communities including applying mulch (soil cover), minimum tillage, intercropping, manure application, and crop spacing.

<b>Immediate Outcome:</b>	<b>110 Increased knowledge of men and women farmers to implement sustainable agricultural methods</b>
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Figure 18 illustrates the difference in uptake of CA principles between women and men. The higher uptake of minimum tillage can be attributed to Southern and Eastern Africa's exposure to the concept over the past two decades. Minimum tillage has also been incorporated into regional agricultural policies by the New Partnership for Africa's Development, the African Conservation Tillage Network and by the Alliance for a Green Revolution in Africa. In the eight communities where the Scale-Up of CA program has also been implemented, farmers are already observing improvements in the organic matter content and soil fertility in their fields. As a result, there has been a decrease in soil erosion, conservation of soil moisture and increase in yield. A farmer in Wagete community said, "I thank God I used the farming techniques I learned through the training from AICT MUD. This enabled me to harvest three bags from my acre of land compared to my neighbours who did not get anything at all from their farm."

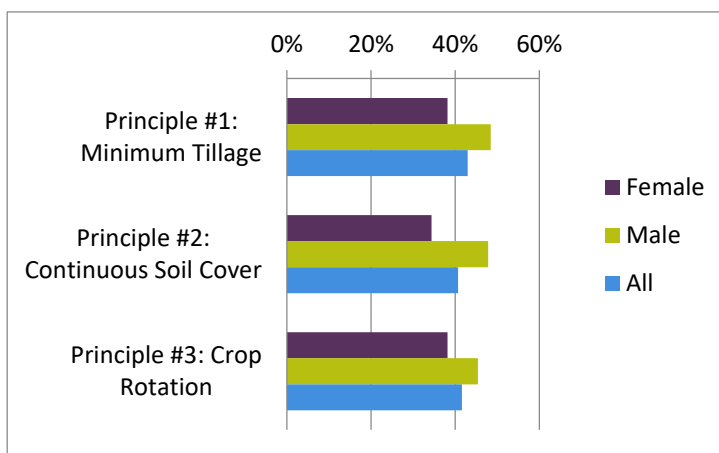


Figure 18: Farmer adoption of conservation agriculture principles, Tanzania

As it relates to soil coverage, farmers, particularly women, reported that they have difficulty finding mulch to cover the soil. Cutting and carrying mulch requires a lot of time and labour. Dry mulch coming from crop residues or grasses is certainly an issue, especially in Geita and Mara regions where there is low rainfall and in areas where people also keep livestock. Farmers have been introduced to GMCCs such as Canavalia (jackbean), pigeon pea, cowpea and velvet bean as well as leguminous trees. World Renew, Geita and MUD have realized that a challenge with GMCCs is that there are no one-size fits all crops and further experimentation is needed to determine which crops work best in particular environmental conditions. Farmers need to weigh the benefits of a dense soil cover from crops that are largely inedible (mucuna, jack bean) with those that provide an edible product for consumption and sale (pigeon pea, lablab). Some of the highest value GMCC crops in Tanzania, lablab and pigeon pea, are also prone to pests that attack the flowers and developing pods, so if farmers are not monitoring their crops regularly and using pest control when necessary, they are left with plenty of organic matter but no edible harvest.

Focus group participants noted that they faced challenges in implementing the principle of permanent ground cover. In total, 66% of male focus groups and 80% of female focus groups reported that crop cover or mulching was the most difficult new farming method to put into practice. Respondents in some of the men's focus groups noted that those with larger fields found it difficult to find sufficient mulch to cover their entire farm. In the female focus groups, respondents said that because crop cover has multiple uses such as thatching roofs, floor mats and animal feed, covering their fields with it might be their last priority. One woman noted that their neighbouring farmer still slash



and burns their field and she fears that her field may catch on fire more readily because of the increased mulch she applies.

By the end of the project, a total of 81 Farmer Field Schools (FFS) with demonstration plots had been established, an increase of 75 from the baseline level of 6. Each FFS consisted of approximately 25 members, totaling 2,076 (1,100f, 976m) farmers. Each group maintained a demonstration plot where they received training on sustainable agricultural techniques and were able to immediately practice what they had learned. Farmers expressed appreciation for this model, as after they had some opportunity to experiment with new techniques and different crop varieties, they were able to implement their learning on their own land, with less risk. Fifteen participatory research experiments were conducted with farmers to test new farming techniques and fourteen experiments were conducted to test new crop varieties.

<b>Immediate Outcome:</b>	<b><i>120 Improved household access to quality seed and crop varieties (including those resistant to high moisture stress)</i></b>
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Eight-two percent of farmers surveyed report that they are growing at least one disease or drought tolerant crop, representing an increase of 25% from baseline. Farmers appreciated that MUD made maize seed available at a reduced cost, although one group complained that the quantity was not enough and came late. Some of the typical problems farmers experience in accessing high quality seed are high price, lack of availability at the times that it is needed, and poor quality (sometimes farmers are sold fake seeds).

Ninety-three percent of women surveyed for the end-of-program evaluation reported confidence that they could obtain seed and fertilizer as easily as men, while 88% of male farmers agreed that women could access seed and fertilizer as easily as they could. Eighty-eight percent of the female focus groups reported that they were able to access good quality seed either on their own. The high confidence rates and the ability of females to access good quality seed can be attributed to both partners' efforts to strengthen linkages with local Ministry of Agriculture officials and input suppliers in the region, with a focus on empowering female farmers.



*Devastating climatic changes have led to unpredictable rains, affecting farming activities in Tanzania. After putting training into practice, farmers are experiencing changes in food availability. Mr. Constantine, a farmer from Kasuguti, used improved seed, planted on time, and incorporated manure into his field and used mulch. This combination of practices led to a harvest sufficient for his family's food needs for the year, with extra left over to sell in order to have money for other household needs.*

*- Mr. Constantine, with World Renew Country Director Jim Zylstra, Kasuguti, Tanzania (AICT)*

<b>Immediate Outcome:</b>	<b><i>130 Increased knowledge of participants (m/f) about animal husbandry practices</i></b>
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Over the life of the project, there was a 10% (10%f, 9%m) increase in the percentage of project participants who were practicing animal husbandry. Participants supported by AICT Geita and MUD received training in animal husbandry including raising goats, chickens and cows, aquaculture and apiculture. The final survey that was conducted for the end of program evaluation revealed that 77% (73%f, 82%m) of farmers who participated in the Tanzania project have used improved animal husbandry practices such as vaccinations, improved enclosures for beekeeping and fish farming, improved feed source and rotational grazing. Thirty-four percent of project participants

*"Wow! We had the bees in our bee house at zero cost. Nobody went to the forest to collect them but they came by on their own. We now only need to wait to see the product of our investment that will enable us to increase the capital in our group and to also have honey at home, reducing the burden of buying sugar, " said one group member.*

- Tushirikiane Group member, Wagete, Tanzania  
(AICT MUD)



Placing the beehive up high to attract bees,  
Tanzania

now feel confident in their ability to breed and raise healthy livestock. Farmers have been benefiting from beekeeping and say this is contributing to their lives through increased income from selling honey and wax. Beekeepers appreciate that the activity is not time-consuming; the bees do the work and provide an income as there is a very good market for honey which is used both for a sweetener and for medicinal purposes. Beyond the direct project participants, others are also copying the beehives and installing them on their own. Farmers are challenged, however, in accessing the capital to purchase hive materials. AICT Geita remarks that where there is an existing market and local knowledge on a practice, scaling up the technology and improving on existing structure is very fast and brings good returns. Farmers have also been challenged during drought as bees have a tendency to leave their hives in search of flowers and water.

Even with the enthusiasm and success of beekeeping, the project only achieved 51% of the target for people trained on beekeeping. In 2015, AICT MUD came to realize that they were not going to be able to reach their target, and World Renew approved their request to lower their target for this activity. AICT MUD set an overly ambitious target that 100% of their farmer participants (3,100 people) would be trained on beekeeping. In making plans for the final year of the project, World Renew recommended to MUD that they focus on training 150 of the farmers that were most motivated to learn this method and accept that they would not be able to train everyone. At the end of September 2017, a total of 862 people (626 females, 236 males) were trained in beekeeping.

<b>Immediate Outcome:</b>	<b><i>140 Improved access to land and security of land tenure for small-scale farmers, especially women and other marginalized groups</i></b>
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Over the life of the project, there has been a 66% increase in the percentage of women who have secured land tenure on the land they farm. The project has increased access to land for women and assisted them in securing agreements of different kinds such as formal land title from the government, traditional land title from village council, and leases.

AICT Geita and MUD facilitated 25 forums in which community members have engaged in discussions on land management issues such as access to and how to invest on their land. A total of 1,379 (519f, 860m) farmers have been supported in accessing ownership to land, representing 184% of the original target of 750 (460f, 290m). Training on land rights and land use planning has helped communities deal with conflicts over land and boundaries. However, lack of government land offices in some areas proved to be challenging in the procurement of title deeds. Government land offices in the districts were difficult to access and resulted in a low number of examples of land titles issued. Without government capacity to process land title registrations, further progress on improving land security in Tanzania will be hard to achieve.

**Intermediate Outcome 200 Increased engagement of household members, especially women, in profitable small scale enterprises**

With too many activities to implement, a limited number of field staff and overly ambitious targets, Tanzania was the only country that was unable to achieve its targets for percentage of participants who reported that their earnings have increased as a result of what they learned through the project. In Tanzania, 59% of project participants overall (59%f, 59%m) reported increased earnings as a result of the training and mentoring that they received.

Nevertheless, with high numbers of women participating in savings and lending groups (63% of all VSL members are women), women are increasing their control over family finances. A total of 4,233 women have accessed a loan and a total of 3,195 women have been trained in business planning. VICOBA's supported by Geita and MUD trained women and men on small business management, planning, record keeping, calculating profit and loss, entrepreneurship and income generating activities. These trainings have enabled women to increase their household income.

<b>Immediate Outcome:</b>	<b>210 Increased knowledge among participants, especially women, about how to manage profitable small scale enterprises</b>
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When asked about the most significant change that the project has had, James Zylstra, World Renew's Tanzania Director, stated that participants have been economically empowered through saving and lending groups. The Director also stated that, *"Individuals, especially women have been moved from a position of vulnerability to a position where they are making important family and community decisions."* Women are now able to engage in economic activities. In the community of Kwikuba, for example, several women have started small businesses that have made it possible for them to send their children to school. Other women have been improving their housing conditions with iron sheets on their roof in contrast to their former houses roofed with grass. Some parents are starting to give equal priority to sending girls to school.

Of those belonging to a saving and lending group, 94% (99%f, 85%m) of them received a loan from their group. In the household surveys, a large majority of group members reported that they used their loan for further income generating activities (70%) and to pay school fees and buy uniforms for their children (Figure 19). There has also been a relatively high repayment rate of loans taken out, 87% (87%f, 87%m). Some groups have enacted policies that require group members to present a business plan explaining how their loan will be used, including a profit and loss assessment. This has helped groups to evaluate loans before they are given. VICOBA members shared that before joining the group they did not have a habit of saving money, but now they save and invest their money regularly.



VICOBA members in Bukabwa community of Butiama district attending their weekly meetings, Tanzania

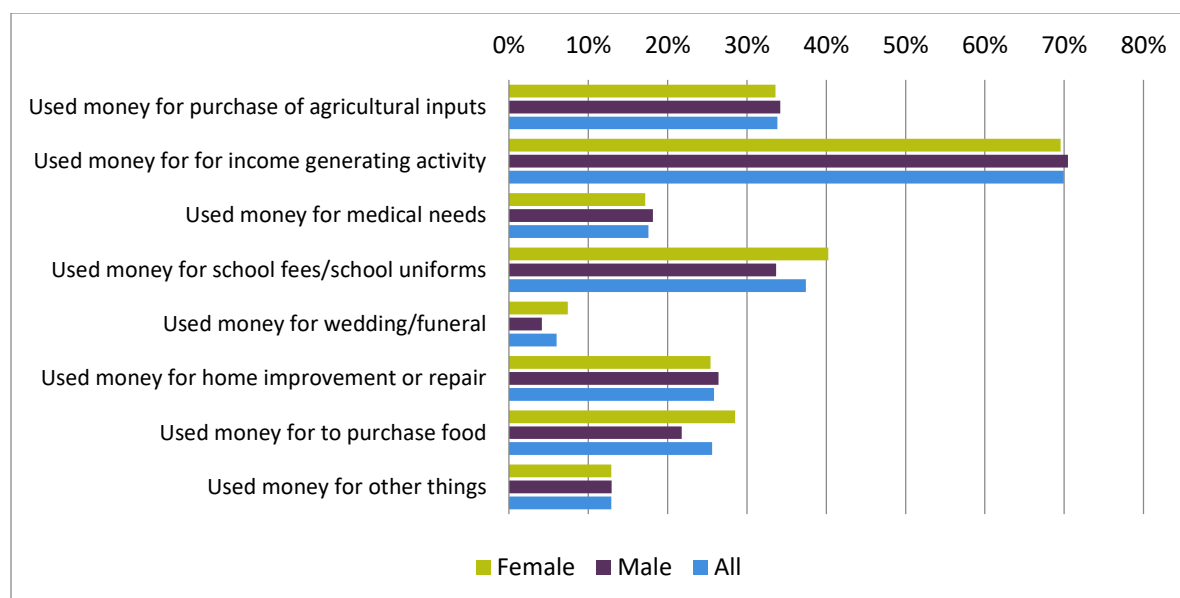


Figure 19: Ways in which respondents made use of their loan, Tanzania

Sixty-one percent of VICOBAs have been linked to financial or government institutions where they can receive local government funds and assistance for their plans and activities. The Upendo Pamoja group from Lubanga, for example, has succeeded in opening an account at the Tanzania Postal Bank. Groups trained on the formation of constitutions have put their training into practice, making it easier to be registered at the District Council level since, among other criteria, group constitutions are a required item. Groups are now receiving technical support from the government, including financial support that will add to a group's capital for future loans. In the absence of financial institutions and microfinance in rural areas, savings and lending activities have been the major source of loans for farmers, allowing them to invest in agriculture and small business as well as meeting household needs.

*"Savings and lending groups have been the program's biggest achievement. Because of the lack of financial institutions in rural areas, VICOBAs have provided new opportunities and hope to participants. Participants have developed a culture of saving. Even with the program ending, VICOBAs will continue to save and grow their funds."*

- John Issaya, Program Coordinator, AICT MUD

<b>Immediate Outcome:</b>	<b>220 Increased literacy and numeracy skills among participants in managing small businesses and/or community governance</b>
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During the household surveys that were conducted as part of the end-of-program evaluation, 61% (56%f, 73% m) reported that they have benefited from the literacy training they have received and are applying their literacy and numeracy skills in managing their small business. This is, however, lower than the baseline and target. World Renew Tanzania staff explain that since there is a strong stigma around being illiterate and fear of being mocked, individuals often do not like to admit that they are participating in adult literacy classes. During focus group discussions, when asked what the biggest barrier to attending literacy class was, many said that, *"I feel ashamed and shy that I cannot read, and by joining a literacy group I'm admitting I'm illiterate."* Moreover, survey enumerators noted that some respondents were reluctant to answer questions around literacy and its impacts.

Of those who were willing to discuss the benefits of improving their literacy skills in focus group discussions, they expressed positive impacts as they feel empowered, better respected in their community, asked for their opinion more, and selected to be leaders and secretaries. Other literacy students have started their own small businesses and have succeeded in maintaining written records. Figure 20 below illustrates the different ways in which respondents are using their literacy skills and benefiting from it. The highest reported benefit for women learning to

read and write was the personal benefit of reading their own books, reading their own mail with greater privacy and the ability to write letters to friends and family (57%), and managing their own household finances (53%).

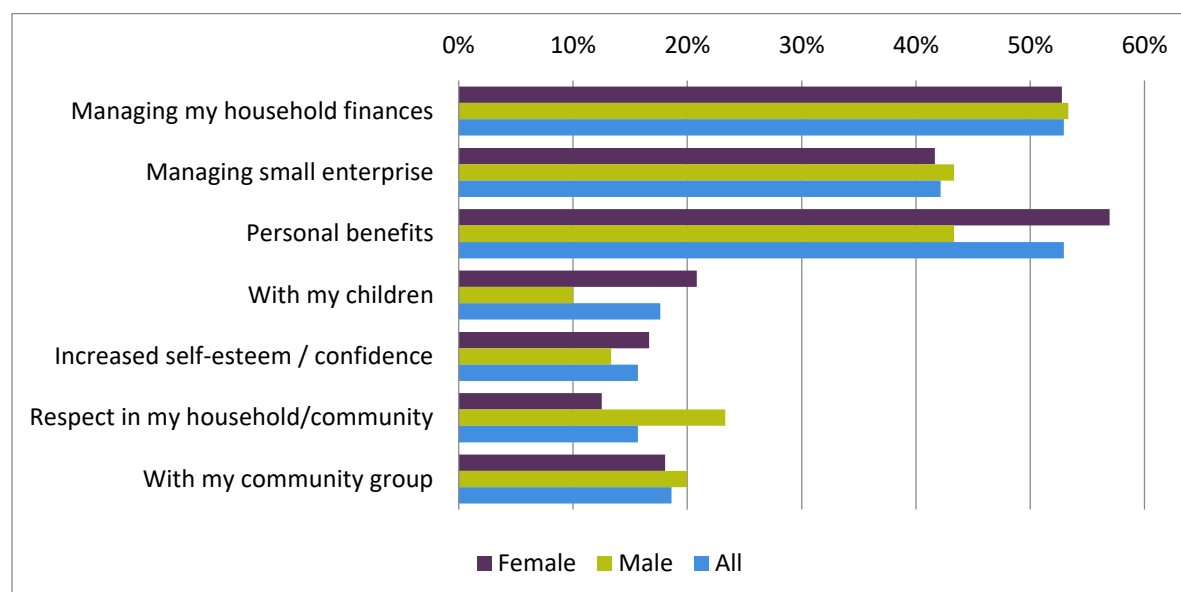


Figure 20: Ways in which respondents used literacy skills, Tanzania

In the MUD project area, adults and youth who did not have a chance to attend primary school were given the opportunity to learn to read and write and do simple mathematics. Geita notes that literacy skills helped VICOPA participants to read and track the information written in their passbooks, helping them to ask for corrections when needed. The trainings on business planning and management have also equipped farmers with vital knowledge and skills and have enabled them to improve their way of doing business through better customer care practices. Geita has been working hard to ensure a stable market for participants' products. They have been successful in identifying nearby urban markets for sunflower, maize, beans, cassava, rice and other agricultural products. These supports to farmers have led to improvements in household income.

**Intermediate Outcome 300: Improved governance among local community groups and strengthened performance in the planning and management of food security and economic development initiatives**

Although Tanzania was unable to reach its targets for participatory community planning and effective community leadership, the Tanzania project resulted in improvements in the quality of community governance relative to baseline. Since the beginning of the project, Geita and MUD have worked closely with the village chairperson and village executive officers who help with promoting the activities and facilitating work in their communities. Such leaders have been instrumental in connecting with local governments and mobilizing resources to carry out community action plans.

Seventy-three percent (58%f, 79%m) of the community leadership focus group participants interviewed for the end-of-program evaluation agreed that women are now able to influence community planning processes, and 100% (100%f, 100%m) reported being satisfied with the quality of community leadership. While only 53% of Tanzania community leadership participants (19%f, 65%m) reported that ethnic minorities are now able to influence community planning processes, the overall percentage who felt that ethnic minorities were able to influence their communities still exceeded the target value of 40%.



<b>Immediate Outcome:</b>	<b><i>310 Increased knowledge of participatory processes by community groups to assess local needs and priorities and set community development agendas</i></b>
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A total of 1,345 (521f, 824m) community leaders have been trained in participatory needs assessment and community planning. Also 1,164 community leaders (417f, 747m) have been trained and supported in building networking and resource mobilization skills. Community leaders noted that the training that they have been receiving in leadership development, participatory needs assessment and planning and local resource mobilization has enabled them to organize inclusive planning meetings. Most communities have been able to build schools, teachers' houses, dispensaries, roads and earth dam structures for water harvesting as a result of the participatory and resource mobilization approaches used by community leaders. The mobilization of local resources and bringing about their own change has been an empowering and exciting experience for communities.

During the end-of-program evaluation, community governance focus groups were asked if it is acceptable to have women leaders in their community. Interestingly, 79% of the male groups said yes while only 58% of female groups said the same thing. One hundred percent of female respondents reported that it is difficult for women to become leaders in the community because husbands do not allow their wives to attend meetings, and because of their heavy workload. While changes in social roles do not happen overnight, respondents did share that as women come to see that they can be good leaders, their confidence increases and community approval also becomes more likely.

<b>Immediate Outcome:</b>	<b><i>320 Increased knowledge in the application of new community development and technical competencies by partner NGOs</i></b>
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As World Renew Tanzania worked with both Geita and MUD, there was evidence that the AICT project leadership teams were working well and enhancing their management capacity. The flexibility of accepting new approaches has been amazing and has resulted in improved program plans. All departments within the Dioceses have work plans with budgets, and the AICT teams meet regularly with World Renew's Tanzanian accountant to monitor progress made and ensure that programming is within their established budgets. World Renew has also brought the two partners together on a regular basis to share project success and challenges, to plan together and participate in joint trainings on gender equality, monitoring and evaluation and program management.

In April 2016, the Associate Director of Grants traveled to Tanzania, to facilitate a planning workshop with World Renew and local partner staff. Since World Renew was working on its final annual work plan and annual budget for the Tanzania project, it was a critical time for the Associate Director to lead sessions that would help participants focus on critical priorities and ensure that budgets were adequate to support the implementation of the work plan. Those activities that were identified as being behind schedule became major priorities for the remainder of the project. Moreover, throughout the program, World Renew's Food Security and Agriculture Technical Advisor visited the Tanzania project on seven occasions and provided guidance on CA principles.

With World Renew Tanzania's support, MUD mentored farmers on environmental conservation, emphasizing the importance and danger of cutting trees without reforestation as it leads to drought and further consequences from climate change. World Renew and Geita reported that communities continue to protect the environment through different activities at the community level (e.g. protection of water sources, planting trees, protecting existing trees by limiting charcoal-making without planting other trees and conserving the areas that are vulnerable to soil erosion such as steep slopes and running waterways). During follow-up and monitoring of the communities trained on tree nursery establishment, most communities had started transplanting. For example, in Ragata, Kasuguti, Kitengule, Upendo, Walemo and Safina, the groups have decided to plant some of their trees around churches as well as in their home compounds.

Using World Renew capacity building and learning funds, two staff from each Geita and MUD participated in the CFGB 5<sup>th</sup> Annual Conservation Agriculture Network Meeting & ECHO Biennial East Africa Symposium in Tanzania in February 2017. During the conference, participants had the opportunity to participate in group discussions which were led by regional agricultural development workers on topics such as scaling-up CA, integrating



CA with livestock, improved gender equity in agriculture, radio programming, value chains, and transformational development.

## **F.5 PROJECT MANAGEMENT**

World Renew has strong partnerships with both partners, and the Tanzania project managed to meet nearly all of its targets in food security, economic growth and community governance. Geita and MUD are two different Dioceses, and separate from the AICT Regional Office. As such, financial, human resources, and leadership policies are all initiated and directed separately from within each Diocese. Both Geita and MUD held separate monthly management team meetings to review progress reports and financial updates on all of their programs. Included in this meeting were the project coordinators, Bishop, Assistant Bishop, General Secretary, and the accounting staff.

CFGB helped both partners through a financial capacity assessment and, as a result, World Renew provided financial systems training and invested in systems improvements for both partners. Changes to the way that QuickBooks is being used have greatly simplified the work of the accountants and they are now better able to connect the accounts to provide accurate reports. Improvements in the accounting system have reduced staff workload and demands on time.

World Renew Tanzania spent a considerable amount of time enhancing the capacity of the partners in setting up systems so that they could better implement and monitor project activities. Both AICT partners were under-staffed throughout the project. The project areas covered a large geographical scope and the limited transportation options posed a challenge. To ensure a strong finish in the last year of the project, additional budget was allocated to the two partners to enable each of them to hire an additional staff person. Hiring additional staff helped Geita's and MUD's Project Coordinators concentrate on their management responsibilities, and resulted in field staff making more monitoring visits.

## **F.6 RISK MANAGEMENT**

Consistent with the risk assessment that was conducted during the planning stages of the project, both natural disaster (Development Risk #3) and climate change impacts (Development Risk #4) affected implementation in Tanzania. Throughout the five-year project, droughts in some communities and excessive rain and flooding in others created risk for participants. AICT partners were gratified to observe that the farmers who practiced conservation agriculture methods and used improved seed were still able to produce a crop while their neighbours, who were practicing traditional methods, failed to harvest a crop.

In the last year of the project, a new risk emerged due to the introduction and outbreak of Fall Army Worm. This pest, an introduction from North America, prefers cereal crops, including maize, and has been destroying crops in South, East and West Africa in the last year and a half. Reports of Fall Army Worm were sporadic in the MUD program area in the last season, but it is expected that they may become more prevalent. Farmers are being encouraged to monitor their crops and seek help from government extension officers when they suspect this pest.

## **F.7 CROSSCUTTING THEMES AND PRIORITIES**

### **F.7.1 Gender Equality Strategy**

**Decision-Making:** According to the partners, there are some women that have been able to “flourish where they are planted,” in their leadership positions. Yet still in some tribes, women cannot hold positions of leadership, and men control what is planted and how money is used at both the community and household level. These traditional views are reflected in the perceptions of men and women toward gender equality in leadership. Just 58% of women, and 79% of men say that women can influence the planning and management of community action.

A majority of the women that AICT Geita has trained in leadership skills are leaders of their saving and lending groups. Not only are women having increasing access to capital for establishing small businesses, they are making decisions

at the household and community level. VICOBA groups have provided women with a new platform for expressing their opinions, and they have also provided women with an opportunity to practice decision-making and leadership in a gender-mixed group. This increases the pool of women who are seen as having leadership experience, and as a result, some women have been successful in becoming village leaders in the past few years since the project started. In some communities, for example, women were not allowed to sit with men and discuss development issues in the past; however, now they are being included in planning, decision-making and the election of leaders at the village committee level --all tasks that have been traditionally viewed as men's work.

**Rights:** The project has supported women and girls' rights by ensuring that females have participation in all levels of development plans and that they are empowered to contribute their voices. As spaces for dialogue on women's and girls' rights have been created, women are increasingly able to participate in family and community life. During the key informant interview with MUD's Project Coordinator, John Issaya, he shared that the project helped to shift people's thinking and change is happening. Family members are sharing roles and responsibilities, women are accessing loans, and families are sitting together with their children to make joint decisions.

Gender equality training has spurred conversations among men and women about gender inequalities. During trainings on land rights, participants began asking questions regarding men's control and ownership of land which is passed from one man to another according to cultural tradition. The project staff facilitated discussions that re-examine these long-held practices and beliefs. Men are beginning to think differently about how women access land, and some men have even started giving pieces of land to the women in their families.

**Access to Development Resources and Benefits:** In a still very patriarchal society, the two partners worked to open women's access to the benefits of development, despite many ongoing challenges. According to UNDP's 2015 Gender Inequality Index, Tanzania ranks 129 out of 159.<sup>lxiv</sup> Yet between both partners, a total of 4,273 women are participating in saving-lending groups, 4,233 have received a loan, and 3,195 have been trained on business planning. Additionally, a total of 887 women were trained in functional literacy. John Kifumgo, a Village Council Leader of Terita shared that, before, women completely relied on their husbands.

### F.7.2 Environment

Farmers are practicing CA methods and using improved seed varieties, and, as a result, they are experiencing higher yields than their neighbours in spite of erratic rainfall and drought. Uptake from neighbouring farmers who see the benefits of conservation agriculture is on the rise.

Drought in one area, Kwikuba, and excessive rain that caused floods in other areas, such as Kitengule and Busambara, impacted the project and most critically, the communities. MUD encouraged farmers to plant early maturing and drought tolerant crops such as sorghum, cassava and sweet potatoes as a means of overcoming climate changes. In the communities of Ragata, Wagete, Kwikuba and Kazilankanda, for example, farmers have been multiplying drought and disease resistant cassava for the purpose of distributing cuttings in the community as well as to other communities. Farmers were taught to intercrop so that when one crop fails, the other may survive, making it possible for them to harvest something, compared to when one relies solely on mono-cropping.



Drought and disease resistant cassava variety in Wageta community, Tanzania (MUD)

Maize intercropped with beans, Tanzania (MUD)

### F.7.3 Governance Considerations

World Renew, partner staff, government staff, political leaders and community members were all involved in planning and community resource mobilization for development activities. As a result of the participatory approach that is now used by community leaders, many communities have successfully mobilized resources to build schools, teachers' houses, dispensaries, roads and earth dams for water harvesting. The communities themselves have been making their own plans and implementing them using personal resources with little help from the government and donors. This is a huge indicator that the community capacity for planning and resource mobilization has been enhanced.

### F.8 SUCCESS FACTORS

**Relevance:** Canada's development focus closely aligns with, and supports the achievement of the development outcomes outlined in, Tanzania's Five Year Development Plan II. Canada contributes to sustainable economic growth by enhancing government transparency and accountability, particularly the effective and efficient management of revenues from the extractive sector. Priorities include strengthening the environment for business start-ups and growth, greater access to financial services and providing young people with the skills and training to secure jobs. In all areas, the Canadian government is working in particular to support women's economic empowerment.

World Renew's Sustainable Livelihoods program complements several other GAC-funded development efforts in Tanzania. In August 2015, World Renew joined a consortium of CFGB members (MCC and Tearfund Canada) to implement an \$18.7M five-year program aimed at improving food security and sustainable livelihoods through the Scaling-Up of adoption of Conservation Agriculture. The **Scale-Up of Conservation Agriculture in East Africa Program** is proving to be effective at restoring soil health and fertility, improving the capture and use of rainfall, and increasing crop yields and farm profitability.

Similar in scale to World Renew's program, Primate's World Relief and Development Fund implemented an \$8M five-year program that ended in 2017. The **Improving Community Health and Food Security Program** that was implemented in Tanzania, Mozambique and Burundi sought to increase primary health care and clean water, promote good health habits, and improve agricultural yield among smallholder farmers. Comparable to World Renew's approach to sustainable agriculture, the Primate's project also supported farmers in adopting new farming techniques that contributed to increases in their production and crop diversity.<sup>lxv</sup>

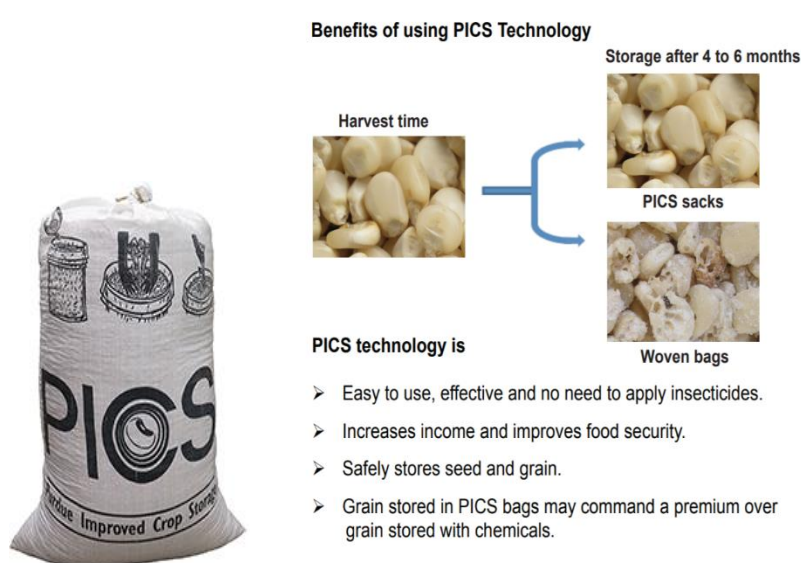
While at a much larger and focused scope, Registered Trustees of the Financial Sector Deepening Trust is implementing a \$15.5M five-year program ending in 2019 which aims to increase access to financial services in agricultural and remote areas for small-scale enterprise.<sup>lxvi</sup> Similar to World Renew's project, the **Improving Access to Financial Services Program** works with communities and government to develop an enabling environment, create and expand appropriate and accessible products, and train participants on the use of financial services.

**Appropriateness of Design:** When reflecting on the project, World Renew's Tanzania Program Consultant noted that the project, as implemented in Tanzania, had too wide of scope for the five-year period and allocated budget. In the end, there were too many activities to implement, targets were over ambitious, and there were too many indicators to monitor for the limited field staff hired. For example, the Bangladesh project, which was also implemented by two local partners, had 97 indicators, while the Tanzania project had 170 indicators to monitor.

As the project began its second year of implementation, it became increasingly evident that the Tanzania project was not going to meet all of its targets. In the planning workshop that was facilitated by World Renew's Associate Director of Grants, World Renew and the partners agreed that it would be best to focus on the highest priority results to achieve. Rather than adding new participants, priority was given to providing follow up support to those that had already participated in training activities. As explained in further detail in section F.9, World Renew will need to employ greater project management frameworks that verify the scope, cost and time of all its work.

**Sustainability:** When community governance groups were asked during the FGDs if they thought that their agriculture, VICOBA and governance groups will still be functioning three years from now, all of the groups answered with a resounding “yes.” Both women and men agreed that because the project equipped them with an understanding of what good governance and leadership looks like, they will continue to benefit their existing leaders and help them strive to be such leaders themselves. Coupled with the Tearfund Umoja approach, the Tanzania Livelihoods project “opened their eyes” to how good leadership can solve community challenges, identify local resources, and create pride and unity in achieving community action plans.

**Partnership:** In recognition that partnership with local organizations and governments is essential to the sustainability and ownership of project results, World Renew encouraged its two partners to network and make linkages throughout the project. Through the 2016 Country Partners Meeting that brought together NGOs, academic institutions and governments, Geita, MUD and World Renew established connections with a VICOBA organization that specializes in training and support to VSL groups. Connection with the Mabuki Agriculture and Livestock Research Center was also established. Both organizations have proven to be valuable supports for the agriculture, livestock, and savings and lending activities. Geita has connected two farming groups with agriculture extension officers who are providing additional support and advice to improve their crops.



**Innovation:** It was difficult to motivate farmers to invest in improved silos because they were expensive and required too much investment, particularly in a context where farmers were experiencing more frequent drought and crop loss. Seeking a more affordable alternative that did not require investment of resources into the construction of new facilities, both AICT Geita and MUD did extensive research and connected with other organizations in the region. The partners decided to focus on promoting PICS bags as the most appropriate improved storage method. The bags are hermetically sealed and protect stored crops from moisture and pests. They

cost approximately USD\$5 to \$6 each and can be used for two or three harvests before they must be replaced. The bags enable farmers to store up to 100 kilograms of legume and cereal crops for more than a year after harvest. Since the PICS technology is helping to improve food security and increase income, the number of people using these storage bags increased significantly in the last year of the project. Moreover, since the PICS were locally available in Mwanza and Geita, the purchase of the bags also supports local business.

**Appropriateness of resources utilization:** In Canada, World Renew’s **Grants Program Manager** was responsible for monitoring organizational compliance with GAC regulations and adherence to approved plans and budgets. Various staff from headquarters visited Tanzania to facilitate planning workshops, provide technical advice on sustainable agriculture, oversee the mid-term evaluation and end-of-program evaluation, and visit communities to provide encouragement to partner staff and communities.

**Informed and Timely Action:** World Renew was able to work with its partner organizations to make mid-course implementation adjustments that helped the project to prioritize its implementation plan and focus on supporting existing participants. Work plans and budgets were adjusted to hire additional staff for both partners.

## F.9 LESSONS LEARNED AND RECOMMENDATIONS

**1. Ensure the projects have a balanced scope, cost and time (triple constraint):** Geita and MUD were working to reach a very large number of participants on many activities with a small project staff. As they strived to reach large numbers, they found themselves challenged to implement all the planned activities and to follow-up with participants. This is an important issue, because regular contact between the field staff and the project participants was needed to support farmers in the adoption of new crop varieties and farming methods, and to ensure that people who were starting small enterprises received quality support with business planning and marketing of their products. The lesson learned is that projects should be scaled to match the personnel requirements, budget and defined timeframe.

**2. Understand the district specific government context and land title requirements:** Prior to launching the Sustainable Livelihoods Program, World Renew was working with Sengerema Informal Sector Association to help farmers register for land title. That program in Sengerema was extremely successful and received recognition from the highest levels of the Tanzanian government. When this Sustainable Livelihoods Program was proposed, World Renew urged its local partners to include land rights education among the program activities. World Renew was able to use the manual and training designs from the earlier program and anticipated similar success. But after assisting several farmers to register for land title in the district of Musoma, it became apparent that the government had not made the same level of investment in a land title office in Musoma that it had made in Sengerema. World Renew learned that Sengerema had been a focus/pilot district for the government. In Musoma, farmers faced greater barriers. They were asked to pay the costs for government surveyors to come to their community to do land surveying. The law required land surveying to be done before titles could be issued, but the government had not allocated resources for this step. Some communities decided to raise their own money by soliciting contributions from the community to pay for the survey. But this extra step created a huge hurdle for the farmers to overcome. The lesson learned from this experience is that before including land title results in a project plan, it is essential to do formative research with the local government to understand the process steps and map out the potential barriers. Otherwise, there is a risk of raising farmers' expectations only to disappoint them.

**3: Promote intercropping over mulching:** Both partners heard many people say that the hardest part of the conservation agriculture system is mulching. It is difficult for farmers because of the extra work involved in gathering the mulch and bringing it to the field. When soils have less than 30% cover at the time of planting, the benefits of soil cover (increased organic matter and improved soil moisture) are not realized. Weeds become a problem, and the fertility of the soil and its capacity to absorb and preserve moisture improve more slowly, if at all.

In response, World Renew encouraged farmers to better understand the three principles of CA so that they can make good decisions about which associated practices make the best sense for their individual farming contexts. Increasingly, farmers are interested in trying intercropping with legumes, as a potential solution to the challenges of maintaining permanent soil cover. When an appropriate cover crop is identified—one that grows well in the local environmental conditions – and if farmers plant and tend it in the correct way, it can protect the soil from the hot sun, suppress weeds, and put nitrogen and organic matter back into the soil. The benefits to the farmers (and incentives to do the practice) are even greater if the cover crop can also be eaten by the farmers themselves or fed to the livestock as fodder.

**4. When working with farmers, start small:** World Renew learned the value of starting with smaller, easier to implement methods that can have a big impact for farmers before moving on to bigger, more difficult change initiatives. In Tanzania, this has meant encouraging farmers to switch from their traditional maize and cassava varieties to ones that are quick maturing. In a region where rains are becoming shorter and less reliable, these are important adaptations that decrease the hunger gap for households. The large benefit that families experience from making these relatively small changes in their practice makes them more willing to continue experimenting with other innovations that require more change.

One of the behaviour changes that has been difficult to achieve is convincing farmers to switch to improved silos in Tanzania and in Mozambique. Before introducing farmers to a new technology, it is important to first focus on why



the new technology is helpful, how and why it works, and what the potential benefits are. In Tanzania, farmers typically store their maize in sacks in their homes. Helping farmers understand and quantify the losses they currently face would help when comparing and contrasting current and new practices.

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

<sup>ii</sup> After experiencing serious challenges with its relationship with IRM-RDD, World Renew ended its partnership with the local partner in December 2014.

<sup>iii</sup> Bahidur, Aditya, Peters, Katie, Wilkinson, Emily, Pichon, Florence, Gray, Kirsty, and Thomas Tanner (2015). "The 3As: Tracking Resilience Across BRACED," pgs. 16-17. Paper obtained from: <https://www.odi.org/publications/9840-3as-tracking-resilience-across-braced>.

<sup>iv</sup> Ibid., pg. 17.

<sup>v</sup> Ibid., pgs. 19-20.

<sup>vi</sup> 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.

<sup>vii</sup> National-level SDG targets obtained from <http://deliver2030.org/>

<sup>viii</sup> World Population Review. (2017). Bangladesh *Population 2017*. Retrieved from <http://worldpopulationreview.com/countries/bangladesh-population/>

<sup>ix</sup> United Nations. (2016). *United Nations Development Assistance Framework 2017-2020* (pp. 2). Bangladesh: Bangladesh & the People's Republic of Bangladesh, Economic Relations Division.

<sup>x</sup> Ibid.

<sup>xi</sup> Ibid. (pp. 3).

<sup>xii</sup> "Ahmed, R. & Hassan, S. (2012). *Hard-to-Reach Areas: Providing Water Supply and Sanitation Services to All*. *Water and sanitation program guidance note* (pp.10). Washington, DC: World Bank, Washington.

<sup>xiii</sup> UN REACH. (2014). *Undernutrition in Bangladesh – A common Narrative* (pp. 10). Retrieved from [http://scalingupnutrition.org/wp-content/uploads/2014/06/Common-Narrative\\_BANGLADESH.pdf](http://scalingupnutrition.org/wp-content/uploads/2014/06/Common-Narrative_BANGLADESH.pdf)

<sup>xiv</sup> World Food Programme. (2015). Food Insecurity and Undernutrition in the Urban Slums of Bangladesh: A 2013 Survey of Slum Households in Dhaka, Barisal and Sirajganj (pp. 20). Retrieved from <https://www.wfp.org/content/bangladesh-food-insecurity-undernutrition-urban-slums-2013-survey-december-2015>

<sup>xv</sup> Bangladesh Bureau of Statistics. (2015). *Population & Housing Census – 2011 – Community Report: Netrokona* (pp. xiii). Bangladesh: Statistics and Informatics Division – Ministry of Planning.

<sup>xvi</sup> United National Children's Fund. (2015). *Bangladesh - Multiple Indicator Cluster Survey 2012-2013* (pp. 26). Retrieved from <http://microdata.worldbank.org/index.php/catalog/2533>

<sup>xvii</sup> Ibid. (pp. 27).

<sup>xviii</sup> Ibid. (pp. 28).

<sup>xix</sup> Harris-Fry, H., Azad, K., Kuddus, A., Shaha, S., Nahar, B., Hossen, M., Younes, L., Costello, A. & Edward, F. (2015). Socio-economic determinants of household food security and women's dietary diversity in rural Bangladesh: A cross-sectional study (pp. 11). *Journal of Health, Population and Nutrition*, 33, 2.



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- <sup>xxiii</sup> Ibid. (pp. 265, 272).
- <sup>xxiv</sup> Bangladesh's 2015 Gender Inequality Index score of 0.52 is the fourth lowest of any Asian country. Data retrieved from <http://hdr.undp.org/en/indicators/68606#>.
- <sup>xxv</sup> Swanson, B. E., Ph.D. (2011). *Assessment of Bangladesh's Pluralistic Extension System* (pp. 3). Retrieved from <https://agrilinks.org/sites/default/files/resource/files/MEAS%20Country%20Report%20BANGLADESH%20-%20Jan%202011.pdf>
- <sup>xxvi</sup> United Nations Development Programme (UNDP). (2016). *Human Development for Everyone: Briefing note for countries on the 2016 Human Development Report – Honduras*. Retrieved from [http://hdr.undp.org/sites/all/themes/hdr\\_theme/country-notes/HND.pdf](http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/HND.pdf)
- <sup>xxvii</sup> Ibid.
- <sup>xxviii</sup> United Nations Development Programme (UNDP). (2016). *Table 5: Gender Inequality Index*. Retrieved from <http://hdr.undp.org/en/composite/GII>
- <sup>xxix</sup> Ibid.
- <sup>xxx</sup> Food and Agriculture Organization of the United Nations. (2014). *The State of Food Insecurity in the World*. Retrieved from <http://www.fao.org/3/a-i4030e.pdf>
- <sup>xxxi</sup> United Nations Development Programme (UNDP). (2015). *Table 1: Human Development Index*. Retrieved from <http://hdr.undp.org/en/composite/HDI>
- <sup>xxxii</sup> United Nations Development Programme (UNDP). (2016). *Human Development Report 2016: Mali*. Retrieved from <http://hdr.undp.org/en/countries/profiles/MLI>
- <sup>xxxiii</sup> U.S. Agency for International Development (USAID). (2013). *Integrated Initiatives for Economic Growth in Mali (IICEM) Performance Evaluation* (pp. 12). Retrieved from [http://pdf.usaid.gov/pdf\\_docs/pdacy107.pdf](http://pdf.usaid.gov/pdf_docs/pdacy107.pdf)
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- <sup>xxxv</sup> Internal Displacement Monitoring Centre (IDMC). (2018). *Mali IDP Figures Analysis*. Retrieved from <http://www.internal-displacement.org/sub-saharan-africa/mali/figures-analysis>
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xli United Nations Development Programme (UNDP). (2017). *Programme for the Support of the National Adaptation Strategy to Climate Change in Mali: Project Details*. Retrieved from <http://www.adaptation-undp.org/projects/programme-support-national-adaptation-strategy-climate-change-mali>

xlvi Both total number of farmer and literacy participant include values rolled over from the previous partner in Mozambique, IRM-RDD.

xlvi These numbers only refer to participants with the Diocese of Niassa.

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lii United Nations Development Programme (UNDP). (2018). *About Mozambique*. Retrieved from <http://www.mz.undp.org/content/mozambique/en/home/countryinfo/>

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<sup>lxii</sup> Leavens, M.K. and Anderson C. L. (2011). *Gender and Agriculture in Tanzania*. Washington, D.C.: Evans School of Public Affairs – University of Washington.

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