



WE-RISE

Women's Empowerment: Improving Resilience, Income and Food Security



Supported by the Australian Africa Community Engagement Scheme
(AACES)

Applicant ANGO Details:

Project Location	Tanzania, Ethiopia, Australia and Malawi
Project Duration	5 years (July 2011 – June 2016)
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Australia Africa Community Engagement Scheme

Acronyms

AACES	Australia Africa Community Engagement Scheme
ABCD	Asset-Based Community Development
AKDN	Aga Khan Development Network
ANGO	Australian Non-Government Organisation
APAC	Australian Partnership with African Communities (AusAID Cooperation Agreement 2005-2011)
AusAID	Australian Agency for International Development
CBO	Community-Based Organisation
CFIRW	Chronically Food Insecure Rural Women
CBVA	Community-Based Vulnerability Assessment
CRiSTAL	Community-based Risk Screening Tool – Adaptation and Livelihoods
CSO	Civil Society Organisation
DALDO	District Agriculture and Livestock Development Office
DRR	Disaster Risk Reduction
FAO	Food and Agriculture Organization
FGD	Focus Group Discussion
FHH	Female Headed Households
FINNIDA	Finnish Development Agency
GALA	Gender and Agriculture Learning Alliance
GBV	Gender-Based Violence
ICRSAT	International Crops Research Institute for the Semi Arid Tropics
KAP	Knowledge, Attitude, Practice
Kilimo Kwanza	Government of Tanzania's National Agriculture Strategy
MAFC	Ministry of Agriculture, Food Security and Cooperatives
M&E	Monitoring and Evaluation
MEF	Monitoring and Evaluation Framework
MKUKUTA	Government of Tanzania's National Strategy for Growth and Reduction of Poverty (NSGRP)
MSC	Most Significant Change
MVIWATA	Muungano wa Vikundi vya Wakulima Tanzania (National Network of Farmer Groups in Tanzania)
NARI	Naliendele Agriculture Research Institute
NGO	Non-government Organisation
PSNP	Productive Safety Net Program
TAPI	Transparency, Accountability, Participation, and Integrity
TNS	TechnoServe
ToC	Theory of Change
VSLA	Village Savings and Loans Association
WAA	Women and Agriculture
WE-RISE	Women's Empowerment: improving Resilience, Income and Food Security

Executive summary

CARE's Women's Empowerment through Improved Resilience, Income and Food Security Program (WE-RISE) will work in Tanzania, Ethiopia and Malawi to improve the quality of life for chronically food insecure rural women (CFIRW). In each country, WE-RISE will be implemented in areas experiencing chronic food insecurity resulting from changing and erratic weather patterns, limited agricultural resources and inputs, and where institutions, practices and norms disadvantage and limit the participation and opportunities of women, especially single and widowed women. CARE will work directly with local NGO partners based in each location, as well as district government departments and extension services.

The design of WE-RISE has built on CARE's and its partners existing experience and analysis. At a global level, CARE's Strategic Impact Inquiry on Women's Empowerment (SII), conducted over 5 years across 24 countries, identified key domains which need to be addressed simultaneously to achieve women's empowerment. The research demonstrates the link between women's empowerment and the reduction of poverty. Regionally, within Africa, CARE has long promoted Village Savings & Loans Associations (VSLA) as a methodology for enhancing the economic wellbeing of women and their families, as well as strengthening individual's self-confidence and communities' social capital. Similarly, CARE Malawi has developed the ScoreCard methodⁱ for building accountability and dialogue between communities and duty bearers. The ScoreCard is gradually being rolled out to other NGOs and other countries, and under AACES, the further adaptation of ScoreCard in Ethiopia and Tanzania will be possible.

Under Objective 1 of AACES, CARE will firstly build women's individual agencyⁱⁱ and the well-being of their households, using VSLA as the entry point for activities such as training in literacy, business, savings, improved farming techniques, post harvest management, value-adding and off-farm income generation. The critical issue of climate variability will be tackled through DRR interventions, irrigation and watershed management, and appropriate inputs and technologies. Secondly, WE-RISE will address the structural barriers within local level institutions such as planning committees, micro-finance institutions and farmers groups. Thirdly, the program will challenge existing cultural norms that limit women's economic and social activities.

The work under Objective 1 will feed directly into AACES Objectives 2 & 3, namely strengthening AusAID's policy and programming in Africa, and increasing Australian public engagement. A five year impact study on the drivers of women's empowerment will be conducted and results shared with AusAID and other stakeholders; while lessons learnt and successes will shape a public engagement campaign (to be defined in year 1 and delivered in subsequent years).

The AACES timeframe of five years provides an opportunity to test assumptions and achieve measureable change especially in areas such as increasing agricultural yields and incomes. Nonetheless, it is recognized that five years is short when trying to achieve sustainable institutional, attitude and behavior change. While this will be the program's major challenge, CARE has made a longer term commitment – 10 to 15 years – to the impact groups and AACES will hopefully provide the springboard for more far-reaching change.

Outline of the design process

Fit within CARE's broader strategies and programs

CARE internationally is transitioning from a project based approach to a long term programmatic modalityⁱⁱⁱ. As a part of this process CARE Country Offices have identified impact groups to focus initiatives over the next 10-15 years. The AACES design process identified **Chronically Food Insecure Rural Women (CFIRW)** as a common impact group across the three Country Offices – Ethiopia, Tanzania and Malawi. The AACES design draws on an analysis of the commonalities across the three country programs and the detailed Program analysis – which includes for instance gender and power analysis - already done in each country for this Impact Group. It also aligns with CARE's Strategic Impact Inquiry on Women's Empowerment^{iv} which identifies CARE's strategy for holistically addressing women's empowerment.

The program similarly builds on CARE's experience, through its Access Africa Program, with **Village Savings and Loans Associations^v** (VSLA) in Africa – a successful model for promoting women's social and economic empowerment and addressing household food security. CARE's Access Africa Signature Program Team based in Tanzania will provide technical assistance as required. The project will also work with communities impacted by drought and changing weather patterns, assisting agriculturalists and pastoralists to adapt to impacts of **climate change** in line with CARE's engagement in Climate Change at the policy and practical level.

In Tanzania the AACES project will form an integral part of a larger program, Women and Agriculture (WAA), designed in partnership with TechnoServe (TNS) in Lindi and Mtwara Regions. The AACES project will complement WAA in two of the four target districts, selected jointly with the Ministry of Food Security and Cooperatives and the Regional and District Agriculture and Livestock Development Offices (DALDO) of Lindi and Mtwara regions. Selection is based on high levels of entrenched gender discrimination, food insecurity and rural poverty.

AACES funding in Ethiopia will enable CARE to complement its successful Productive Safety Net Program PLUS (PSNP+)^{vi} activities by aiming to graduate CFIRW and their families in Dale and Loka Abaya and Shebedino *Woredas* (districts) out of the government's safety net program. PSNP+ works alongside the government PSNP program and has been operating in the area for two years.

In Malawi the project builds on the lessons learnt and successes from the six year APAC program, such as the ScoreCard approach developed to enhance improved local governance; and lessons on HIV and AIDS mainstreaming. As under APAC, the program will work in Dowa and Lilongwe Districts, but following discussions with the government, will expand coverage more comprehensively across one identified traditional authority area per district.

Design process

CARE held an initial design workshop to define the broader focus on Food Security and Women's Empowerment, develop the common Theory of Change and impact and outcome indicators. Following this, each country team conducted detailed field level, participatory design work. The methodologies used varied in each country depending on the local skills and context and analysis already in place from prior program development. Outcomes of the design processes were reviewed and validated with Government and civil society partners. In **Tanzania**, the AACES design was informed by the comprehensive Women in Agriculture program design conducted over 12 months. This included a gender and livelihoods context analysis related to productivity, equity and empowerment of selected rural women smallholder farmers.

This analysis comprised an in-depth gender and agriculture literature review; and qualitative data collection from women and men farmers in selected communities, service providers, representatives from other development programs and government, and market actors at various levels. The design was constructed using an adapted sustainable livelihoods framework modified to build in CARE's women's empowerment framework^{vii} and market analysis concepts using a gendered approach to analysing agriculture value chains^{viii}. The stakeholder analysis in Tanzania involved a wide range of actors currently implementing and/or planning to implement activities in Lindi and Mtwara regions, including public and private service providers (farmer networks, unions and cooperatives; local CSOs/NGOs; District Councils; Sokoine University of Agriculture, and private sector actors including input suppliers, sesame/cassava processors, traders and buyers). Through this process the key local implementing partners, collaborators and potential allies were identified and their ability to analyse and prioritise development activities enhanced.

Each project under the WE-RISE program is informed by a gender and power analysis. In Tanzania for instance this was done under the research for the Women and Agriculture (WAA) program. Currently CARE has sufficient data for the gender analysis and identify key power dynamics to inform the design. Further analysis will be done during the inception phase. Key to implementing the program through a gendered lens, gender and power dynamics will be monitored and measured and documented. Learning from this process will be shared with other AACES partners. For example, in Tanzania, CARE and GALA will review and document two critical learning agenda in addressing gender power dynamics in agriculture: 1) whether the promotion of sustainable conservation agriculture practices and value chain approaches will be viable and sustainable livelihood option for rural poor women farmers and 2) identifying approaches to engage and support women leaders to promote gender equity in agriculture at household, community level and even beyond, in a sustainable way. These lessons will be shared with other AACES NGOs and, where feasible cross visits facilitated to complement learning. Gender based conflict will be mitigated through involvement of leaders, men and boys (as per Outcome 3). Any conflict or potential conflict will be monitored and addressed through the participatory and strengths based approach integral to this program.

CARE **Ethiopia** and local partner, SOS Sahel, assessed the underlying causes of poverty and vulnerability for chronically food insecure households in target woredas through a desk literature review and field assessment. The partners employed a strength-based approach using the Asset Based Community Development (ABCD) methodology in a sample of three out of the 24 target kebeles (communities). CARE Ethiopia trained SOS Sahel and local government staff from sector offices of agriculture, food security, and women's affairs in the ABCD methodology. The process incorporated community action planning, and focus group discussions with youth, elders and women at the community level and outcomes validated in the presence of key local government officials. The strengths based approach enabled identification of relevant assets and potential opportunities for future development as well as priority focus areas in the project. SOS Sahel Ethiopia and local Government staff are now trained and have the capacity to use ABCD approach and extend this approach to the remaining kebeles.

In 2010 CARE **Malawi** conducted an impact evaluation of APAC, with a view to both informing its overall Program strategy and design follow-up interventions. This process included community consultations in over 80 villages, supplemented by consultations in approximately 20 additional villages in both districts during the AACES design phase. Meetings, interviews and focus groups were conducted with government departments, District Councils and District Executive members, international NGOs, local NGOs, private sector, research institutions, CBOs, as well as with target

beneficiaries, particularly women, youth and disabled. An external consultant with country specific knowledge was engaged to provide an expert, independent perspective. The process also involved a series of consultations with other AACES ANGOs in Malawi to ensure CARE's design fits within the overall AACES Program.

Situation Analysis

CARE's analysis of chronically food insecure women across the three countries has identified a number of characteristics that contribute to their situation. The target regions in **Tanzania**, Lindi and Mtwara, suffer poor roads, seasonal weather, and deep poverty, and farmers practice shifting cultivation. Agriculture is the primary occupation and cassava the main staple yet it is vulnerable to endemic viral diseases. Other crops include sorghum, maize, millet and legumes, and cash crops include cashew, coconut, sisal and sesame. In recent years farmers have noted a reduced rainy season, increased inconsistency in rainfall and severe weather events such as floods and droughts. Over a quarter of households are female-headed, however access and control of land and labour limit female smallholders, with the high quality, arable land monopolised by stronger clans. CFIRW often sell their labour to others to earn money or food, thus failing to work their own plots. The population is 90% Muslim, and gender norms limit women's participation in the public sphere. Women seldom have access to extension services and markets and married women require their husband's permission to join groups and associations. Men pay a bride price which is often interpreted as unquestionable authority over their wives.

In Sidama Zone, **Ethiopia**, chronic food insecurity is a function of insufficient household assets to be able to produce enough food or generate sufficient income to meet minimum food needs for a household throughout an entire year. Characteristics that contribute to this include being landless or having limited landholdings, limited labour capacities – typically being elderly, disabled or chronically ill. CFIRW include female heads of households, single mothers, women abandoned under polygamy and young women pregnant before marriage.

In target groups in **Malawi**, households face chronic food insecurity most years due to poor access to land, labour, inputs and extension services; and many are further disadvantaged by HIV/AIDS, disability or age. In the last 10 years smallholders have faced significant droughts, crop failures and accompanying food shortages. Poor quality soil is further degraded by insufficient inputs and poor husbandry practices. Women make up 70% of the farming labour force but are restricted due to limited access and control over land (often being allocated the smallest and least fertile plots). The lack of property rights and high cost of inputs prevent women from improving their productivity or moving into higher-value crops.

Nonetheless, **strengths and opportunities** for change exist in each country including a willingness by government to address issues. For instance, there are laws in place in each country to protect the rights of women, yet there are serious capacity and attitudinal limitations in local government offices to implement, monitor and enforce these. Further detail on the capacity and gaps of the corresponding Governments is provided in annex VI.

The Government of Tanzania has committed to pulling millions out of poverty by promising 10% of its annual budget to the agriculture sector. The national agriculture policy, Kilimo Kwanza, promotes sustainable agriculture practices combined with private sector-led commercialization of subsistence farming and the government has signed onto the Comprehensive Africa Agriculture Development Programme (CAADP). Since the country introduced the policy of decentralization by devolution, all social service delivery is conducted by local government authorities while the role of policy formulation, implementation, fundraising, capacity building and monitoring the expenditure of local government authorities remains with the central government.

At the District level, the government is implementing the Agriculture Sector Development Programme (ASDP) through the District Councils and DALDOs. DALDOs are responsible for agricultural development at the local level, including the provision of agricultural extension services and the development of annual plans and budget. Each District is required to conduct participatory planning processes with community members to identify the needs and priority projects for communities. These priorities are budgeted and funded through District Agriculture Development Plans. It is unfortunate that the budget from the government is still inadequate to fund all the villages. In Lindi and Mtwara the experience shows that each year a maximum of ten villages receive funding from the government to implement agriculture development projects. The total district budget for agriculture and livestock normally ranges between US \$ 300,000- 500,000 per year.

Similarly, NARI is active in Southern Tanzania conducting agriculture research to produce new crop varieties and improved crop husbandry. The Aga Khan Development Network (AKDN) is implementing the Coastal Rural Support Program (CRSP) in Lindi and Mtwara regions with a focus on rice and sesame value chain. Concern World Wide is active in the area with a wide range of activities, including food security, gender and advocacy, HIV & AIDS mainstreaming and cassava value chain. FINNIDA is planning to launch its 'Lindi and Mtwara Agriculture Support Program, while FAO is providing grants to local NGOs to promote agriculture value chains. Moreover, Southern Tanzania is about to undergo rapid economic changes as new roads promise to provide farmers access to markets in the rest of Tanzania and Mozambique.

In Ethiopia opportunities include the presence of a Government Gender Mainstreaming Unit at the Zonal level, Women's Self-Help Associations, and a local culture of saving practices (*Shufo'-iqub*) which are both conducive to the promotion of economic development and income diversification. CFIRW have access to local social support systems (*Gumata*) and protection from abuse (*Chimeyye, Moote, Garo*) as well as labour support from men's self-help groups (*Dee and Mura*). There is an established culture of sharing food and other goods (*Randichcho*) which can be of support to vulnerable groups. Similarly, in Tanzania and Malawi women's social capital and capacity to work together provides a good base to build on under AACES.

The Government of Ethiopia's Productive Safety Net Program (PSNP) provides multi-year and predictable transfers to the chronically food insecure helping to prevent asset depletion and allow better planning of community public works. This is complemented by CARE's PSNP Plus that aims to facilitate graduation from the PSNP by supporting value chain development (livestock, white pea/red beans and cereals), facilitating VSLAs and providing training on income generation activities. Further, local NGOs are active: SOS Sahel (CARE's local partner) supports development of local market systems and Value Chain improvements.

The Government of Malawi has made improving food security a cornerstone of its national agenda, and as such has made improvements in the macro-level availability of staple food production (although individual households continue to experience chronic food insecurity and malnutrition). The Government encourages alignment of government, donor, private sector and civil society agricultural initiatives, and its Farm Input Subsidy Program assists very vulnerable households with access to subsidised seeds and fertilizer to protect farmers against the global rise in prices. CARE and other NGOs are supporting government efforts to target food security.

Access to savings and credit is a gap for rural households; this is necessary for consumption smoothing and improving coping strategies; while skills training and access to farm inputs are needed to promote increased on-farm and off-farm income. Similarly, given the anecdotal and documented evidence of changing climate and the impact this is having on food security, climate resilient agricultural practices as an area for support.

CARE's gender analysis in the 3 countries has identified women's disempowerment as a major impediment to change. Structural factors interact with gender and cultural norms making women less able to take advantage of the above mentioned opportunities. Men are also disempowered and can become abusive in a rural economy with severely limited opportunities. WE-RISE therefore aims to skill-up and empower women farmers, and influence attitudes and behaviours of men and boys to enable the above opportunities to flourish. It will also work at the formal and informal institutional levels to create greater dialogue, accountability and gender sensitivity.

Objectives

The overall purpose for CARE's AACES proposal is *to improve food security, income and resilience for chronically food insecure rural women through their social and economic empowerment*. This directly contributes to AusAID's focus on **food security**; and the links between the AACES and CARE objectives are as follows:

AACES Objectives	Domains of Change	CARE's Purpose & Change Outcomes
Objective 1: Marginalised people have sustainable access to the services they require	All	WE-RISE Purpose: improve food security, income and resilience for chronically food insecure rural women through their social and economic empowerment
	Agency	Change Outcome 1: CFIRW have increased household productive assets and resources & control over these, and are more resilient to climate shocks
	Structure	Change Outcome 2: Formal & informal institutions are more responsive to women's priorities & accountable to upholding their rights.
	Relations	Change Outcome 3: Cultural and social norms & attitudes better support the individual & collective aspirations & improved opportunities for CFIRW
Objective 2: AusAID policy and programs in Africa are strengthened particularly in their ability to target and serve the needs of marginalised people	Structure	Change Outcome 4: CARE's learning, knowledge & documentation on women's empowerment, transforming gender norms, and climate change resilience is strengthened such that CARE can better inform and influence AusAID & other key stakeholders

Objective 3: Increased opportunity for the Australian public to be informed about development issues in Africa	Structure	Change Outcome 5: Outcomes and lessons learnt from WE-RISE are communicated effectively to the Australian public
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NB: further detail on CARE's Theory of Change and Domains of Change for WE-RISE are provided on page 6.

Project Strategy

Rationale for choosing location and impact group

As the global food crisis continues to worsen, food shortages and rising prices is limiting capacity of already food insecure households to cope and adapt. In particular, chronically food insecure rural women face a myriad of social and economic constraints as outlined above in the situational analysis. CARE believes that by promoting the economic and social empowerment of these women longer term improvements in food security will be gained that support not only the women but their families and broader communities. In each country the project will also work with other members of rural poor households including husbands and dependents, community extension agents, local leaders (clan and religious) and duty bearers and gate keepers. Each office has developed a Theory of Change and a 10-15 year change strategy to achieve the desired impact. Pathways of Change have also been identified to guide programming from the current situation to the desired outcomes. The commonalities of these country level programs have been drawn on to develop the overall strategy for WE-RISE. Specific interventions will be in geographic areas where CARE has made a long term commitment, has on-going programs and established partnerships with communities, local government, local NGOs and private sector actors.

In **Tanzania**, the project will be implemented in two districts: Lindi Rural district in Lindi region and Mtwara Rural district in Mtwara region. They were strategically chosen because they combine high levels of entrenched gender discrimination, rural poverty and chronic food insecurity and unsustainable farming practices, but also opportunities through rapidly improving connectivity in terms of roads that are improving links^{ix} between rural communities, district centres, the coastal ports and the main roads to Dar es Salaam and Northern Mozambique.

The project in Tanzania aims to directly impact **9,846 households** targeting both married women and women heads of smallholder households. Poor married women provide husbands with significant labour for crop production but have little say over their own bodies and labour. Gender-based violence is frequent and when crop harvests are good married women face the risk that their husbands will use the profits to acquire a new wife. Women in Female-headed households have greater decision making authority on how their farms and income are managed but are hampered by gender norms that stigmatize women without husbands and subsequent lack of labor, which limits their productive potential.

In **Ethiopia**, the proposed intervention will target **15,441 households** in three districts of Dale, Locka Abaya, and Shebedino. These are the districts with the highest number of chronically food insecure households in Sidama Zone. Out of the total, 9,332 households are chronically food insecure and registered as beneficiaries of the government's safety net (PSNP); 36% are female headed households. The remaining 6,109 households are those not targeted through the PSNP. Non-PSNP beneficiaries are included in order to reach more women (70% female). By targeting both PSNP and Non-PSNP households, the project will foster learning between these groups. It will also promote employment creation and facilitate new technology transfer among those who are not usually willing to take risks. The learning from early adopters will inform others who are ready to adopt innovative and locally appropriate technology.

Most of the communities targeted for the Government Safety Net (PSNP) are located in the western half of the Zone. Elevations are lower and rainfall is erratic and low in quantity; therefore these areas are more prone to drought. Forty percent of the population is classified as poor and very poor; these households only meet 35-45% of their annual basic food requirement while 20-25% is provided from external food aid.

In **Malawi**, the project will target **15,000 vulnerable households** in two districts of Dowa and rural Lilongwe. These districts lie within the same agro-ecological zone, with similar traditional and cultural values and challenges. Food and nutrition are a priority in these districts. Of the 15,000 households, approximately 3,000 are female headed households with limited labour and productive assets. At least 40% of the targeted beneficiaries participated in APAC, with expansion into newer areas within the district emerging from discussions of priority areas with the District Councils.

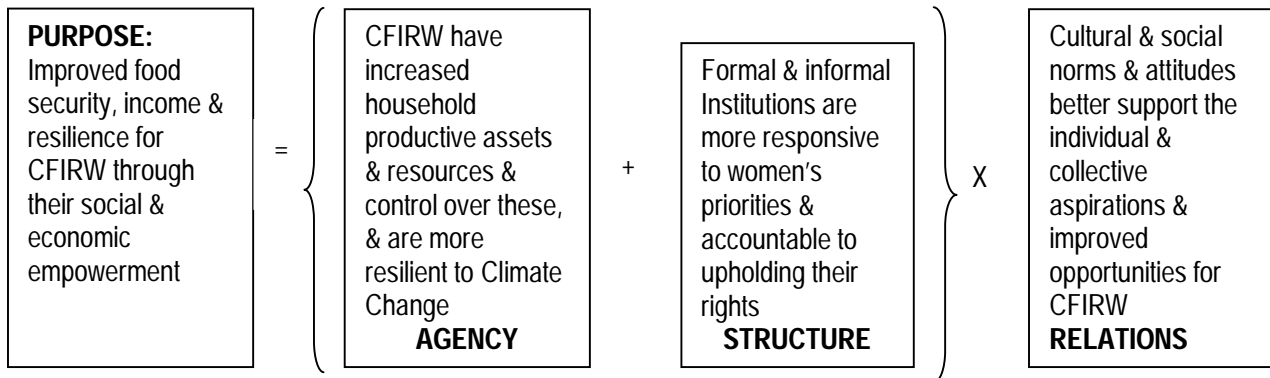
Addressing three domains of change: women's agency, social relations and formal & informal structures

As noted above in the outline and situation analysis, the proposed project is situated within CARE's core programs and Long Range Strategic Plans. Further, the five year AACES program fits within CARE's longer term commitment to working with CFIRW in line with a well researched Theory of Change (ToC). This ToC will be continually reflected upon and adapted to ensure it remains effective and relevant. CARE's analysis of women's poverty and disempowerment stems in part from the global Women's Empowerment Strategic Impact Inquiry conducted over five years in 24 countries (including

Tanzania, Ethiopia and Malawi). This Inquiry has shaped CARE's analysis of poverty and women's disempowerment and provided a framework for our work within three domains of change:

- women's **agency** (her skills and aspirations)
- formal and informal **structures**
- the social **relations** that women engage with on a daily basis.

This relationship is shown in the following Theory of Change diagram:



The latter two domains constrain women's choices and opportunities, and if not addressed, will limit the impact of changes in women's agency. For instance, women could be provided with agricultural training and credit access but this will not be sustained if social norms prevent her from fully using new skills and resources. Men will be engaged at several levels. For instance, male farmers will also benefit from access to farming inputs and market access, but more importantly as husbands, fathers and leaders the project will work with them to challenge attitudes that restrict women in the private and public sphere.

The flexibility and timeframe of AACES means the program can be tailored to meet the specific context of each country, as well as providing the ability to test and compare assumptions within the ToC. **Food Security will be both the entry point and the expected outcome of WE-RISE.**

CARE's strategy is based on the premise that CFIRW will be more productive and their families will attain food security when a) they have the capacities (skills, knowledge, resources), capabilities (confidence, collective voice, bargaining power) and relationships of support; b) local governance and institutions become more gender-sensitive and responsive to the needs and interests of poor women smallholder farmers and c) agricultural services, value chains and markets of relevance to women smallholders are more competitive, gender-inclusive and environmentally sustainable.

Drawing on previous experience and lessons

To achieve social and economic empowerment, this program brings together several operational and monitoring approaches that have each been piloted and proven by CARE and its partners over recent years. Some approaches are common across the three CARE programs (such as VSLA) while others are specific to a country or region. In the latter case cross-country learning will encourage sharing and adaption of methods. As a key methodology the program will use VSLAs to strengthen women's capacity to develop leadership and group skills, to save and inter-lend, and as a vehicle to increase their involvement in household and community decision-making. It will use well established and well functioning VSLAs as the basis for establishing new groups and individual income generation activities for vulnerable women. And it will use networks and clusters approach to increase production and marketing collaboration between groups.

The VSLA methodology is well tested throughout Africa and proven to enhance solidarity among women and builds social economic and political influence around their shared agendas^x. As observed under CARE's APAC program in Malawi^{xi}, VSLAs help women to organize and create opportunities for women as recipients of knowledge, goods and services. The group structure is a proven mechanism to overcome gender barriers. By increasing their economic power in crops and value chain enterprises that are traditionally 'more open' to women, women increase their ability to negotiate control and influence over other household crops and value chains where they do not traditionally exercise influence^{xii}. The VSLA approach makes it easy to promote economic development, and also creates an opportunity and platform through which women can raise demands for gender equity and rights. VSLA creates a sound platform as an entry point to address other issues important to women.

However, VSLA is less effective at influencing the external formal enabling environment. Therefore the program will also integrate other methods such as the **ScoreCard**, which enables service providers and users to jointly devise a process toward improved transparency and accountability, as well as increased participation and shared responsibility in service

delivery and use. ScoreCards also improve a community's capacity to monitor, support, and sustain community development activities, because it promotes and takes into consideration the community voice^{xiii}. Members of VSLA and other groups, including women's groups, will also use the community ScoreCard to evaluate the quality of services provided. The ScoreCard provides not only a feedback mechanism it also provides a dialogue mechanism that is previously almost non-existent. This method is well developed in Malawi and their skills in this will be shared across the CARE countries, and as requested across the other AACES partner NGOs.

Climate Change is having an increasing impact on food security, particularly in the geographical areas targeted under WE-RISE. These changes can undermine and reverse gains made, and if severe lead to increased hunger and malnutrition, (male) migration in search of work, or displacement of whole communities. CARE acknowledges this challenge and will integrate climate change adaptation and DRR across the program. This will include adaptation to climate sensitive farming and irrigation techniques, promotion of value adding to farm products, and non-farm income. The generation of savings through the VSLAs will also help with consumption smoothing at times of economic stress as demonstrated through CARE's APAC program in Malawi, so that families can avoid irreversible coping strategies. Measures on weather variations at the local level will be captured throughout the program and provided to regional and national governments and donors to inform Climate Change discussions. The program will use CRiTAL^{xiv} to review the climate sensitivity of all activities and Climate Vulnerability and Capacity Analysis^{xv} (CVCA) tools to assess communities' strengths and vulnerabilities. These tools, particularly the CVCA, and consideration of the impact of changing climate on food security and livelihoods of the target communities during baseline data collection and throughout implementation.

Promoting linkages and networks with AusAID and other stakeholders

AACES has three objectives - service delivery, strengthening AusAID's policies and programs in Africa, and increasing public engagement. CARE's strategy is to link the activities and outcomes of these objectives. For instance, M&E systems under Objective 1 will be framed such that they directly inform broader research into how to measure and achieve women's empowerment and feed into policy discussions with AusAID (Objective 2) and messages developed for sharing with the Australian public (Objective 3).

The increasing decentralisation of AusAID's programming to Africa through the establishment and strengthening of offices in Nairobi, Ethiopia and Pretoria provides opportunities for WE-RISE to interact with AusAID in the region formally and informally, and the unique nature of AACES promotes opportunities for CARE to share and learn from other AACES partners especially those in the same countries. For instance, AACES partners in Malawi have already held several meetings during the design phase. Moreover, CARE's research and policy engagement work under Objective 2 will be regularly communicated to AusAID and, over the five years, present AusAID and other stakeholders with a substantial body of evidence around drivers of women's empowerment.

Further, ACIAR is a partner in Malawi (Research Department of the Ministry of Agriculture & Food Security in Malawi) and links were established under APAC, promoting new seed varieties under the Seed Bank model. Initial discussions were held with ACIAR at the concept stage and it is hoped that these links will be developed further under AACES.

At the national and international level, WE-RISE will draw on the grassroots activities under the first AACES objective to inform Objectives 2 and 3 (i.e. informing AusAID policies and programs and the Australian public). There will be a strong role of action research and policy engagement to inform and influence national institutions, for example, through CARE's representation on formal bodies. Similarly, there will be regular information sharing and dialogue among ANGOs and with AusAID to inform Australia's engagement in Africa especially in areas of food security, women's empowerment, and climate change.

The project will promote capacity building, collaboration and partnership among research, private, government and civil society institutions and stakeholders in each country, at the local and provincial levels to build replication and sustainability. Such linkages will be strengthened to better provide access to extension services, farm inputs, credit and markets. In summary, CARE's interventions are geographically focussed but this local experience will inform multi-stakeholder learning and policy formation across a range of stakeholders including local and national government agencies, within CARE itself, and with AusAID and the Australian public.

Major activities

Objective one: Marginalised people have sustainable access to the services they require

Under AACES objective 1 CARE has defined the overall purpose for WE-RISE as:

To improve food security, income and resilience for chronically food insecure rural women through their social and economic empowerment

To achieve this CARE has defined three Change Outcomes that are common to the WE-RISE program across all three countries. However, outputs and activities have been developed separately in each country, reflecting the findings of the design processes, the experience to date of CARE and its partners in each country, and specific context of each target group and region where we will work.

Change Outcome 1: CFIRW have increased household productive assets and resources & control over these, and are more resilient to climate shocks

Change Outcome 2: Formal & informal institutions are more responsive to women's priorities & accountable to upholding their rights.

Change Outcome 3: Cultural and social norms & attitudes better support the individual & collective aspirations & improved opportunities for CFIRW

As per the ToC above, the program will firstly address women's agency by helping guarantee CFIRW's access to, use of, and control of productive assets, resources and services. These include farming inputs, savings, technical skills, and extension and market services. Secondly, it will improve the capacity of formal and informal institutions to be more responsive to women's (and other marginalised group's) priorities and to be more accountable to upholding their rights. Thirdly it will create and facilitate space for women to work together and will work to change entrenched gendered beliefs and practices among women, girls, men, boys and leaders; leading to women's greater role in household and public decision-making.

The CARE Australia Canberra-based Africa/Middle East Team will oversee and guide the collective achievement of outputs and outcomes. The Team will be responsible for implementation of AACES objectives 2 and 3; coordinating joint activities and learning and sharing across the 3 countries; identifying and providing technical assistance in climate change, gender, monitoring and evaluation, and inclusive development; and ensuring compliance with AusAID policies e.g. Child Protection, Gender and Disability.

Tanzania: Summary of activities

WE-RISE in Tanzania builds on the year-long analysis of, and will align implementation with the Women and Agriculture Program (WAA). Both program teams will operate out of one office with a shared Program Coordinator; thus providing synergies and shared learning.

Change Outcome 1: CFIRW have increased household productive assets and resources & control over these, and are more resilient to climate shocks

The project in Tanzania will work primarily with two types of groups: VSLAs and farmer production groups and cooperatives. In addition to organising group savings and access to financial services, CARE will use a **village agent model** within VSLAs to build members' capacities in life skills such as functional literacy, household financial management, food and nutrition planning, utilisation of crops and food processing, and civic awareness. The project will support the Government's Farmer Field School model and link these groups to provide practical field training and demonstration sites.

The project will work with existing VSLAs formed by one of our partners, AKDN, and will only form new groups in areas where AKDN has not yet reached- both single gender and mixed gender (with majority women members) VSLAs. Careful attention will be paid to encourage the entry of more vulnerable women, and to ensure men do not dominate or control women's access to savings and credit. To promote gender equity in crop production and marketing, the project will facilitate the development or strengthening of mixed-sex farmer production groups and cooperatives. Focusing on governance, the project will promote more transparent resource sharing at the household level via reforms in regulations regarding the ability of women (and their husbands) to join cooperatives; promoting the registration of both the husband and the wife on cooperative-linked bank accounts; and promoting positive leadership models for women in traditionally male-dominated structures at the community, ward, district and regional levels.

The key implementing partner in Tanzania will be TNS whose experience in market driven agricultural value chain development will provide an ideal complement to CARE's experience in gender, women's empowerment and sustainable agriculture practices. CARE and TNS have identified a series of high-priority, high-return value-chain interventions for cassava and sesame (the two most common crops) that can be made accessible to CFIRW and their families. The project therefore includes a staged approach to **pre-position the most vulnerable to engage in higher value opportunities** in the cassava and sesame value chains. This may include linking them to the Naliendele Agricultural Research Institute

(NARI) to act as contractors for out-grower schemes in raising cassava cutting nurseries, or training community extension agents or cassava processors providing services to cassava growers, or simply additional attention to their functional literacy, or supporting them to get access to labour saving technology. As VSLAs mature, the project will support groups to access other types of financial services, focusing on linking them to SME finance as well as banks and insurers, using warehouse receipts as collateral.

The project will focus efforts within the cassava and sesame sub-sectors by training farmer production groups on **intensification techniques and business skills**. CARE will work closely with NARI to integrate conservation agriculture methodologies (e.g. the use of multipurpose cover crops, intercropping cassava with legumes, minimum tillage) to improve soil organic matter, retain soil moisture and diversify production to address both nutrition and income. Farmers will also be supported to improve farm management, and to assess business costs and risks. Improved access to and use of post-harvest storage and processing will be promoted to enable farmers to add value at scale. The project will support innovative models for extension services and agriculture input supply systems that are critically needed to increase cassava and sesame production levels.

Change Outcome 2: Formal & informal institutions are more responsive to women's priorities & accountable to upholding their rights.

During implementation of activities under Change Outcome 1 above, governance structures of VSLAs, farmers groups and cooperatives will be reviewed to support good governance and gender inclusive practices. Farmer's groups will include participation of vulnerable groups including people with disabilities including promotion of labour saving agricultural processes and machinery. A farmer advocacy policy will be developed to influence the application of policy at local and district levels in favour of smallholder women and men farmers. The project will engage the MVIWATA^{xvi} (the only independent farmers' network in Tanzania managed and controlled by smallholders) in these efforts. The members of VSLAs and farmer groups will be supported through field staff engagement and methodologies such as ScoreCard to link to governance institutions such as Village Councils and Village Executive Officers to promote the voices of members of selected impact groups in governance processes.

The project will place emphasis on participatory models of outreach to ensure accessibility among both women and men at the community level. Linkages will be facilitated with and between District Agriculture and Livestock Development Offices (DALDOs), research institutes, wholesalers, input suppliers, community agents and retailers to develop input and extension service supply models that are economically viable and meet smallholder needs. Rather than promoting a single model, the project will explore various options for retailers or agents at the community level to offer a diverse blend of appropriate products and services in response to the demands of smallholders. The project will also build partnerships with national and international buyers and processors, encourage the establishment of local processing facilities, and support additional purchasing of higher-quality products from local smallholders.

Locally, District Councils and DALDO in Lindi and Mtwara will be key partners and the project will work with DALDOs to expand a network of para-professional extension agents and test a 'fee for service' model. Within the private sector, there are several agriculture input suppliers serving larger-scale farmers. The project will partner with these suppliers to support the development of a rural distribution network of para-professional, community-based suppliers focused on small farmers, particularly women. NARI will enable the project to learn about and test improved agricultural practices and generate research on linkages between conservation agriculture and productivity. The project will also partner with the Intermech Engineering Company to design labour saving agriculture tools and implements suited particularly for smallholder women farmers.

The project will also contribute to dialogue, learning and discussion in relevant forums to positively influence programming practice. These may include engagement with the following actors/initiatives: Research on Poverty Alleviation, Tanzania Gender Networking Programme, Concern Worldwide, FINNIDA (planning to launch its 'Lindi and Mtwara Agriculture Support Program'), FAO, CARE International's Poverty, Environment and Climate Change Network, and MVIWATA.

Change Outcome 3: Cultural and social norms & attitudes better support the individual & collective aspirations & improved opportunities for CFIRW

At the project onset, the project will identify progressive traditional and religious leaders to serve as a coalition to determine how best to elevate issues of gender to the attention of community members while co-sponsoring events to raise awareness and discussion. The collaboration may take many forms depending on unique opportunities and resources including community forums, radio/video programs, and religious services on basic rights, gender relationships, inheritance, divorce, land tenure and child care. These will also be used to engage youth to establish more equitable gender norms at an earlier age. This coalition will assist in developing gender sensitive activities in support of strategies for extension service delivery, VSLAs and functional linkages.

The project will work with *the Southern Tanzania Gender and Agriculture Learning Alliance (GALA)* to bring together public and private sector stakeholders, farmers groups and traditional and religious male and female leaders to coalesce among shared priorities. This learning alliance will significantly inform on-the-ground collaboration in service delivery, advocacy and accountability while also developing and promoting policies that support improved opportunities for women and men smallholder farmers. As GALA grows, CARE expects it to have a multiplier effect, enabling faster replication and scale of successful practices than if organisations were working in isolation.

Ethiopia: Summary of activities

Change Outcome 1: CFIRW have increased household productive assets and resources & control over these, and are more resilient to climate shocks

During the design, ABCD was undertaken in three sample kebeles (communities) to map assets, opportunities and needs and to begin a community action planning process. This process will be repeated in the remaining kebeles, and used throughout the project to continuously monitor and review progress and to ensure that community views and needs are addressed during service development and implementation. Community action plans, including participatory land use planning, will be essential pre-requisites to the selection^{xvii} and staging of other activities.

Specific activities under this outcome will include improving the yield of traditional crops, as well as promoting and improving off-farm business enterprises such as bee keeping, poultry, sheep and goat rearing (these sample sectors were identified by CFIRW during the design phase in the three sample kebeles and others may be added based on demand and viability). This will be done by providing access to training on business management, husbandry, processing and post harvest handling; agricultural inputs such as tools, seeds and appropriate technologies; extension services; and savings and loans.

As in Tanzania, existing and new VSLA groups will be the strategic entry point for most of these activities and the local partner SOS Sahel will be strengthened to use the VSLA methodology. The project will also aim to graduate/consolidate VSLA's into larger Savings and Credit Cooperatives and link groups with selected, larger micro-finance institutions. VSLAs are informal organisations proven to help establishment a savings culture and financial literacy, skills and systems; yet they are not legally recognised and are limited by the amount of resources they can mobilise; thus the desire to create and link to larger entities.

The project will adopt a micro-environment approach and use watersheds as the entry point to developing appropriate community based resource management plans. Farmer-led integrated watershed management will be promoted and will take into consideration the needs and views of all communities residing in the geographic area, both up and down stream to ensure equity in benefits and appropriate resource management planning. The project will introduce locally appropriate and affordable irrigation technologies to expand dry season production and supplement wet-season irrigation. The project will also investigate the viability of introducing a crop insurance scheme to mitigate climate risk.

Change Outcome 2: Formal & informal institutions are more responsive to women's priorities & accountable to upholding their rights.

The project will conduct a capacity building needs assessment to identify the gaps in capacity (technical, physical, management) of formal and informal institutions to better support the individual and collective aspiration of CFIRW. It will also work with and aim to strengthen *Yakisa* (the traditional women's system) to promote and advocate for gender equity and express women's concerns needs, and priorities; and organise exposure visits for key representatives of formal and informal institutions to other progressive and well developed communities.

CARE Ethiopia integrates a TAPI process (transparency, accountability, participation and integrity) into its programs to promote good governance across partner agencies. TAPI will be integrated into WE-RISE, and the team will liaise with CARE Malawi to learn about, and potentially integrate, the ScoreCard methodology to complement TAPI.

Change Outcome 3: Cultural and social norms & attitudes better support the individual & collective aspirations & improved opportunities for CFIRW.

Following the baseline analysis of cultural and social norms, the project will work with elders, community and religious leaders to advocate gender equality; train women's groups in paralegal issues; and run public awareness on gender issues, particularly GBV. VSLAs will also be entry points for women to safely and openly discuss gender equality issues.

Initial research has also shown that, despite government efforts to increase education access in rural areas, female retention at school is low especially for orphan girls or those from poor families. Therefore the project will develop and pilot a scheme to try and keep these girls in school through assistance with books and transport costs. CARE Ethiopia believes that better educated girls will become more empowered women and community role models.

Malawi: Summary of activities

Change Outcome 1: CFIRW have increased household productive assets and resources & control over these, and are more resilient to climate shocks

Again, the VSLA model, as developed under the APAC project in Malawi, will be core to all activities. CARE is the technical lead in Malawi in VSLA training six other NGOs in the methodology. Through VSLAs the project will support the development of community based extension workers and improve efforts of government extension services to better and more equitably target women farmers. Eighty Farmer to Farmer Trainers, of which 50% will be women, will be chosen by the communities, trained and equipped by CARE and its local partners, and linked to the District structures for recognition, certification and support.

VSLAs will also be entry point for the collective procurement of climate resilient and environmentally appropriate inputs such as seeds and fertilizer. Group marketing and procurement will increase the ability of the poorest to participate by pooling their limited resources. CARE will link groups to input suppliers through the Agricultural Input Suppliers Association of Malawi (AISAM) and the RUMARK network of input suppliers. WE-RISE will focus on developing clusters and networks of producer groups to improve purchasing, marketing and negotiation power.

Similarly the groups will provide opportunities to share and promote information on food and nutrition security, health, behaviour change, and marketing. Post harvest management will be strengthened through improved storage techniques, training and demonstration units. Technical partners will manage this component, such as ICRISAT on groundnuts.

The project will train and assist members from 300 mature and advanced VSLAs and other collectives in participatory market research and other basic business management skills to actively engage in value chain activities. This will enable good ideas and practices to be identified for particular types of income generation activities.

CARE will also work with communities to better understand and mitigate risks of climate change (in particular drought, floods) and other disasters. Activities will include small-scale irrigation and water harvesting, catchment conservation, watershed management promotion, and DRR and Climate Change sensitisation^{xviii}.

The project will identify the most vulnerable women using the vulnerability criteria set in consultation with communities. Training will then be provided on literacy, numeracy, and issues of self-esteem to help vulnerable women engage in and better benefit from VSLAs. Fifty adult literacy trainers, at least half women, will be trained and linked with the Department of Community Development, and in turn train 3,000 of the most vulnerable women. New VSLAs will be formed targeting vulnerable women with newly obtained skills. Further, project implementation will consider the needs of people with disabilities, for example promotion of seeds requiring less labour intensive inputs through the seed bank model. This approach successfully addressed needs of people living with HIV/AIDS under the APAC program in Malawi.

Change Outcome 2: Formal & informal institutions are more responsive to women's priorities & accountable to upholding their rights.

WE-RISE will develop the capacity of local institutions such as Village Development Committees, Area Development Committees, District Executive Committees and CBOs to promote democratic representative processes, as well as promote the inclusion of women and marginalised into leadership positions. CARE will support communities to conduct community review meetings and develop links with CSOs for advocacy objectives.

Moreover, the project will build on the success of the community ScoreCard used under APAC. Community, group members, and other key stakeholders will be trained on how to use the ScoreCard approach for various functions e.g. social auditing, planning, monitoring, and evaluation and reporting to increase accountability of district and community structures in planning, budgeting and management, as well as service delivery. Participants will also be trained in participatory planning, monitoring and evaluation.

The project will map existing agricultural CSOs and networks and strengthen these (particularly those for and involving women) to enhance voice and dialogue. It will support community advocacy to ensure citizens understand their rights and responsibilities, and are able to engage with local government structures on issues that affect them. Finally it will facilitate links with established civil society networks at district/national level to foster advocacy. The program will, in collaboration with AACES Partners in Malawi and beyond, identify common learning and advocacy agendas, to jointly facilitate increasing the reach of the voice of the marginalised into the policy development, implementation and reviews.

Change Outcome 3: Cultural and social norms & attitudes better support the individual & collective aspirations & improved opportunities for CFIRW

In Malawi, VSLA will also be the key entry point for women to discuss gender equality issues, pushing traditional gender and cultural related barriers in social and economic activities. The project aims to increase female community based

extension workers to 50%, changing the way extension is delivered especially to women farmers, who were previously supported by male extension workers. The planned participatory planning, monitoring and evaluation activities will involve both men and women, power bearers and community members, boys and girls and will help them highlight their social and economic priorities and aspirations, which in turn would enhance opportunities for the CFIRW.

Gender sensitivity will be integrated across other activities. For instance, the adult literacy curriculum will also address related gender barriers. The project will encourage men to participate in adult literacy classes, which are currently mostly attended by women; and will deliberately target local, male leaders on leadership trainings so that they do not become barriers on issues that communities advocate for, especially women. This approach has proven successful in previous projects and is encouraged by the government.

Objective two: AusAID policy and programs in Africa are strengthened particularly in their ability to target and serve the needs of marginalised people

CARE has defined its **Change Outcome under AACES's Objective 2** as:

CARE's learning, knowledge & documentation on women's empowerment, transforming gender norms, reducing food insecurity, and climate change resilience is strengthened such that CARE can better inform and influence its own programs, AusAID & other key stakeholders.

There are two specific outputs under this objective and CARE Australia will take the lead in coordinating the implementation of these outputs. The first is a formal, researched-oriented output that will continue over the five years of AACES. The second output is more informal, and involves the more opportunistic and iterative interactions that CARE will have over five years because of its AACES engagement with AusAID, other donors and national bodies in Ethiopia, Tanzania and Malawi.

Output 1: Five year impact study on Women's Empowerment and its link to Food Security

Under this output CARE will integrate its M&E into a broader impact study to provide five years of analysis on if and how WE-RISE has led to a change in women's economic and social empowerment across the three domains of agency, structure and relations. Qualitative measures will be used to assess what are the drivers of change, and results will be communicated through publications, presentations at relevant forums, and discussions with key stakeholders.

This study will draw on, and contribute to, other work currently being done within CARE internationally following on from the five year Women's Empowerment Strategic Impact Inquiry. In particular, CARE USA is piloting a women's empowerment impact measure initiative (WEIMI) in nine countries in Africa including in Tanzania, Ethiopia and Malawi. The initiative will enable both learning – about successes, challenges, underlying theories of change; about how social change happens; about how we measure social change and learn from it – and documentation – of our work and contribution, of tools and processes, of lessons – for both internal and external sharing with AusAID, AACES partners and the wider world.

To implement this output CARE will assess the potential of partnering with a research institute for five years covering the three WE-RISE countries (initial conversations and scoping is underway). The partner would be likely to engage continuously with the program, working with CARE to undertake qualitative research during the baseline, mid-term review and evaluation stages. A research framework will be prepared at the outset to clarify the indicators, research methodology, means of communicating results especially at the policy level, and how the research will complement/contribute to similar work underway by CARE in other programs. Discussions to be held also include if and how other AACES ANGOs may engage in the study.

Output 2: Lessons learnt from WE-RISE program continually feed into AACES overall learning, AusAID and national policy development

In addition to the above study, WE-RISE will provide CARE with learning on other areas such as climate change, conservation agriculture, value chains, micro-finance, and local governance. As is CARE's general practice, this learning will be shared within programs and Country Offices to inform broader programming. CARE also uses this type of information to inform its representation on government and NGO forums and working groups such as the ACFID Africa Working Group, the Horn of Africa Pastoral Network, and the Comprehensive Africa Agriculture Development Program. Given AusAID's enhanced presence in Southern and Eastern Africa, CARE Australia and Country Office staff will have more formal and informal opportunities to interact with and influence AusAID's policy development. Recent examples of such interactions, while not necessarily Africa focused have included engagement on the ACFID Africa (and other) Working Group and the Sexual Reproductive Health Reference Group which took part in an AusAID Roundtable on Scaling-up Family Planning, written and verbal submissions to the Aid Review, input to AusAID's development of Country Strategies, and one on one discussions with senior AusAID staff and parliamentarians.

Objective three: Increased opportunity for the Australian public to be informed about development issues in Africa

Under this AACES Objective the WE-RISE **Change Outcome** is:

Outcomes and lessons learnt from WE-RISE are communicated effectively to the Australian public

Activities under this objective will be developed in the first year of AACES with implementation expected to commence in Year 2. During the development stage CARE's Development Education Officer based in Melbourne will liaise with other AACES partners, the Africa/Middle East Coordinator, and WE-RISE Program Coordinators in country to determine the most appropriate, value-for-money intervention/s. As with Objective 2, CARE Australia will lead on implementation.

This development stage will include:

- Defining the target audience within the broader category of the Australian public
- Researching how this target audience typically access information and is best influenced or engaged e.g. through active or passive engagement; written, visual, TV or on-line medium.
- Defining the desired knowledge, attitude and behavior change sought; and how these align with the type of activities and expected outcomes under WE-RISE
- Analysing what activities/events/information sources already exist that this segment of the Australia public can or do access; and how feasible it would be to build on one of these existing sources rather than replicating or creating a new media
- Discussions with other AACES NGOs and organisations with an interest in promoting Africa on how we could work jointly under this Objective.

The end result will be a well defined approach over years 2 to 5 of AACES to contribute to AACES Objective 3.

Monitoring and evaluation

Output 1 under Objective 2 of WE-RISE is inextricably linked to the Monitoring & Evaluation System (refer Objective 2 above). The system will analyse and document the pathways to the desired impact of increased food security and resilience through women's empowerment. The core functions of the M&E System at the Impact & Outcome levels will be to tell the impact story; validate the drivers of change; foster a learning culture; and inform and influence policy and program development within AusAID, CARE, government and other stakeholders. At the output and activity level the M&E System will provide opportunities for reflection and reshaping activities, gauging progress and communicating with and being accountable to all stakeholders

A common set of **Impact and Outcome level indicators** are provided in the MEF Annex to measure Women's Empowerment, Food Security and Resilience (noting this will be revised at the Inception Workshop). These will be measured across the three countries through participatory qualitative and quantitative methods (such as KAP, MSC, FGDs, household surveys and key informant interviews) at specific times in the program cycle i.e. startup, mid-term and near completion. CARE used existing government data during the design phase and will continue to during program implementation. CARE will also support local government staff to participate in the integrated food security and nutrition assessment organised by the Ministry of Agriculture and Food Security in Tanzania twice a year and Ministry of Agriculture in Malawi. In Ethiopia CARE will be working closely with government authorities in implementing PSNP program and will be using the data collected for this purpose. AACES will also increase coordination and use of government early warning information systems to ensure it reaches farmers in an appropriate and timely manner.

One of the indicators is the Women's Empowerment Index which is being developed and will be a composite of agency, structure and relationship indicators.

Output level indicators will be unique and specific to each country and will be measured using existing tools such as annual reviews, government reporting systems, regular staff and panel monitoring (panel monitoring engages a range of stakeholders to identify successes and challenges and recommend responses). User-friendly project databases will be developed to capture gender, age and ability disaggregated activity level data which will be feed into regular reporting.

Reflection for learning and on-going planning will be a critical aspect and will be facilitated through a rolling series of learning events at each level as follows:

- Regular team meetings among project managers, staff and stakeholders
- Quarterly project reflection and planning with field level partners

- CARE Tanzania, Ethiopia, Malawi, and Australia annual reflection, learning and planning workshop
- AACES-wide Annual Learning Event (attended by all 10 AACES partners and AusAID)

Information from these forums will be fed upwards, downwards and sideways to ensure transparency of decision-making processes. CARE will encourage equal participation of women at these events. The events will also provide the opportunity to monitor progress against annual workplans, bottlenecks, risks raised during design, as well as any new risks which may emerge. There is also potential for each event to incorporate a thematic focus around one key aspect of WE-RISE.

The ScoreCard, which encourages dialogue between service providers and users, will also contribute to M&E. It will monitor how all parties have addressed their commitments to action plans and provide a complaints mechanism through which communities can raise issues, including complaints about project implementation by CARE and its partners.

CARE Australia will be responsible for compliance with reporting requirements to AusAID and will work with the country-level teams to ensure timely and quality reporting. These will include six-monthly snapshot reports, annual progress reports (financial and narrative), exception reports and mid-term review and evaluation reports. Case studies will be incorporated into the reporting, and CARE will explore options for non-traditional reporting formats such as interviews or video diaries; and relevant information will be shared with other NGOs via the AACES Communication Point.

The M&E system will be implemented in-country by stakeholders at various levels. For instance, CARE program managers and field staff will regularly monitor activities; partner NGOs and government staff will monitor activities as part of their regular function; and community-level beneficiaries will be engaged in providing and analyzing data (e.g. through engagement in the Scorecard and other participatory techniques.) CARE Australia staff will physically monitor each initiative annually to ensure compliance with AusAID's requirements and provide regular communication and advice to Country Offices; AusAID and other ANGO staff will be invited to accompany these visits if appropriate. CARE's internal accountabilities will be in line with established procedures oversighted by our Program Compliance and Information Management team.

The M&E System will be refined by the CARE partners at its inception workshop in June 2011; and specific outputs and outcomes will be finalised in order to develop impact tracking systems that can support and promote reflection and learning. The current M&E framework will be revised and submitted after the inception workshop. This review will be facilitated by a senior CARE officer from the Africa region with expertise in M&E. The process will aim to provide a user-friendly system that captures both qualitative and quantitative data, ideally using existing data sources. It will define who and how data is captured, who are the end users of data and how data is to be used; and will focus on impact measurement. Workshop participants will agree on a common set of indicators at the impact level for comparison across the program.

In terms of using existing data sources, the Malawi Government for example, in particular the District Assemblies where the program is to be implemented has existing information / data that all programs operating in the districts are expected to use. CARE has been working in these Districts under APAC and all programs make use of and contribute to the collection of the information/data available. Such data and examples of use include but are not limited to:

- Use of Gov't Depts and staff - DC, DPD, M&E, DADO, DCDO, All extension staff to provide advice, insights and feedback on the plans and results of project intervention implemented by CARE
- Use of Gov't resources – District Development Plans, Socio-Economic Profiles, District trainings and M&E report to inform the design, review and subsequent adjustments should they be needed.
- CARE Malawi subscribes to the harmonised government M&E system, including the harmonised food security indicators to which we report, and use the information to inform our decisions
- by participating in learning and dissemination such as DEC, FS joint Task Force Meetings , CARE incorporates lessons and information from Gov't and other stakeholders OAE M&E 3

Risks

A detailed risk matrix for each country is provided in annex IV however this section briefly outlines major risks common across WE-RISE. Most common to all target areas are the environmental threats of **erratic rainfall and droughts, changing weather patterns, and potential natural disasters**. Risk management is integrated across the program and includes aspects such as conservation agriculture and more climate resilient inputs, development of off-farm income, DRR training, watershed management, irrigation and creation of savings to prevent irreversible coping strategies.

At the social level, there is the risk that the **most vulnerable women will be unable to benefit** from the project because they cannot afford to take risks with new farming methods or income generating activities; are illiterate; don't have time to

commit to training and group participation; or are constrained by their husband's or society's resistance to changing gender norms. There is also the risk, that when women have the skills and inputs to improve production the markets for their produce will be too competitive or inaccessible, forcing them back into traditional practice.

Further, **duty bearers and private sector providers may be unwilling or unable to respond to demands** arising from the impact group. These latter risks intersect the realms of agency, structure and relations being addressed by the project. It will therefore require thoughtful, reflective, and simultaneous development of all three realms to counter these risks.

Sustainability and Transition/Exit strategy

Sustainability and transition under WE-RISE is strengthened because a) the AACES timeframe of five years provides adequate time to test and implement initiatives and b) each project is linked to a broader CARE commitment to work over the longer term (10 - 15 years) in these geographic areas with CFIRW, evolving the nature of the engagement, and strengthening the ability of CARE to exit, leaving behind functioning civil society and governance systems. An example of how this can work is in Malawi, which was funded for 6 years under APAC and plans to build upon lessons learnt and expand geographic targeting under AACES. At least 40% of the AACES targeted beneficiaries participated in the APAC project. This project only covered 27% of Group Village Household (GVHs) in the Traditional Authority. In AACES the project intends to cover 100% of the Traditional Authority. The project targets locations that best build synergy with previous CARE efforts in VSLA, agriculture/marketing, irrigation and institutional development. In areas of past APAC participation, the interventions will build on and go beyond what was provided in the APAC program. These new interventions aim at building and strengthen existing extension services, assisting communities to be more resilient to food insecurity. Key new areas that differentiate between AACES and APAC are:

- Through VSLAs the project will support the development of community based extension workers and improve efforts of government extension services to better and more equitably target women farmers
- VSLAs will also be the entry point for the collective procurement of climate resilient and environmentally appropriate inputs such as seeds and, fertilizer.
- CARE will focus on developing clusters and networks of producer groups to improve purchasing, marketing and negotiation power. These will be linked to input suppliers through the Agricultural Input Suppliers Association of Malawi (AISAM) and the RUMARK network of input suppliers.
- Mature and advanced VSLAs and other collectives will be trained in participatory market research and other basic business management skills to actively engage in value chain activities. This will enable good ideas and practices to be identified for particular types of income generation activities.
- CARE will also work with communities to better understand and mitigate risks of climate change (in particular drought and floods) and other disasters. Activities will include small-scale irrigation and water harvesting, catchment conservation, watershed management promotion, and DRR and Climate Change sensitisation.
- The project will map existing agricultural CSOs and networks and strengthen these (particularly those for and involving women) to enhance their voice and dialogue. It will support community advocacy to ensure citizens understand their rights and responsibilities, and are able to engage with local government structures on issues that affect them.
- The program will, in collaboration with AACES Partners in Malawi and beyond, identify common learning and advocacy agendas, to jointly facilitate increasing the reach of the voice of the marginalised into the policy development, implementation and reviews.

Similarly, the Ethiopia exit strategy is integral to the whole implementation model that aims to graduate households from dependency on government supplements (i.e. PSNP) to self-sufficiency.

Participation and ownership by the impact and target groups is also a key element. Participatory approaches used in the design phase will be carried forward through program implementation by engaging the impact groups in the management of farmers groups and VSLAs, building capacity of and engaging government counterparts, and leveraging community and private sector contributions. In other parts of Africa the VSLA model has proven to be a sustainable model with groups growing beyond the CARE intervention. Once requisite skills and knowledge are acquired the groups are self-sufficient and motivated.

Other strategies include a focus on sustainable farming practices and appropriate inputs and technology; addressing gender stigma and stereotypes; building women's agency; partnerships with the private sector including suppliers, markets and micro-finance institutions; the adoption of commercially oriented approaches; and strengthening supportive

and accountable local institutions. The strategies are effective precisely because WE-RISE approaches are designed with sustainability in mind. The approaches include:

Establishing expectations and responsibilities: From project design CARE is careful not to raise undue expectations or dependency. Roles and responsibilities of stakeholders will be defined and understood and revisited throughout.

Working through local partners: CARE will work with local NGOs, government and private sector partners that are in the community for the long haul. For instance, capacity will be built within government to take over service provision. Agricultural and off-farm activities, if well designed and owned by the communities, as well as structures such as VSLAs and Farmers Groups, will be self-sustaining.

Self-Sustaining Changes in the Community: The project through its theory of change and mode of operation will promote attitudinal and behaviour change. Selection of partners and target communities has also been influenced by CARE's assessment of their "readiness" to adapt to this change. Nonetheless, this will be the program's biggest challenge. Securing the desired change in five years will be difficult but CARE and its partner will exit gradually and potentially remain, as needed, beyond the life of AACES.

AusAID Policy Requirements

Child Protection: CARE Australia has a Child Protection Policy which is signed by all staff. Awareness of this policy will be provided to in-country staff and local partners who will also be required to acknowledge their understanding and commitment to the policy. Any reported or suspected concerns will be taken seriously by CARE management and active steps taken to remove children from a potential threat and remove the offender. Such cases, if they should occur, would be reported immediately to AusAID. Further, CARE has included funding for training and support for Country Offices to strengthen processes addressing child protection.

Environment: Design of agricultural activities has taken into consideration of the Environment Protection and Biodiversity Conservation Act 1999, and procedures for managing potential environmental impacts. As noted above environment and climate change will be integral to program implementation including activities such as conservation agriculture and watershed management to help farmers adapt to climate change and environmental hazards. CARE will draw on international tools and conventions such as CRiTAL and the CVCA to ensure climate sensitive program implementation and will draw on the advice of the CARE Australia Climate Change Advisor. Indicators related to Climate Change will be taken into consideration when designing the baseline study.

Inclusive Development: The rights based approach is an important aspect of CARE's work. Thus our program teams will aim to ensure people with disability, the elderly, and people affected by HIV are represented and their specific concerns addressed at all stages of design, implementation and M&E. For example, in Ethiopia the project primarily targets those in the government's safety net program which is largely the elderly and disabled. In Malawi the program builds on the focus under APAC on people living with HIV & AIDS.

Resources

Please refer to Annex II for Revised detailed budget for Year 1 and General Budget Outline for the 5 year period.

In terms of human resources, the program will demand a dynamic skills set from all staff in country and in Australia. This includes skills in program management, financial management, partnership development, reflection and analysis and a deep understanding of and commitment to gender analysis. Each CARE office employs a Gender Advisor who will dedicate a proportion of time to this program. Existing staff have been part of the development of the program approach and re-focusing by CARE on Women's Empowerment. These are been highly participatory processes. Nonetheless, skills can be further strengthened and new staff recruited for WE-RISE will need to be oriented and inducted rapidly and supported throughout implementation. The process for this will be discussed in detail at the Inception Workshop and timelines and activities for staff induction and capacity building will be discussed. Senior and technical CARE staff (such as Gender specialists, Program Coordinators and Assistant Country Directors) will provide input to this. Capacity needs will be explored continually through regular learning and reflection workshops in country.

Annexes:

- I Detailed Activity and Implementation Plan for Year 1 (Unchanged. To be revised following inception workshop)
- II Detailed Budget for 2011-12 & General Budget Outline for the 5 year period (Revised as per new template)
- III Detailed M&EF (Unchanged. To be revised following inception workshop)
- IV Risk Matrix (Unchanged. To be revised following inception workshop)
- V Relationship Charts (Revised)
- VI Government Capacity (New)

Endnotes

ⁱ A copy of the Scorecard toolkit is available at:

<http://www.sasanet.org/documents/SM/Books%20&%20Articles/SM%20Ar4.pdf>

CARE uses the Scorecard tool, designed in part to promote accountability and transparency. This is achieved by bringing together service users and providers to analyse challenges in service delivery and share findings. This tool is designed to create an environment that promotes community dialogue that is inclusive and captures views from across all groups within a community. By doing so, the leadership from various village committees is bound and obliged to be accountable and transparent in its practice and actions. Evidence from community members suggests that openness during election of leaders and distribution of most resources was apparent and tremendously improved in areas where the tool was implemented (PIP report).

Evidence on the ground has also shown that through dialogue using the scorecard, a platform or formal mechanism has been provided within the community that makes it easy for members to question those in authority, decisions made, and obtain more information for decision making by the service provider. This accessibility to services, providers and decision makers addresses issues of corruption within communities and regarding service delivery.

ⁱⁱ **Agency** mean skills, knowledge, resources and aspirations

ⁱⁱⁱ The decision to undergo a shift to a program based approach was founded on the idea that short-term projects are an ineffective medium for achieving sustainable impacts on underlying causes of poverty and social injustice. In the past few years, there has been wide endorsement of the shift to a longer-term program approach from across CARE International. As of 2008, there have been widespread organizational efforts to advance CARE toward a program approach, including the establishment of "Learning Laboratories" across the globe. Evidence gained from different programs within CARE International support the notion that a program approach can increase relevance, quality and impact of CARE's work. Below is the working definition of a "program" for CARE's purpose, however further guidance will be developed as the different Learning Laboratories (including CARE Ethiopia) transition over time to a program based operational model.

CARE defines a program as a coherent set of initiatives by CARE and our allies that involves a long-term commitment to specific marginalized and vulnerable groups to achieve lasting impact at broad scale on underlying causes of poverty and social injustice. This goes beyond the scope of projects to achieve positive changes in human conditions, in social positions and in the enabling environment.

^{iv} Detailed information on the process and outcomes of the Strategic Impact Inquiry are available at:

<http://pqdl.care.org/sii/Pages/overview.aspx>

^v Please see http://www.care.org/getinvolved/advocacy/pdfs/agenda2008/sp_accessafrica.pdf for more information on CARE's Access Africa Signature Program and Village Savings and Loans Associations.

^{vi} Approaches that Work: Lessons Learned from the Support to Productive Safety Net Program

http://www.care.org.et/files/CARE_cssg_v04.pdf

^{vii} For more information on CARE's Women's Empowerment Framework please see

<http://pqdl.care.org/sii/Pages/Women's%20Empowerment%20SII%20Framework.aspx>

^{viii} This program has identified the value chains which have a large involvement of women and there is high potential for benefiting women. A crop like Cassava is traditionally known as women's crop. Therefore improving the agricultural services and markets will have a positive impact on women.

^{ix} The nearly finished road from Dar es Salaam to Mtwara will make it competitive for buyers and processors from the north to source crops from the south. As the Mtwara Development Corridor (MDC) becomes a reality over the next ten to fifteen years, changes will come to isolated communities in the form of improved roads and ICT, new investments and economic migrants from other parts of Tanzania and northern Mozambique.

Yet there are also risks that growth will leave out poor rural smallholders who lack support to transition from traditional cultivation into more productive and sustainable farming methods. It is widely acknowledged by the GoT and other stakeholders that the required infrastructure and support services are lacking to ensure smallholder farmers benefit from commercialization. The national strategy contains no specific promises or plans to address the urgent need for tailored services and inputs to smallholder farmers, which will help them, intensify crop production for increased food security and incomes, in ways that also protect the natural resources they depend on for their livelihoods. In fact, growth poses risks to unique ecosystems in Southern Tanzania, if the poor intensify environmentally destructive practices (for example, shifting cultivation) because they are left out of new opportunities. Finally, there is a risk large scale agro-investments could put arable land out of reach of the poorer strata of smallholder households, with potentially negative impacts on their food security unless they were helped to develop new wage earning or business skills at the same time.

Other negative impacts for the infrastructure will include the risks for incidences of sexually transmitted diseases such as HIV/AIDS due to increased interaction with neighbouring regions.

^x The ACCESS Africa State of the Sector report on micro-finance is available at: http://www.care.org/getinvolved/advocacy/access-africa/pdf/access_africa_sos_report.pdf

^{xi} CARE Malawi - APAC/ SMIHLE Impact Evaluation /Nov 2010

^{xii} In Tanzania, for example, the program will be working with farmers who are producing a high value export crop and a cash crop. In this way, we will be able to achieve several goals. First, the farmers will gain the skills to produce larger volumes of higher quality sesame for the export market, which will increase income and improve their ability to access nutritious foods. Simultaneously, AACES will support these households to improve yields on cassava primarily for food security, and only secondarily for increased income. However, it is not expected that cassava marketing will provide significant income to the household. The cassava, in a way, is a safety net to ensure a steady supply of food that is not highly susceptible to drought, which is problematic in this area of Tanzania.

^{xiii} CARE Malawi received a Farmer's Voice Innovation Award by ALiNE – IDS UK, a program funded by Bill & Melinda Gates, for its ScoreCard work <http://community.eldis.org/farmervoice/.59d27986/.59d5bce9##>. The ScoreCard process has been documented by IDS, and has been replicated by CARE in other countries and by other NGOs

^{xiv} <http://www.iisd.org/cristaltool/>

^{xv} CVCA - Revised document & foot note added www.careclimatechange.org

^{xvi} MVIWATA is a national umbrella of farmers groups in Tanzania. This organization aims to advocate the interests of farmers especially on policies related to the marketing of food and cash crops. Therefore through engaging MVIWATA and input suppliers in this program they will be in a good position to represent the interest of women. An aim of this project is to increase their gender sensitivity and willing to represent women's interest

^{xvii} Individual beneficiary selection will be conducted by each individual country team using various methods. For example Wealth Ranking exercise was conducted as part of ABCD methodology to establish community needs and priorities in Ethiopia during the design stage. In addition being a PSNP (Productive Safety Net Program beneficiaries – the Government major food security program) and other food security programmes was conceded as main criteria to select the project target women.

^{xviii} At this stage no major water right issues are anticipated under AACES in Tanzania, or Malawi. . Nonetheless, baseline studies may raise water rights as an issue for communities the program seeks to work with – in this case it would be addressed through project implementation e.g. participatory water resource management; Water User Associations around irrigation catchment areas, and linking them to the irrigation department. In Ethiopia there is a

potential issue of inequitable access for upper and lower stream water utilization particularly for irrigation purposes this will be monitored and resolved through managing participatory watershed management techniques.

ANNEX - I

Tanzania

		July 2011 to June 2012											
Activity Description		July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
T.0.1: Project Inception Activities													
T.0.1.1	Office establishment and office setup												
T.0.1.2	Staff recruitment and orientation												
T.0.1.3	Develop procurement of office equipment and furniture												
T.0.1.4	Conduct inception meetings and workshops with stakeholders												
T.0.1.5	Conduct priority studies including baseline and KAP survey												
T.0.1.6	Refine logframe and M&E plan												
T.0.1.7	Conduct discussion meetings with partners												
T.0.1.8	Selection of local partners and formalising MOUs												
T.0.1.9	Conduct staff and partners training												
T.0.1.10	Conduct inception review meeting												
Outcome 1	CFIRW have increased household productive assets and resources & control over these, and are more resilient to climate shocks												
Output T.1.1	Program has necessary knowledge and data to inform program strategy and implementation.												
Program baselines													
T.1.1.1	Collaborate with Women and Agriculture Program (WAA) to conduct baseline assessments												
T.1.1.2	Collaborate with WAA to conduct participatory baseline Knowledge, Attitudes and Practices (KAP) for targeted communities												

Program Communication and Capacity Building Strategy												
T.1.1.3	Support national level advocacy activities through Agricultural Non State Actors Forum (ANSAF)											
T.1.1.4	Adapt the WAA Communication and Capacity Building Strategy, and implement across the program											
	a) Adapt the WAA Communication and Capacity Building Strategy											
	b) Implement the Communication and Capacity Building Strategy across the program											
Gender Equality and Diversity Support for the programme Staff and Partners												
T.1.1.5	Contribute and participate in the development of gender programming principles with the WAA team and Gender and Agriculture Learning Alliance (GALA)											
	a) Participate in the development of gender programming principles											
	b) Collaborate with WAA to support GALA activities											
T.1.1.6	Participate in monthly seminars with WAA staff and key partners to monitor and discuss ongoing gender issues that arise with the program											
T.1.1.7	Participate in quarterly meeting with GALA on emerging gender issues and review gender strategy for ongoing relevance											
Output T.1.2	Women develop life skills in financial literacy, entrepreneurship, food planning and nutrition through Village Savings and Loans (VSL) groups											
	VSL Groups As A Platform for Empowerment and Financial Services											
T.1.2.1	Establish VSL groups in the target communities, and support them with VSL kits											

	communities													
Output T.3.2	Men and women farmers at the local level sensitised and engaged on women's rights (land use and other agriculture related issues)													
	Mobilization of Farmers Groups													
	Farmer Advocacy													
Other Program related activities														
	Conduct regular field visit monitoring													
	Conduct quarterly project planning meetings with partners													
	Conduct project annual review meeting													
	Prepare narrative and financial reports													
	Conduct annual audit													

ANNEX - I

Ethiopia

		July 2011 to June 2012											
Activity Description		July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
E.0.1	Inception Activities												
E.0.1.1	Signing an agreement with Care and Government partners	■											
E.0.1.2	Recruiting staff and establishing office	■											
E.0.1.3	Procure office equipments, establish Office and order duty free vehicle and motorbikes	■											
E.0.1.4	Conduct project launching workshop		■										
E.0.1.5	Select Target kebeles and project clients/ beneficiaries		■										
E.0.1.6	Identify poverty profile of the target client ,PAs and woredas		■										
E.0.1.7	Generate baseline data and establish Participatory Monitoring & Evaluation teams in each project woreda			■									
Outcome 1	CFIRW have increased household productive assets and resources & control over these, and are more resilient to climate shocks												
Output E.1.1	Household productive assets created through on-farm and off-farm business enterprises												
E.1.1.1	Organize VSLA and support the graduation to SACCOs and SACCOs to union												■
E.1.1.2	Beekeeping sub-sector												
E.1.1.2.1	Beekeeping: introduce and promote transitional BH for both women and men who are PSNP and non PSNP (risk takers) target groups									■			
E.1.1.2.2	Support private TBH and protective materials local suppliers								■	■	■		
E.1.1.2.3	Training on Beekeeping management (bee colony seasonal management, forage development, harvesting and handling)									■	■		
E.1.1.2.4	Organize farmers in to beekeepers processors and marketing cooperatives (one in each woreda)										■	■	■

E.1.3.2	Link local producers and their business institutions with new market outlets and promote farmers business institution and private sector partnership													
E.1.3.3	Training on marketing, leadership and financial management													
Output E.1.4	Climate change impact assessed and feasible adaptation and mitigation strategies promoted													
E.1.3.5	Assess climate change impact and identify feasible adaptation and mitigation strategies/options.													
E.1.3.6	Pilot <i>Carbon Value Chain Development</i> for the voluntary market													
E.1.3.7	Introduce crop insurance scheme to mitigate climatic risk,													
Outcome 2	Formal and informal institutions are more responsive to women's priority and accountable to uphold their rights													
Output E.2.1	Formal and informal institutions have better understanding of gender equality & institutional capacity to respond to women's needs & priorities effectively.													
E.2.1.1	Capacity building needs assessment													
E.2.1.2	Strengthen <i>Yakisa</i> (traditional women system) to advocate gender equity and voice women's concerns, needs and priorities (e.g. case studies and media communications)													
Outcome 3	Cultural and social norms and attitudes better support the individual and collective aspirations and improve opportunities for CFIRW.													
Output E.3.1	Transform attitudes and discriminatory practices against women and enhance their equal participation in decision making													
	Create key stakeholders platform (elders community leaders, religious leaders and opinion makers, etc) to advocate gender equality													
	Establish and train women paralegal groups to give voice for the voiceless women													
	Public awareness raising on negative impacts of gender based violence (workshops, seminars, conferences for religious leaders, elders, women affaires, teachers, lawyers, etc)													

ANNEX - I Malawi

		July 2011 to June 2012											
Activity Description		July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
M.0.1 Project Inception activities													
M.0.1.1	District Council Briefings												
M.0.1.2	Partnership agreements signed with key partners												
M.0.1.3	Recruitment of staff												
M.0.1.4	Detailed work plans (including community mobilization plans)												
M.0.1.5	Project preparation and launch												
M.0.1.6	Compendium of tools and technical materials - review and learning process set up												
Outcome 1	CFIRW have increased household productive assets and resources & control over these, and are more resilient to climate shocks												
Output M1.1.	Access to gender sensitive community-based extension agents and government extension staff improved												
M.1.1.1	Select community based extension agents (Farmer to Farmer Trainers (FFTs) and Paravets) from VSL-IGA Group members												
M.1.1.2	Equip community based extension agents with materials and equipment to support training, mobility and documentation												
M.1.1.3	Train FFTs in technical skills (b agronomy, processing, storage etc) and extension skills (capacity to train others)												
M.1.1.4	Create database of community-based extension agents and link to the district-level structures for recognition, certification and support												

Output M.1.2	Access to productivity enhancing inputs (seed, fertilizer etc.) through VSL-IGA Groups and links to input dealers improved												
M.1.2.1	Facilitate VSL-IGA Group collective buying of seed, fertilizer, veterinary drugs and other productivity enhancing inputs												
M.1.2.2	Enable capable VSL-IGA Groups and/or individual members to operate as input suppliers												
M.1.2.3	Link VSL-IGA Groups with relevant input suppliers												
M.1.2.4	Link community-based extension agents to information sources and input suppliers												
Output M.1.3	Producer groups, networks, associations (including impact population) are well organized to access information and opportunities in food and nutrition security, health and behavior change, and marketing												
M.1.3.1	New and existing VSL Groups facilitated to organize group based and/or co-coordinated individual IGAs												
M.1.3.2	VSL-IGA Groups with potential to collaborate on IGA production and marketing for particular commodities clustered and linked in a network												
M.1.3.3	Assess synergies and potential for forming area-based VSL-IGA Group networks for joint production and marketing initiatives												
M.1.3.4	Facilitate formation of area-based VSL-IGA Group 'clusters' based on location and commodities												
M.1.3.5	Support area-based VSL-IGA Group clusters in joint production and marketing initiatives												
Output M.1.4	Availability of marketable crop surplus through improved post harvest management practices increased												
M.1.4.1	Assess current harvest and post harvest management practices in target districts and identify areas for improvements for selected commodities												

M.2.1														
M.2.1.1	Identify the most vulnerable women using the vulnerability tiered criteria set in consultation with communities													
M.2.1.2	Select and train Adult Literacy Trainers (ALTs) linked to the GoM's adult literacy initiative													
M.2.1.3	Equip ALTs with materials and equipment to support training, mobility and documentation													
M.2.1.4	Capacity build the most vulnerable women, including training in functional literacy/numeracy, nutrition, sexual and reproductive health, and HIV/AIDS													
M.2.1.5	Select and train Village Agents (Vas) for VSL Group formation and training													
M.2.1.6	Equip Vas with materials and equipment to support training, mobility and documentation													
M.2.1.7	Train and facilitate the most vulnerable women to form VSL Groups													
Output M.2.2	Capacity of Community institutions to coordinate their own areas of activity and collaborate with other institutions to reflect women's issues strengthened													
M.2.2.1	Map existing community institutions													
M.2.2.2	Assess capacity of community institutions													
M.2.2.3	Build capacity of institutions (VUCs, ADCs, VDCs, CBOs) and promote democratic representative processes													
M.2.2.4	Promote inclusion of women into leadership positions													
M.2.2.5	Support community review meetings													
M.2.2.6	Develop links with civil society organizations													
Output M.2.3	Accountability, transparency and effectiveness of district and community structures in planning and budgeting and management processes improved													
M.2.3.1	Train Community committees/structures in PPME													
M.2.3.2	Promote participatory planning, monitoring and evaluation exercises between service providers and users													

M.3.1.1	All activities designed and monitored through a gender inclusive lens													
Other Management Activities														
	Measurement Communication and Learning(M&E) system development													
	Program team orientation													
	Baseline, Mid term and Final Evaluation													
	Reporting (Qtrly, annual)													
	Yearly budgeting & workplan review													
	Review meetings(Mgt, technical)													
	Internal and external Audits													

ANNEX - I Change Outcomes 4 and 5

Activity Description		July 2011 to June 2012											
		July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
Outcome 4	CARE's learning, knowledge & documentation on women's empowerment, transforming gender norms, reducing food insecurity, and climate change resilience is strengthened such that CARE can better inform and influence its own programs, AusAID & other key stakeholders												
Output 4.1	Five year impact study on Women's Empowerment and its link to Food Security												
4.1.1	Define scope of study & how it aligns with WEIMI												
4.1.2	Identify Research Institute & sign MOU												
4.1.3	Integrate study into Baseline												
4.1.4	Research Institute develops methodology												
4.1.5	Methodology shared and agreed upon by stakeholders												
4.1.6	Study methodology integrated into M&E plans and Implementation Plans												
Output 4.2	Lessons learnt from WE-RISE program continually feed into AACES overall learning, AusAID and national policy development												
4.2.1	On-going in-country consultations with key donor, Govt & NGO stakeholders												
4.2.2	On-going consultations with AusAID Post & Canberra												
4.2.3	Documentation and sharing of lessons learnt & outcomes from reflection & planning events												
Outcome 5	Positive outcomes from WE-RISE are communicated effectively to the Australian public												
Output 5.1	A strategy developed to successfully target a segment of the Australian public												
5.1.1	Discuss options with other agencies & AusAID (already began)												
5.1.2	Define target audience; desired knowledge, attitude & behaviour change;												
5.1.3	Research most effective types of initiatives to achieve above change												

5.1.4	Analyse existing activities/events/information sources and identify gaps													
5.1.5	develop Strategy for effectively communicating with the Australian public													
Output 5.2	Strategy (developed in Year 1) implemented													
	to be determined following completion of Output 5.2													

Part 1: Overall MEF for Impact and Change Outcomes under AACES Objective 1					
Narrative Logic	Indicators	Sources of Information	Methods of data gathering	Who to collect/ analyse data	Frequency of Reporting
<p>IMPACT: Improved Food Security, Income & resilience for CFIRW through their social and economic empowerment</p>	<ul style="list-style-type: none"> • % change in Women's Empowerment (using the WE Measurement)¹ • % change in # months of food insecurity, dietary diversity & livelihood resilience in target HHs (by gender & age) • % change in HH income from both farm & non-farm activities 	<ul style="list-style-type: none"> • Baseline; MTR; Evaluation • Government and Market Reports 	<ul style="list-style-type: none"> • Baseline, MTR & Evaluation will each use same methodology (as much as possible) for consistency & comparability & will include KAP, FGDs, HH surveys, key informants & MSC & integrate CBVA methodologies • Relevant government & market reports will be reviewed 	<ul style="list-style-type: none"> • Contracted research institute working with the CARE Women's Empowerment Impact Measurement Initiative; Program Managers & staff; • Partner staff and community para-professionals • Local government officers 	<ul style="list-style-type: none"> • Baseline – within 3 months of inception • MTR around 2.5 – 3 years into project • Evaluation – 6 months before the project end
<p>CHANGE OUTCOME 1: CFIRW have increased household productive assets & resources and control over them ; resilience to climate shocks</p>	<ul style="list-style-type: none"> • % change in crop yield /unit labour; % change in crop yield/unit land • % change in income from economic activities promoted by the project • decrease in % HH adopting irreversible coping strategies during food shortages & 	<ul style="list-style-type: none"> • District Agricultural Records/ MIS • VSLA records • Baseline, MTR, Evaluation • Project Annual Report 	<ul style="list-style-type: none"> • As above, Baseline, MTR & Evaluation will each use same methodology (as much as possible) for consistency & comparability & will include KAP, FGDs, HH surveys, key 	<ul style="list-style-type: none"> • Contracted research institute working with the CARE Women's Empowerment Impact Measurement Initiative; • Program 	<ul style="list-style-type: none"> • Baseline – within 3 months of inception • MTR around 2.5 – 3 years into project • Evaluation – 6 months before the project end • Other indicators will be tracked annually.

¹ CARE is currently developing a Women's Empowerment Index which WE-RISE aims to test and incorporate into its M&E System and as the basis for policy research. The suitability of this index is still to be discussed with researchers and project partners.

ANNEX III

WE-RISE Monitoring and Evaluation Framework

	external shocks		<p>informants & MSC & integrate CBVA methodologies</p> <ul style="list-style-type: none"> • Annual Reflection & Planning Events • In addition, local records such as agricultural reports and VSLA records will be used to triangulate qualitative data 	<p>Managers & staff</p> <ul style="list-style-type: none"> • Partner staff and community para-professionals • Local government officers 	
<p>CHANGE OUTCOME 2: Formal & informal local-level institutions are more responsive to women's priorities & accountable to upholding their rights.</p>	<ul style="list-style-type: none"> • evidence of local institutions demonstrating accountability & responsiveness to women's priorities • increase in women especially CFIRW in decision-making; policy formulation and male dominated positions & institutions 	<ul style="list-style-type: none"> • Baseline, MTR, Evaluation • Project Annual Report • VSLA records 	<ul style="list-style-type: none"> • As above, Baseline, MTR & Evaluation will each use same methodology (as much as possible) for consistency & comparability & will include KAP, FGDs, HH surveys, key informants & MSC integrate CBVA methodologies • Annual Reflection & Planning Events • In addition, local records such as agricultural reports and VSLA records will be used to triangulate qualitative data 	<ul style="list-style-type: none"> • Contracted research institute working with the CARE Women's Empowerment Impact Measurement Initiative; • Program Managers & staff • Partner staff and community para-professionals • Local government officers 	<ul style="list-style-type: none"> • Baseline – within 3 months of inception • MTR around 2.5 – 3 years into project • Evaluation – 6 months before the project end • Other indicators will be tracked annually
<p>CHANGE OUTCOME 3: Cultural & social norms &</p>	<ul style="list-style-type: none"> • % change in societal perspective of values/rights of 	<ul style="list-style-type: none"> • Baseline, MTR, Evaluation 	<ul style="list-style-type: none"> • As above, Baseline, MTR & Evaluation 	<ul style="list-style-type: none"> • Contracted research institute 	<ul style="list-style-type: none"> • Baseline – within 3 months of inception

ANNEX III

WE-RISE Monitoring and Evaluation Framework

<p>attitudes better support the individual and collective aspirations and improved opportunities for chronically food insecure rural women</p>	<p>women among leaders; among men & boys; among women & girls</p> <ul style="list-style-type: none"> women reporting increased choices and role in HH & community decision making % change in women and men who believe GBV is acceptable 	<ul style="list-style-type: none"> Project Annual Report 	<p>will each use same methodology (as much as possible) for consistency & comparability & will include KAP, FGDs, HH surveys, key informants & MSC integrate CBVA methodologies</p> <ul style="list-style-type: none"> Annual Reflection & Planning Events 	<p>working with the CARE Women's Empowerment Impact Measurement Initiative;</p> <ul style="list-style-type: none"> Program Managers & staff Partner staff and community para-professionals Local government officers 	<ul style="list-style-type: none"> MTR around 2.5 – 3 years into project Evaluation – 6 months before the project end Other indicators will be tracked annually
<p>CHANGE OUTCOME 4 CARE's learning, knowledge & documentation on women's empowerment, transforming gender norms, reducing food insecurity, and climate change resilience is strengthened such that CARE can better inform and influence its own programs, AusAID & other key stakeholders</p>	<ul style="list-style-type: none"> CARE, AusAID and ANGO partners report improved knowledge and skills to implement and advocate for women's empowerment AusAID reports on quality of information on women's empowerment, food security and climate change received from CARE 	<ul style="list-style-type: none"> AACES learning events AusAID external MTR & evaluation of AACES 	<ul style="list-style-type: none"> Feedback from stakeholders at learning events & through other channels 	<ul style="list-style-type: none"> AusAID's external M&E specialists 	<p>End of project and annually</p>
<p>CHANGE OUTCOME 5 Positive outcomes from WE-RISE are communicated effectively to the Australian public</p>	<ul style="list-style-type: none"> Targeted members of the Australian public report satisfaction with communication received & increased awareness/sensitivity to African development issues 	<ul style="list-style-type: none"> Evaluation tools yet to be developed for this but will be appropriate to the mode of communication 	<ul style="list-style-type: none"> Evaluation tools yet to be developed for this but will be appropriate to the mode of communication 	<ul style="list-style-type: none"> CARE's Marketing & Communication Team 	<p>During and End of event</p>

PART 2: TANZANIA – Output level					
Narrative Logic	Indicators	Sources of Information	Methods of data gathering	Who to collect/ analyse data	Frequency of Reporting
Outputs under Change Outcome 1 CFIRW have increased household productive assets & resources and control over them and are more resilient to climate shocks					
1.1: Program has the necessary knowledge and data to inform program strategy and implementation.	<ul style="list-style-type: none"> • Base line survey conducted (including KAP survey) 	<ul style="list-style-type: none"> • Baseline and KAP survey report 	<ul style="list-style-type: none"> • HH surveys • FGDs • Participatory Rural Appraisal methodology • Climate Vulnerability and Capacity Assessment methodology 	<ul style="list-style-type: none"> • Consultants • CARE field staff 	<ul style="list-style-type: none"> • At the beginning of the project
1.2: Women develop life skills in: financial literacy; entrepreneurship; food planning and nutrition through VSLA groups.	<ul style="list-style-type: none"> • # of women trained in the areas of financial literacy, entrepreneurship, food planning and nutrition • # of women actively participating in VSLA groups, including holding leadership roles • # of women reporting improved skills and abilities in managing resources at the household level 	<ul style="list-style-type: none"> • Training reports • Project progress reports • VSLA groups records • Project M&E records 	<ul style="list-style-type: none"> • VSLA MIS • FGDs with representative VSL groups • M&E process 	<ul style="list-style-type: none"> • M&E staff 	<ul style="list-style-type: none"> • Quarterly • Half yearly • Annually
1.3: Women improve knowledge & skills in production, post harvest	<ul style="list-style-type: none"> • # of women reporting improved skills and confidence in production, post harvest 	<ul style="list-style-type: none"> • Farmer group records • Training reports 	<ul style="list-style-type: none"> • M&E process 	<ul style="list-style-type: none"> • Field staff 	<ul style="list-style-type: none"> • Quarterly • Half yearly

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handling, marketing and processing.	handling, marketing and processing	<ul style="list-style-type: none"> • Project progress reports 			<ul style="list-style-type: none"> • Annually
<p>1.4: Women are able to implement household-level natural resource management and climate resilient livelihood strategies (including climate resilient varieties of crops; conservation agriculture practices; soil enrichment practices and improved storage techniques).</p>	<ul style="list-style-type: none"> • # of women with access to climate-resilient crop varieties • # of women that report they are better able to cope with climate shocks such as drought • # of farmers groups (mixed and female) that report increased capacity in technical agriculture conservation skills through training • # of farmers groups (mixed and female) that report improved linkages with local partner NGOs and NARI • # of women in village environmental committees 	<ul style="list-style-type: none"> • Farmer group records • Training records • Project M&E records • Village Environmental Committee records • Local government's records 	<ul style="list-style-type: none"> • M&E process • FGDs with farmers groups • House-hold level interviews • Post-crisis evaluations 	<ul style="list-style-type: none"> • Field staff 	<ul style="list-style-type: none"> • Quarterly • Half yearly • Annually
<p>1.5 Women experience increased decision-making and control over house-hold assets</p>	<ul style="list-style-type: none"> • # of women that report improved resource sharing at the household level • Regulatory reform that enables regarding the ability of women to join cooperatives • # of women who are joint account holders of cooperative linked bank accounts 	<ul style="list-style-type: none"> • Ward, district and regional level policy and strategy documents • Cooperative bank registration records • Farmer group records 	<ul style="list-style-type: none"> • FGDs with farmers groups • House-hold level interviews 	<ul style="list-style-type: none"> • Field Staff 	<ul style="list-style-type: none"> • Quarterly • Half yearly • Annually
<p>Outputs under Change Outcome 2 Formal & informal local-level institutions are more responsive to women's priorities & accountable to upholding their rights.</p>					
<p>T2.1: Active engagement of female farmers groups with the Gender and Agriculture Learning</p>	<ul style="list-style-type: none"> • # of female farmers group actively engaging in GALA • # / frequency of GALA meetings involving female 	<ul style="list-style-type: none"> • GALA meeting reports • Project M&E records 	<ul style="list-style-type: none"> • M&E process • Meeting records • Focus group discussion 	<ul style="list-style-type: none"> • Field staff • CARE's Program Office Governance & 	<ul style="list-style-type: none"> • Quarterly • Half yearly • Annually

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Alliance (GALA).	farmers groups			Advocacy staff	
2.2: Gender issues reflected and integrated in village and district budget, policies, customary and by laws.	<ul style="list-style-type: none"> • # of selected district local government officials and village councils trained on gender planning and budgeting • Gender sensitive and participatory models of outreach and budgeting is practiced at district & village levels 	<ul style="list-style-type: none"> • Village and District budgets, policies and bylaws • Project M&E records • Scorecard Reports 	<ul style="list-style-type: none"> • M&E process • Meeting records • Reflective practices • Mutual Accountability Scorecard 	<ul style="list-style-type: none"> • Field staff • CARE's Program Office • Governance & Advocacy staff 	<ul style="list-style-type: none"> • Quarterly • Half yearly • Annually
2.3: Civil society and other stakeholders (e.g. research institutions) are responsive to the needs of chronically food insecure women.	<ul style="list-style-type: none"> • Percentage of CFIRW reporting civil society & other stakeholders are responsive to their needs • Institutions and suppliers recognise the potential of smallholder women and men farmers through targeted services and technology development • Lessons learnt about actual and practical ways to improve the food security, income and resilience of CFIRW are documented and shared through relevant forums 	<ul style="list-style-type: none"> • Correspondence report between civil society/other stakeholders and GALA • Scorecard Reports 	<ul style="list-style-type: none"> • M&E process • Focus group discussion • Most Significant Change (MSC) stories • Mutual Accountability Scorecard 	<ul style="list-style-type: none"> • Field staff • CARE's Program Office Governance & Advocacy 	<ul style="list-style-type: none"> • Quarterly • Half yearly • Annually
Outputs under Change Outcome 3 Cultural & social norms & attitudes better support the individual and collective aspirations and improved opportunities for chronically food insecure rural women					
3.1: Traditional and religious male leaders at the local level sensitised and engaged on women's	<ul style="list-style-type: none"> • Traditional and religious male leaders raise awareness and promote discussion on gender issues such as divorce, land 	<ul style="list-style-type: none"> • Sensitization meeting reports and meeting attendance lists • Local government 	<ul style="list-style-type: none"> • Focus group discussion • Meeting records • M&E process 	<ul style="list-style-type: none"> • Field staff 	<ul style="list-style-type: none"> • Quarterly • Half yearly • Annually

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<p>rights.</p>	<p>tenure, inheritance and childcare within their communities</p> <ul style="list-style-type: none"> • Traditional and religious male leaders work cooperatively to promote key messages on gender justice through community forums, media such as radio and religious services. • The Southern Tanzania Gender and Learning Alliance (GALA) is an active forum for advocacy and accountability 	<p>records</p>	<ul style="list-style-type: none"> • MSC stories 		
<p>3.2: Male and female farmers at the local level sensitised and engaged on women's rights (land use and other agriculture related issues)</p>	<ul style="list-style-type: none"> • Percentage of male and female farmers at the local level that are comfortable and confident speaking about women's rights to access land and other agriculture related services 	<ul style="list-style-type: none"> • Sensitization meeting reports • Focus group discussion reports • Project M&E records • HH survey records 	<ul style="list-style-type: none"> • Focus group discussion/ MSC stories • Meeting records • M&E process 	<ul style="list-style-type: none"> • Field staff 	<ul style="list-style-type: none"> • Quarterly • Half yearly • Annually

PART 4: Ethiopia – Output level					
Narrative Logic	Indicators	Sources of Information	Methods of data gathering	Who to collect/ analyse data	Frequency of Reporting
Outputs under Change Outcome 1 CFIRW have increased household productive assets & resources and control over them; resilience to climate shocks					
1.1. Households productive assets created through on-farm and off-farm business enterprises	# of women and households successfully practicing new income generation activities in target sectors of beekeeping, poultry, goats and sheep # VSLAs organized and/or graduated # of SACCO & Unions formed	<ul style="list-style-type: none"> • VSLA records • Project progress reports • Beneficiaries payment records 	<ul style="list-style-type: none"> • Field project staff & M&E officer 	Monthly, quarterly, and annually	Monthly, quarterly, and annually
1.3. Sustained increase in agricultural production and productivity	# of women & households adapting new food & cash crop technology & high yielding seeds # hectares under integrated watershed management # of women and households experiencing increased crop yields	<ul style="list-style-type: none"> • Project progress report • Research reports • Distribution records 	<ul style="list-style-type: none"> • Regular field monitoring; • Review of attendance and training reports; distribution records & beneficiary lists 	Field project staff & M&E officer	Quarterly and annually
1.4. Secured access to rewarding markets for high value on-farm and off-farm products	# women and households engaged in high value on farm & off farm products # women & households with improved access to new market outlets	<ul style="list-style-type: none"> • Market analysis report • Project progress reports 	<ul style="list-style-type: none"> • Regular field monitoring; • Review of attendance and training reports; distribution records & beneficiary lists 	Project Manager & M&E officer & marketing officer	Quarterly and annually
1.5 Climate change impact assessed and feasible adaptation and mitigation strategies promoted	# of women & households implementing mitigation & adaptation strategies # of women & households engaged in pilot carbon value chain	<ul style="list-style-type: none"> • CC & carbon value chain study • Project progress reports 	<ul style="list-style-type: none"> • Field based study • Regular field monitoring 	Consultant Field project staff & M&E officer	Quarterly and annually

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	# women & households engaged in crop insurance	<ul style="list-style-type: none"> • VSLA records 			
<ul style="list-style-type: none"> • Outputs under Change Outcome 2 Formal & informal local-level institutions are more responsive to women's priorities & accountable to upholding their rights 					
3.1. Formal and informal institutions have better understanding of gender equality and institutional capacity to respond to women's needs and priorities effectively	# representatives, by sex, from formal & informal institutions participating on cross-learning visits Evidence of enhanced gender sensitivity within these organisations	<ul style="list-style-type: none"> • Project progress reports • FGD with institutions & women beneficiaries (under MTR, Evaluation) • Scorecard Reports 	<ul style="list-style-type: none"> • MTR and evaluation • Review of cross visit reports, training reports, • Field visits 	Project manager M&E officer Field project staff	Quarterly, annually
<ul style="list-style-type: none"> • Outputs under Change Outcome 3 Cultural & social norms & attitudes better support the individual and collective aspirations and improved opportunities for chronically 					
3.1. Transform attitudes and discriminatory practices against women; and enhance their equal participation in decision making	# women paralegal groups operating & the # & type of cases they are supporting # people receiving awareness on women's rights, disaggregated by gender & institutional type	<ul style="list-style-type: none"> • Project progress reports • Field Visits • FGD with institutions & women beneficiaries (under MTR, Evaluation) 	<ul style="list-style-type: none"> • MTR & evaluation • Review of training reports, strategies & documents, meeting minutes 	Project manager M&E officer Field project staff	Quarterly, annually
3.1 Disadvantaged girls have improved access to primary education	# of orphan and disadvantaged girls staying in school through the support provided	<ul style="list-style-type: none"> • School records • Interviews with teachers & parents during field visits 	<ul style="list-style-type: none"> • Regular field monitoring 	M&E officer Field project staff	Quarterly, annually

PART 3: Malawi – Output level					
Narrative Logic	Indicators	Sources of Information	Methods of data gathering	Who to collect/ analyse data	Frequency of Reporting
Outputs under Change Outcome 1 CFIRW have increased household productive assets & resources and control over them; resilience to climate shocks					
1.1 Access to gender sensitive community-based extension agents and government extension staff improved	<ul style="list-style-type: none"> Farmer to Farmer Trainers (FFT), of which at least 50% are women improve government extension services to better and more equitably target female farmers 80 FFT selected by communities, trained and linked with and certified by GoM extension structures 	<ul style="list-style-type: none"> Monthly, quarterly & annual reports Training reports Community review reports GoM certification records 	<ul style="list-style-type: none"> M&E Tools package filled out Field reports FGD 	<ul style="list-style-type: none"> Field and M&E Staff Community extension agents 	<ul style="list-style-type: none"> Monthly/Quarterly
1.2 Access to productivity enhancing inputs (seed, fertilizer etc.) through VSLA-IGA Groups and links to input dealers improved	<ul style="list-style-type: none"> 70% of VSLA-IGA-Groups collectively buying at least one type of input 25% of VSLA-IGA Groups or their members involved in supply of inputs to their communities 5 input suppliers linked to VSLA-IGA groups 75% of community-based extension agents are sourcing productivity-related information from public and private sector organizations 	<ul style="list-style-type: none"> Monthly, quarterly & annual reports Routine or sentinel surveys reports , Field observations, progress reports, Rapid assessments reports 	<ul style="list-style-type: none"> M&E tools package FGD 	<ul style="list-style-type: none"> Field staff Community extension agents 	<ul style="list-style-type: none"> Monthly/Quarterly

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<p>1.3 Producer groups, networks, associations have access to information on nutrition security, health and behavior change, and marketing</p>	<ul style="list-style-type: none"> • 300 VSLA groups improve their ability to engage in value chain activities through training in participatory market research and business management • 3000 women from 200 VSLA-IGA groups trained to organize IGAs • Best practice for IGAs generated through joint production and marketing activities undertaken by 300 VSLA-IGA Groups • Vulnerable women are supported to join VSLAs through building their skills in literacy, numeracy and self-esteem • # of groups participating in cross learning visits events on issues of nutrition and health • # of women in new VSLA groups on nutrition, sexual reproductive health and HIV and AIDS 	<ul style="list-style-type: none"> • Baseline survey, • Monthly, quarterly & annual reports 	<ul style="list-style-type: none"> • M&E Tools package • FGD 	<ul style="list-style-type: none"> • Field/M&E Staff 	<ul style="list-style-type: none"> • Monthly/Quarterly
<p>1.4 Availability of marketable crop surplus through improved post harvest management practices increased</p>	<ul style="list-style-type: none"> • Current practices and potential improvements assessed and documented • 300 Communities where VSLA-IGA Groups are located have Demonstration Units for post harvest management technologies 	<ul style="list-style-type: none"> • Surveys (baseline, MTE, Final Evaluation reports), • Monitoring exercises • Case studies • Monthly, quarterly & annual reports 	<ul style="list-style-type: none"> • M&E Tools package • FGD 	<ul style="list-style-type: none"> • Field/M&E Staff 	<ul style="list-style-type: none"> • Monthly/Quarterly

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<p>1.5 VSLA-IGA Group members' skills and knowledge in identifying and meeting local market opportunities improved</p>	<ul style="list-style-type: none"> • Current approaches and potential improvements assessed and documented • VSL-IGA members demonstrate improved marketing skills 	<ul style="list-style-type: none"> • Surveys (baseline, MTE, Final Evaluation reports), • Monitoring exercises • Case studies • Monthly, quarterly & annual reports • Community review reports 	<ul style="list-style-type: none"> • M&E Tools package • FGD 	<ul style="list-style-type: none"> • Field and M&E Staff • Community extension agents 	<ul style="list-style-type: none"> • Monthly/Quarterly
<p>1.6 Communities, have improved capacity for Disaster Risk reduction and Climate change adaptation</p>	<ul style="list-style-type: none"> • # of existing irrigation sites further developed and their catchments conserved • # of new irrigation sites constructed and integrated with fish farming • # of households benefiting from community seed banks • # of communities sensitized in DRR 	<ul style="list-style-type: none"> • Monitoring exercises • Case studies • Monthly, quarterly & annual reports • Community review reports • Community score card reports 	<ul style="list-style-type: none"> • M&E Tools package • FGD • Community review meetings 	<ul style="list-style-type: none"> • Field and M&E Staff • Community extension agents 	<ul style="list-style-type: none"> • Monthly/Quarterly
<p>Outputs under Change Outcome 2 Formal & informal local-level institutions are more responsive to women's priorities & accountable to upholding their rights &</p>					
<p>2.1 Existing VSLA groups support newly established groups in numeracy and literacy</p>	<ul style="list-style-type: none"> • 50 adult/functional literacy trainers (at least 50% women) trained and equipped • 25 Village Agents (at least 60% women) trained and equipped • 100 new VSLA Groups (with 1500 members) established • Vulnerable women are supported to join VSLAs through building their skills in literacy, numeracy and self esteem. 	<ul style="list-style-type: none"> • Monitoring exercises • Case studies • Monthly, quarterly & annual reports • Community review reports • Community score card reports 	<ul style="list-style-type: none"> • M&E Tools package • community review meetings 	<ul style="list-style-type: none"> • Community Trainers • Field staff/M&E staff 	<ul style="list-style-type: none"> • Monthly/Quarterly

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<p>2.2 Accountability, transparency and effectiveness of district and community structures in planning, budgeting and management processes improved</p>	<ul style="list-style-type: none"> • # of Village Development, Area Development and District Executive committees trained in and conducting Participatory Planning Monitoring and Evaluation (PPME) • # communities trained in the scorecard approach with women actively participating to increase the accountability of district and community structures • Strengthen links between agricultural CSOs at the local level and national networks to foster advocacy 	<ul style="list-style-type: none"> • Training /focus group discussion Report • Community review, score card process reports • Project implementation progress report 	<ul style="list-style-type: none"> • Focus group discussions • Scorecard process • Community review meetings 	<ul style="list-style-type: none"> • Program Staff/ Learning and Design Unit 	<ul style="list-style-type: none"> • Semi-Annual
<p>2.3 Enhanced capacity of civil society to sustain development process and influence policies relating to women</p>	<ul style="list-style-type: none"> • # of CSO trained in community advocacy • # of CSO/groups incorporating women's issues in their priority development agendas 	<ul style="list-style-type: none"> • Monthly, quarterly & annual reports • Assessment reports • Meetings report • Baseline, mid-term evaluation , final evaluation reports 	<ul style="list-style-type: none"> • M&E Meetings • Meeting Reports • M&E toolkit 	<ul style="list-style-type: none"> • M&E Staff • Project staff 	<ul style="list-style-type: none"> • Monthly/Quarterly • After each meeting
<p>2.4: Support a sharing and learning space between local stakeholders and decision-makers</p>	<ul style="list-style-type: none"> • # and names of strategic learning partners • List of learning agenda items • # of joint M&E activities conducted with partners • # or reports on impact studies • # of partners attending dissemination and learning fora 	<ul style="list-style-type: none"> • Coordination meetings Report and minutes • Exchange Visits Report • study reports and Publications • Communication messages 	<ul style="list-style-type: none"> • Coordination, Learning Meeting minutes • Impact studies 	<ul style="list-style-type: none"> • Program and partners staff 	<ul style="list-style-type: none"> • Monthly/Quarterly • After each meeting

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<ul style="list-style-type: none"> Outcome 3 Outputs under Change Outcome 3 Cultural & social norms & attitudes better support the individual and collective aspirations and improved opportunities for chronically food insecure rural women 					
<p>Gender sensitivity and women's empowerment integrated across all project components and activities</p>	<ul style="list-style-type: none"> Female Extension workers increased to 50% Percentage increase of men in literacy classes 	<ul style="list-style-type: none"> Project implementation progress report. Scorecard process reports Community review reports 	<ul style="list-style-type: none"> Progress review sessions Scorecard process FGD 	<ul style="list-style-type: none"> Program Staff/ Learning and Design Unit 	<ul style="list-style-type: none"> Quarterly/ annually
<p>3.1. Community collaboration to strengthen understanding of women's rights and participation at all levels</p>	<ul style="list-style-type: none"> # of traditional and religious male leaders at the local level sensitized and engaged on women's rights. # of men and women farmers at the local level sensitized and engaged on women's rights (land use and other agricultural related issues) 	<ul style="list-style-type: none"> Project implementation progress report. Scorecard process reports Community review reports 	<ul style="list-style-type: none"> Progress review sessions Scorecard process FGD 	<ul style="list-style-type: none"> Program Staff/ Learning and Design Unit 	<ul style="list-style-type: none"> Quarterly/ annually

PART 5: AACES Objective 2 & 3 (WE-RISE Change Outcomes 4 & 5) – Output level					
Narrative Logic	Indicators	Sources of Information	Methods of data gathering	Who to collect/ analyse data	Frequency of Reporting
Outputs under Change Outcome 4 CARE's learning, knowledge & documentation on women's empowerment, transforming gender norms, reducing food insecurity, and climate change resilience is strengthened such that CARE can better inform and influence its own programs, AusAID & other key stakeholders					
4.1 Five year impact study on Women's Empowerment and its link to Food Security produced	Impact Study published & findings disseminated within CARE, AusAID, NGOs, Government partners	Documented feedback from stakeholders on the usefulness of the report	CARE's project reporting	CARE Australia program managers	End of study
4.2 Lessons learnt from WE-RISE program continually fed into AACES overall learning, AusAID and national policy development	# and type of meetings CARE staff associated WE-RISE have with relevant stakeholders including senior AusAID staff in Canberra & Posts; input to academic & industry for a	Reports from various learning events Records of meetings with AusAID, Govt, and other stakeholders	Meeting notes Minutes from Learning events Email records on conversations	CARE Australia program managers	On-going
Outputs under Change Outcome 5 Positive outcomes from WE-RISE are communicated effectively to the Australian public					
5.1 A strategy developed to successfully target a segment of the Australian public	Strategy for years 2-5 & MEF developed	Documented strategy	Documented strategy	CARE Australia program managers and development education officer	End of Year 1
5.2 Strategy (developed in Year 1) implemented	Targeted members of the Australian public report satisfaction with communication received & increased awareness/sensitivity to African development issues	Evaluation of communication event	To be developed depending on type of strategy developed	CARE Australia program managers and development education officer	Dependent on type of strategy developed but potentially end of event or annually.

Annex IV Tanzania : RISK MATRIX

Risk Analysis and Risk Mitigation Strategy/Reduction Measures

Risk	Potential Impact on the project	Likelihood ¹	Impact ²	Risk ³	Management Management Strategy:(for Risks rated 5 and above)	Responsibility	Is the risk assessed through the M&E system?
Contextual Risks							
A) The nascent democracy and tentative devolution of power that has resulted from the government's decentralization and local government reform efforts is the backdrop against which all development is undertaken in Tanzania.	The limited resources and service delivery capacities of the government, especially at the local level, are recognized, and this can pose a risk to the project at least in the short-term. Also shortage of government extension staff at the village and district level undermines the government ability to deliver quality service and poses the risk of compounding poor women smallholder farmer dissatisfaction with the government.	4	3	12	The project is designed to influence resource allocation to and strengthen capacity of local government bodies by supporting the local government authorities and district line agencies to: (a) lobby for improvement in district resource allocations from central government, (b) respond to communities' demands through improved capacity to deliver quality services, and (c) demonstrate transparency and accountability through e.g., facilitating interactions/forums with CSOs and project impact groups.	CARE -Tanzania, Local Implementing Partners	Y
B) Climate change as a result	The local livelihood system	4	4	16	The program will promote		Y

¹ Likelihood:1-5 (where 1= very low 5 = very high)

² Impact: 1-5 (where 1= very low 5 = very high)

³ Risk: (= Likelihood X Impact)

of global warming is affecting millions of people, especially the poor rural women and men. Local communities in the selected project districts in Lindi and Mtwara are already reporting erratic weather condition, with frequent flash floods and long spell of drought.	which is highly dependent upon water availability for domestic and productive use can pose a risk to the achievement of the project's goal and change outcomes.				the use of drought resistant and early maturing crop varieties. The program will also build the capacity of local government authorities and community members (including women) to implement climate change adaptation techniques including application of early warning systems, natural resource management (NRM) to mitigate the impact climate change. Additionally the project will promote conservation agriculture technologies like mulching, minimum tillage and green manure cover crops - all of which increase the permeability and carbon content of soil and decrease evaporation. The techniques promote resilience and adaptability of the farming system to climate change shocks.	C-Tanzania, CI-PECCN	
C) High rate of Inflation or exchange rate fluctuation. The global economic situation presents a challenge in budgeting for any long term project.	Price fluctuation on the procurement of project materials can have an impact on the planned budget. Financial management at macro and micro level may become more complex depending upon an organisation's ability to react quickly to changing circumstances.	4	4	16	Robust financial management process built into the design of the programme including budget flexibility to allow inflation adjustment of 6%. If inflation or exchange rate fluctuation is extreme, program and budget revisions may need to be requested in subsequent years.	C-Tanzania, C-Australia	Y
D) Deepening social exclusion	The disparity between the	2	2	4	The project recognizes the		Y

due to the inability of the ultra poor (including those that are already marginalized e.g., chronically ill, elderly, disabled) to gain equal access to improved agriculture and extension services.	ultra poor and the well off category within the society will increase. This may worsen the livelihood condition of the ultra poor.				significant barriers faced by the most vulnerable impact group members to engage in higher value agriculture, for example, female-headed households often do not have the labour or finances to pay for assistance in clearing their land. Others may be unable to engage due to heavy workloads. The project includes a staged approach to pre-position the most vulnerable in the impact group to engage in higher value opportunities in the cassava and sesame value chains. This may include linking them to the Naliendele Agricultural Research Institute (NARI) to act as contractors for out-grower schemes in raising cassava cutting nurseries.		
Implementation Risks							
E) Risk that the project will simply contribute to greater workloads and responsibilities upon smallholder women farmers, and not lead to more gender equitable relationships in the long-run.	As women become more engaged in value chains, there is a risk that project activities may just add more workload to their traditional reproductive and productive roles.	3	3	9	To avoid over burdening women, the project intends to not only work with women to build their skills in sesame and cassava value chains, but also to work with both women and men to more equitable ways toward sharing duties and responsibilities between men and women. The project will work with Intermec Engineering Company to design labour/time saving	C-Tanzania, TNS, Local Implementing Partners	Y

					equipment and tools, especially suited for smallholder women farmers.		
F) Backlash from men and the increase of Gender-Based Violence (GBV) in the home and community.	There is a risk of increased discrimination and GBV against the impact groups if they are perceived to be prioritized by the project, as well as increased GBV due to 'successful' or 'empowered' women with more money and status.	3	3	9	The project's focus on gender dynamics between women and men and gender transformation of both women and men as a necessary precondition for women's empowerment addresses this risk. The project will engage men and local elites (including women) to explore, analyze and act on social justice issues; work with men and community leaders (teachers, religious leaders, clan leaders, elders, local government leaders) to discuss values, equity and gender roles; support male social change agents; create space for men and women to discuss rights and gender; be inclusive of men, especially husbands of impact group, in activities and trainings, etc.	C-Tanzania, Local Implementing Partners	Y
G) Risk of resistance or obstruction from stakeholders who are profiting from the current status quo in the cassava and sesame value chains.	These actors have considerable incentives to maintain the status quo and resist the changes proposed within this project.	3	3	9	The project will coordinate with other organizations in the area (i.e. paralegal service organizations, other NGOs focused on complementary issues related to value chains and women's rights) to leverage project's support to rights and interests of smallholder farmers, particularly women.	C-Tanzania, TNS	Y

					The project will also work with AKDN and other regional programs and input suppliers to maximize efficiency and access to required inputs for the impact group.		
H) Lack of trust within, and poor governance of farmer groups, could block the ability of smallholder farmers, particularly the impact group, to effectively engage and pursue their interests within value chains.	As groups form, there is a risk that members do not build strong relationships with one another or that group leaders may use the group to pursue personal interests, compromising the effectiveness of group in promoting the rights and interests of smallholder farmers, particularly women, in cassava and sesame value chains.	3	3	9	The project will build a strong foundation for good governance to develop a clear selection methodology for farmers groups that includes criteria for transparency and accountability. The project will work with farmers groups to build competencies and develop processes for gender-sensitivity, good governance, leadership, management, operations and service delivery. The project will facilitate community scorecard processes to monitor basic service delivery and build solidarity and strengthen relationships within groups to work together to pursue their common interests.	C-Tanzania, Local Implementing Partners	Y
I) Reluctance of the duty bearers to respond to the impact groups' demands for rights and services.	There is high potential for creating tension, distrust and disillusionment between the impact groups and the duty bearers	4	3	12	The project will facilitate and support coalitions and networks across farmer groups and a range of duty bearers for improving quality of service delivery, including supporting a network of community agents for peer-to-peer support, knowledge	C-Tanzania, Local Implementing Partners	Y

				exchanges and learning opportunities.	
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Annex IV Ethiopia : RISK MATRIX

Risk Analysis and Risk Mitigation Strategy/Reduction Measures

Risk	Potential Impact on the project	Likelihood ⁴	Impact ⁵	Risk ⁶	Management Strategy:(for Risks rated 5 and above)	Responsibility	Is the risk assessed through the M&E system?
Contextual Risks							
Major disaster such as a prolonged drought	Failure of agricultural production mainly crops and increase livestock feed problem. This will result in an Increase in price of food crops, decrease the price of livestock. The very poor will experience food shortage and depends on social support, migration, and food aid.	4	4	16	Introduce initiatives that increase resilience and reduce vulnerability to sudden shocks to food security. Capacity-building and exposure to disaster risk reduction programming techniques will be available to all staff. In addition, program strategies encourage diversification of livelihood strategies to buffer any sudden shocks. If a disaster scenario should occur, SOS Sahel will track trigger indicators by regularly and systematically collecting market data on prices of crops and livestock and using the coping strategy index	CARE Ethiopia and SOS Sahel	Y
Implementation Risks							
Time constraints and limited access to resources such as	Limited Participation of vulnerable women in Project activities.	2	2	4	Promote women's involvement in specific activities including: ➤ Income generating activities as well as labor and time saving	CARE Ethiopia & SOS Sahel	Y

⁴ Likelihood -5 (where 1 = very low 5 = very high)

⁵ Impact: 1-5 (where 1 = very low 5 = very high)

⁶ Risk: (= Likelihood X Impact)

land					<p>technologies reduce workload of women</p> <ul style="list-style-type: none"> ➤ Participation in savings and loans groups: CARE's experience suggests that women are the most likely to effectively use savings for household needs and other investment opportunities. ➤ Facilitation and training will be scheduled at times when women are relatively free from household chores. 		
Reluctance of MFI to work in less Agricultural potential area and targeting of poor Households	Vulnerable groups will have limited access to financial services and this will limit their participation in project activities	3	3	9	<p>Advocate, support, and strengthen linkages of Community Based Organizations and Microfinance Institutions.</p> <p>Link saving groups with Cooperatives and Woreda Women's Affairs Office to help provide additional resources and technical support.</p> <p>Establish Loan guarantee scheme</p>	CARE / SOS Sahel and partners	Y
Reluctance of the duty bearers and private sector service providers to respond to the impact groups' demands for rights and services.	There is high potential for creating tension, distrust and disillusionment between the impact groups and the duty bearers	3	3	9	The project will facilitate and support coalitions and networks across farmer groups and a range of duty bearers for improving quality of service delivery, including supporting a network of community agents for peer-to-peer support, knowledge exchanges and learning opportunities.	CARE Ethiopia / SOS Sahel and other partners	Y

Annex IV Malawi : RISK MATRIX

Risk	Potential Impact on the project	Likelihood ⁷	Impact ⁸	Risk ⁹	Management Strategy (for Risks rated 5 and above.)	Responsibility	Is the risk assessed through the M&E system?
Contextual Risks							
Women, and other disadvantaged or marginalized people's access to land, resources and other productive assets is restricted by customs, structures and policies	Women not accessing and benefiting from opportunities to improve livelihoods Women continue to be vulnerable	2	4	8	Mitigation of this risk is built into CARE Malawi programming strategies. Gender studies were conducted to understand empowerment and the subsequent shift in power relations that usually threaten the power holders (e.g. men) in the target districts. By working with men and women, shared vision and benefits are jointly understood and supported. By working in groups and collectives, barriers at individual level are overcome. By engaging local leaders and power bearers in reflective sessions, and engaging more women and marginalized groups in decision making circles will inadvertently bring to attention the issues that limit women's and marginalized people's progress, which could be advocated for through relevant advocacy networks	CARE Malawi, Local Implementing Partners	Yes
Women recruited in projects (for example, as community extension agents) and seen to play roles that are associated with shifts in power, or changing social norms may face stigma and	Care Malawi operates in service delivery mode Opportunities for increasing extension service to reach	2	3	6	Reflective sessions will enable attention to this should it occur. Mitigation strategies will be developed locally. Periodic regional or global reflection sessions will devote space to understanding problems and risks faced by staff, and experience with dealing with them in various locations.	CARE Malawi, Local Implementing Partners	Yes

⁷ 1-5 where 1= very low 5 = very high

⁸ 1-5 where 1= very low 5 = very high

⁹ =Likelihood X Impact

discrimination	more women diminished.						
Design risks and assumptions							
Proposed interventions may inadvertently increase women's already-heavy workload	<p>Women not fully contributing to achievement of program outputs</p> <p>Women not benefiting from opportunities to improve livelihoods</p> <p>Women continue to be vulnerable</p>	2	4	8	Invest in appropriate labor-saving technologies; include strategies and analysis with both women and men in households to raise awareness and demonstrate the benefits of more equitably shared workloads; include skills-building in household- and community-level negotiations, as well as conflict management	CARE Malawi, Local Implementing Partners	Yes
Several activities designed to be implemented with groups overburden groups and crowd out their own evolutionary process	<p>Becomes difficult to implement group based activities</p> <p>The quality of program implementation will be low and achievement of outputs will be negatively affected</p>	2	4	8	Given the reliance on strategies involving different kinds of groups, monitoring tools will include analytical tools to enable teams to analyze evolution of groups and activity load. The tool for feedback from program participants will also include their input into these issues. The learning theme on collectives will also include attention to this risk	CARE Malawi, Local Implementing Partners	No
Implementation risks							
Natural disasters may adversely affect agricultural production and project	Effects of climate change (Drought and/or flooding) render communities	3	4	12	Capacity-building and exposure to disaster risk reduction programming techniques will be available to all staff. In addition, program strategies encourage diversification of livelihood strategies to buffer any sudden	CARE Malawi, Local Implementing	Yes

implementation	and households in a state of emergency.				shocks.	Partners	
The low levels of literacy among women would affect their interest and engagement in program activities	Women not accessing and benefiting from opportunities to improve livelihoods Women continue to be vulnerable	2	3	6	AACES Malawi will link with existing programs that are building capacity of Adult literacy trainers who will target women in functional literacy and numeracy skills supported by the Government of Malawi.	CARE Malawi, Local Implementing Partners	No
Reluctance of the service providers to respond to the impact groups' demands for rights and services.	The tension, distrust and disillusionment between the impact groups and the service providers will have a negative impact on the outcomes	3	3	9	WE- RISE will facilitate and support networks across farmer groups and a range of service providers both the government and private sector for improving quality of service delivery, including supporting a network of community agents for peer-to-peer support, knowledge exchanges and learning opportunities	CARE Malawi, Local Implementing Partners	Yes

Annex IV OUTCOME 4 : RISK MATRIX

Risk	Potential Impact on the project	Likelihood ¹⁰	Impact ¹¹	Risk ¹²	Management Strategy :(for Risks rated 5 and above)	Responsibility	Is the risk assessed through the M&E system? (Y/N)
Contextual Risks							
Environmental factors (e.g. flood, drought) impede or delay research activities	Analysis incomplete or delays development of evidenced based advocacy and policy engagement	1	2	2	CARE will manage research schedule to ensure appropriate weather conditions allow access to project sites, beneficiaries and stakeholders	All CARE offices	Y
Implementation Risks							
Research & Data analysis not rigorous enough to validate the results and learning	Policy and advocacy not effective	3	2	6	CARE will continuously monitor the work carried out by the consultant/s; and will make necessary arrangements to recruit reputable research organisation	CARE Australia	Y
Research consultants have different approach or agenda and do not capture required data	Data and analysis produced does not fully support learning on approach or impact	3	2	6	Recruit a reputable partner to conduct the research; establish clear understanding of CARE's research priorities	CARE Australia	Y
Objective 1 activities not delivering the expected results and/or study finds negative outcomes	Negative results will hamper the advocacy function	3	1	3	CARE will continuously monitor the success of Objective 1 activities and amend activities as appropriate; any negative results taken into advocacy as learning	CARE Australia and partners in country	Y

¹⁰ Likelihood: 1-5 (where 1= very low 5 = very high)

¹¹ Impact: 1-5 (where 1= very low 5 = very high)

¹² Risk: (= Likelihood X Impact)

Annex IV OUTCOME 5 : RISK MATRIX

Australian Public Engagement

Risk	Potential Impact on the project	Likelihood ¹³	Impact ¹⁴	Risk ¹⁵	Management Strategy :(for Risks rated 5 and above)	Responsibility	Is the risk assessed through the M&E system? (Y/N)
Contextual Risks							
Issues in countries neighboring Australia takes prominence in Media and public consciousness	Public engagement on Africa sidelined for 'hot' topics	1	3	3	Maintain clear and consistent messaging and engagement efforts	AACES NGOs, AusAID	N
Australian Public fatigued by 'problems' in Africa	Public engagement limited	2	2	4	Promote success stories; use innovative engagement strategies; monitor public receptiveness to particular issues	AACES NGOs	N
Political interference shifts priority of public engagement	Public engagement limited	2	2	4	Maintain clear and consistent messaging and engagement efforts	AACES NGOs, AusAID	N
Implementation Risks							
Conflicting messages delivered through various NGOs to the Australian public through Media	Public engagement limited	2	3	6	Maintain clear and consistent messaging	CARE Australia, AACES NGOs	Y
Australian and international media take a negative stand towards NGO contribution to poverty reduction in Africa	Reputation of Australian and African NGOs negatively affected	3	2	6	Promote accountability and transparency across programs and operations; actively promote success stories; maintain clear and consistent messaging	CARE Australia and partners in country	Y

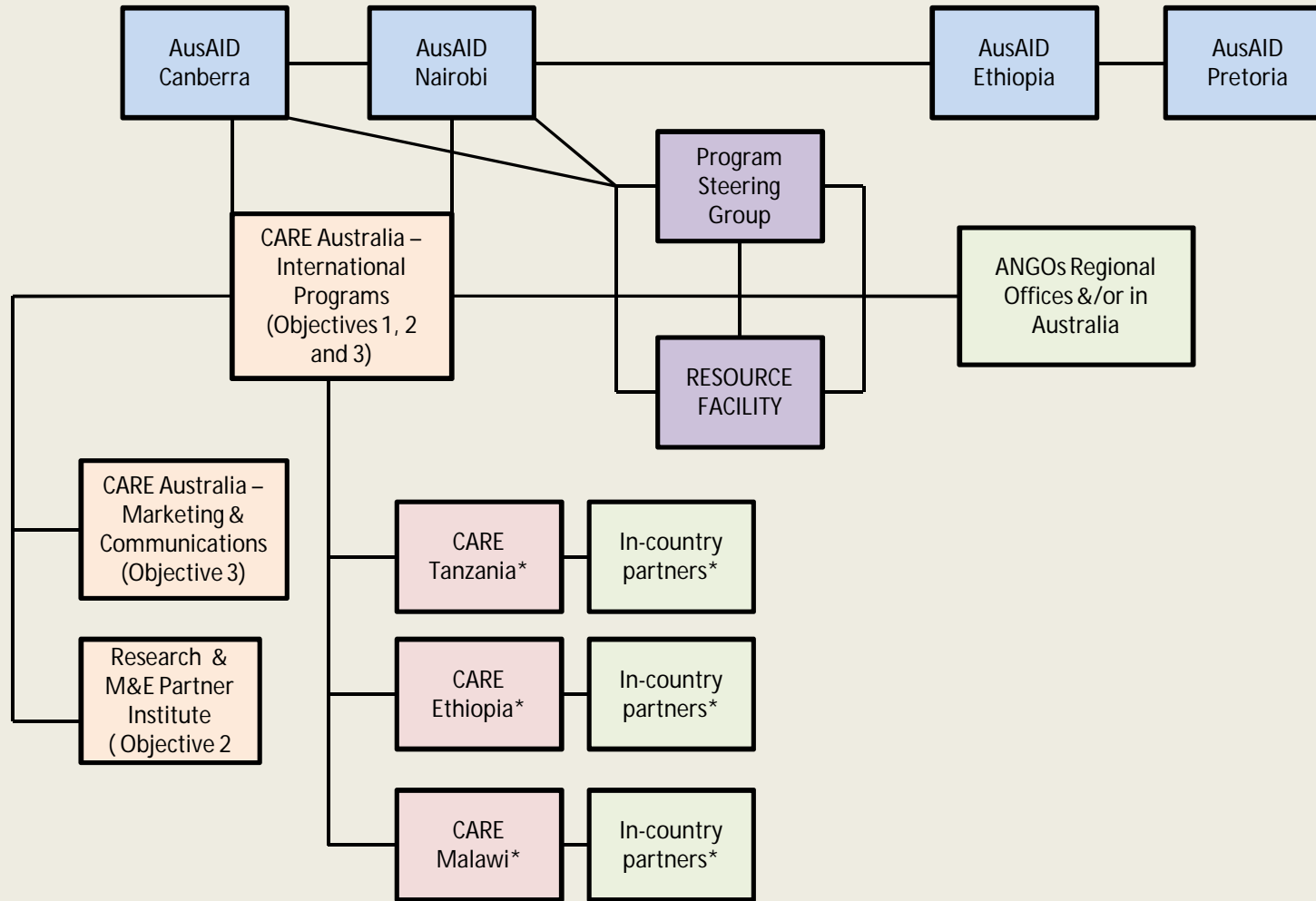
¹³ Likelihood: 1-5 (where 1= very low 5 = very high)

¹⁴ Impact: 1-5 (where 1= very low 5 = very high)

¹⁵ Risk: (= Likelihood X Impact)

Higher Order Relationship Chart

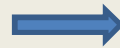
Annex V



* Refer to separate Relationship Charts for WE-RISE within each country

Roles & Responsibilities

CARE Australia International Programs Africa & Middle East Team



The CARE Australia (CA) will oversee and guide the collective achievement of outputs and outcomes. The Team will be responsible for implementation of AACES objectives 2 and 3; coordinating joint activities and learning and sharing across the 3 countries; identifying and providing technical assistance in climate change, gender, monitoring and evaluation, and inclusive development; and ensuring compliance with AusAID policies e.g. Child Protection, Gender and Disability.

CA will also be responsible for compliance with reporting requirements to AusAID and will work with the country-level teams to ensure timely and quality reporting.

Research & M&E Partner Institute (Objective 2)



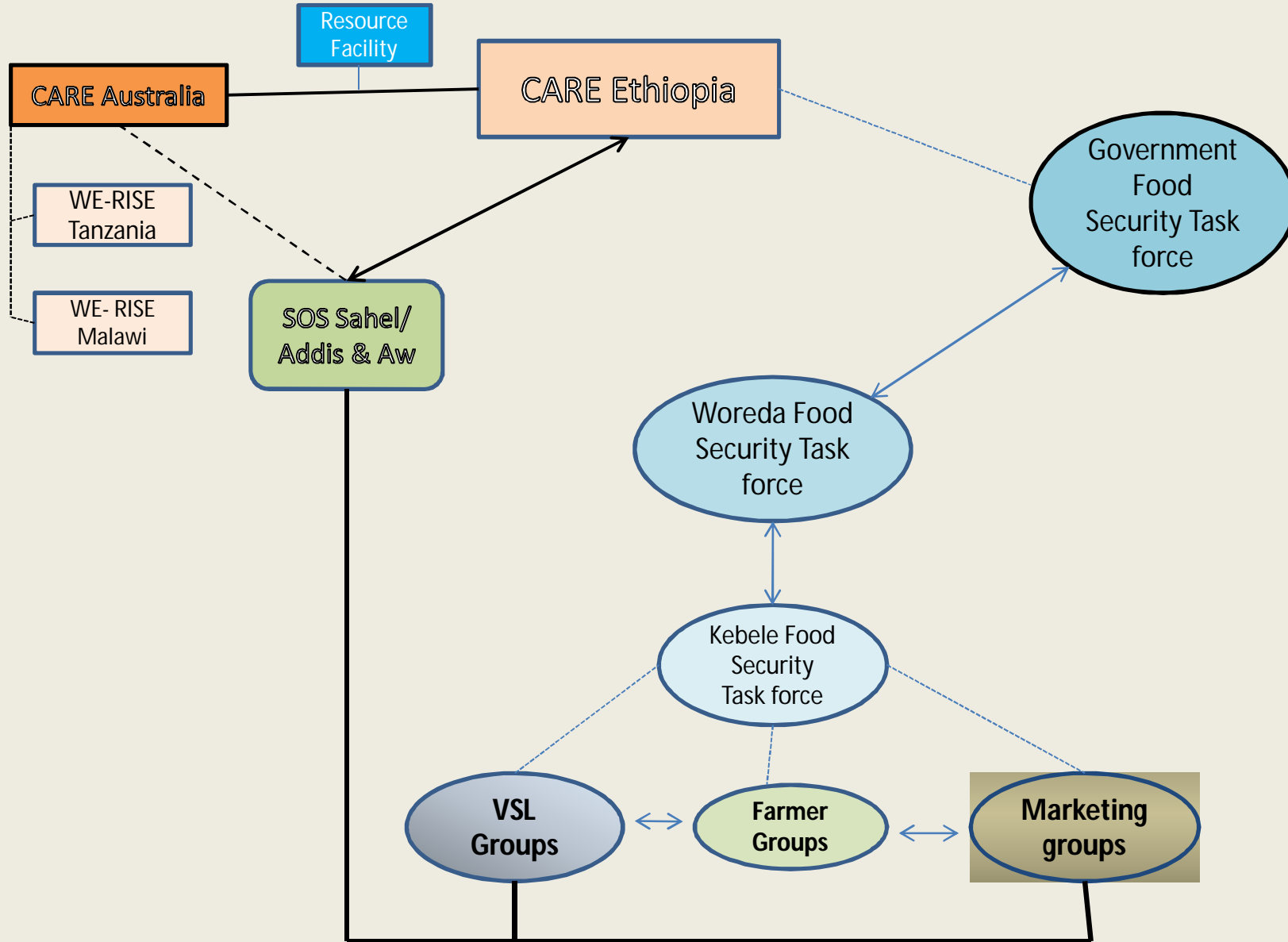
CARE's research and policy engagement work under Objective 2 will be regularly communicated to AusAID and, over the five years, present AusAID and other stakeholders with a substantial body of evidence around drivers of women's empowerment. Key Outputs : (1) Five year impact study on Women's Empowerment and its link to Food Security 2) Lessons learnt from WE-RISE program continually feed into AACES overall learning, AusAID and national policy development

CARE Australia – Marketing & Communications (Objective 3)

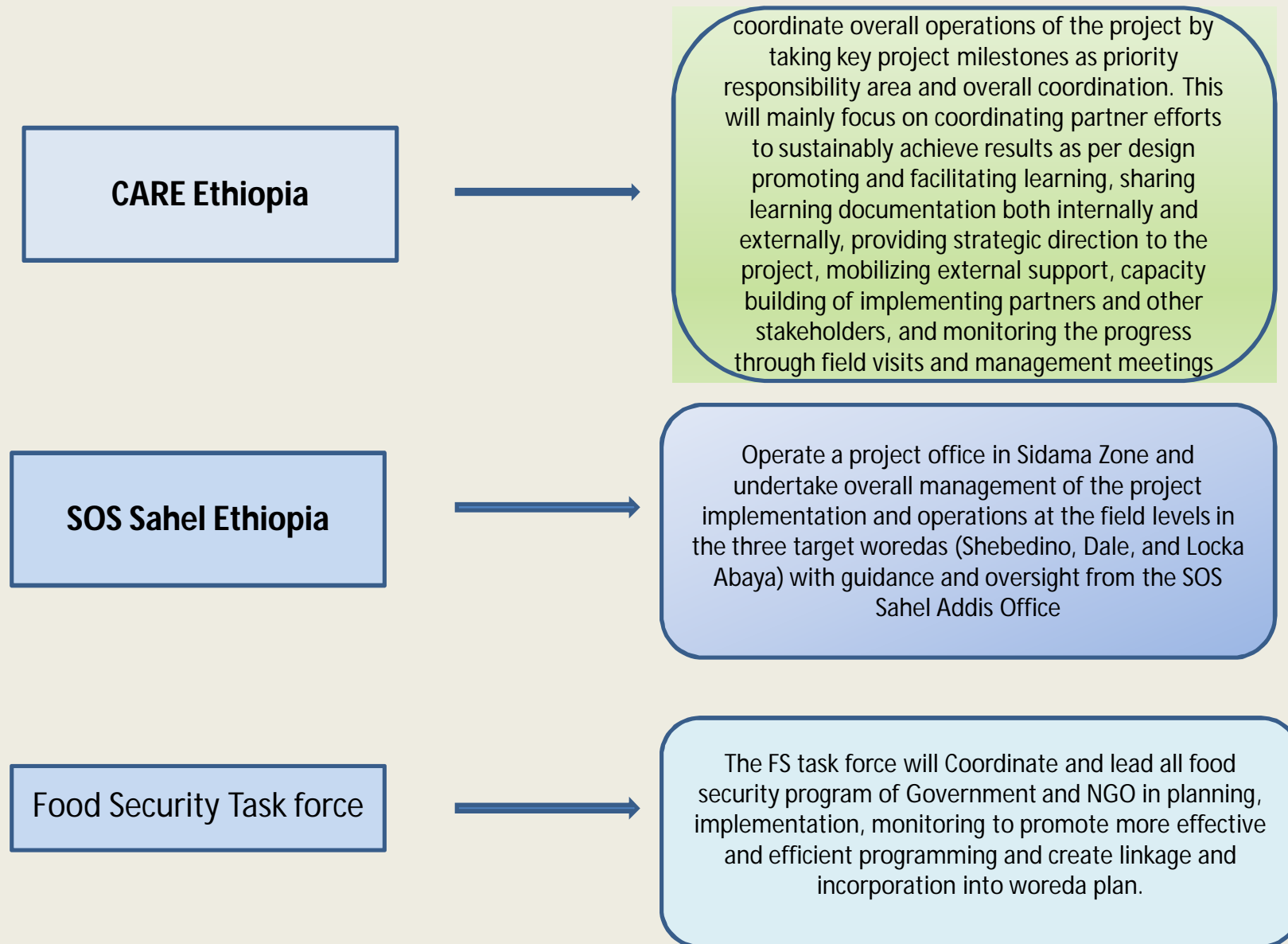


During the development stage CARE's Development Education Officer based in Melbourne will liaise with other AACES partners, the Africa/Middle East Coordinator, and WE-RISE Program Coordinators in country to determine the most appropriate, value-for-money intervention/s. She will then liaise with the same stakeholders to implement agreed activities under Objective 3.

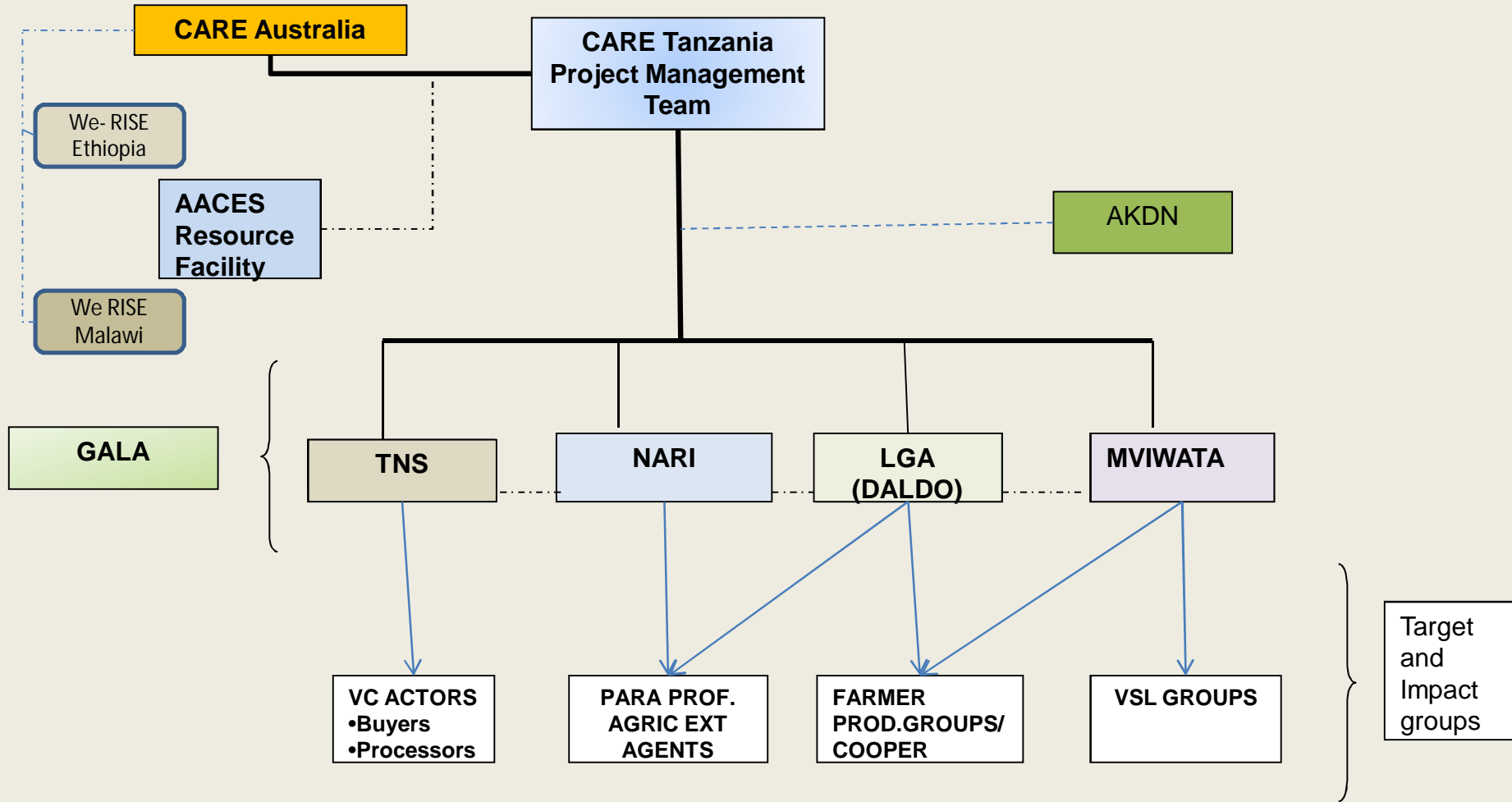
WE-RISE Ethiopia Relationship Chart



Roles & Responsibilities



WE- RISE Tanzania Relationship Chart



Roles & Responsibilities

CARE Tanzania



Coordination, overall project management and accountable for achieving quality results. Facilitate planning, implementation, monitoring and reporting. CARE will manage project resources including material and finances and will manage the project budget, leveraging resources, financial disbursements to implementing partners and reporting. Take affirmative actions in strengthening partnerships, alliances and promote sharing, learning and advocacy to enhance sustainability and scaling up.

TNS



Strengthen project capacity in promoting market driven agricultural value chain development

NARI



Responsible to test improved agricultural practices, disseminate research information and promote learning. NARI will also promote on-farm research capacities of extension officers and paraprofessionals through sharing research methodologies, data gathering and analysis.

LGA/DALDO



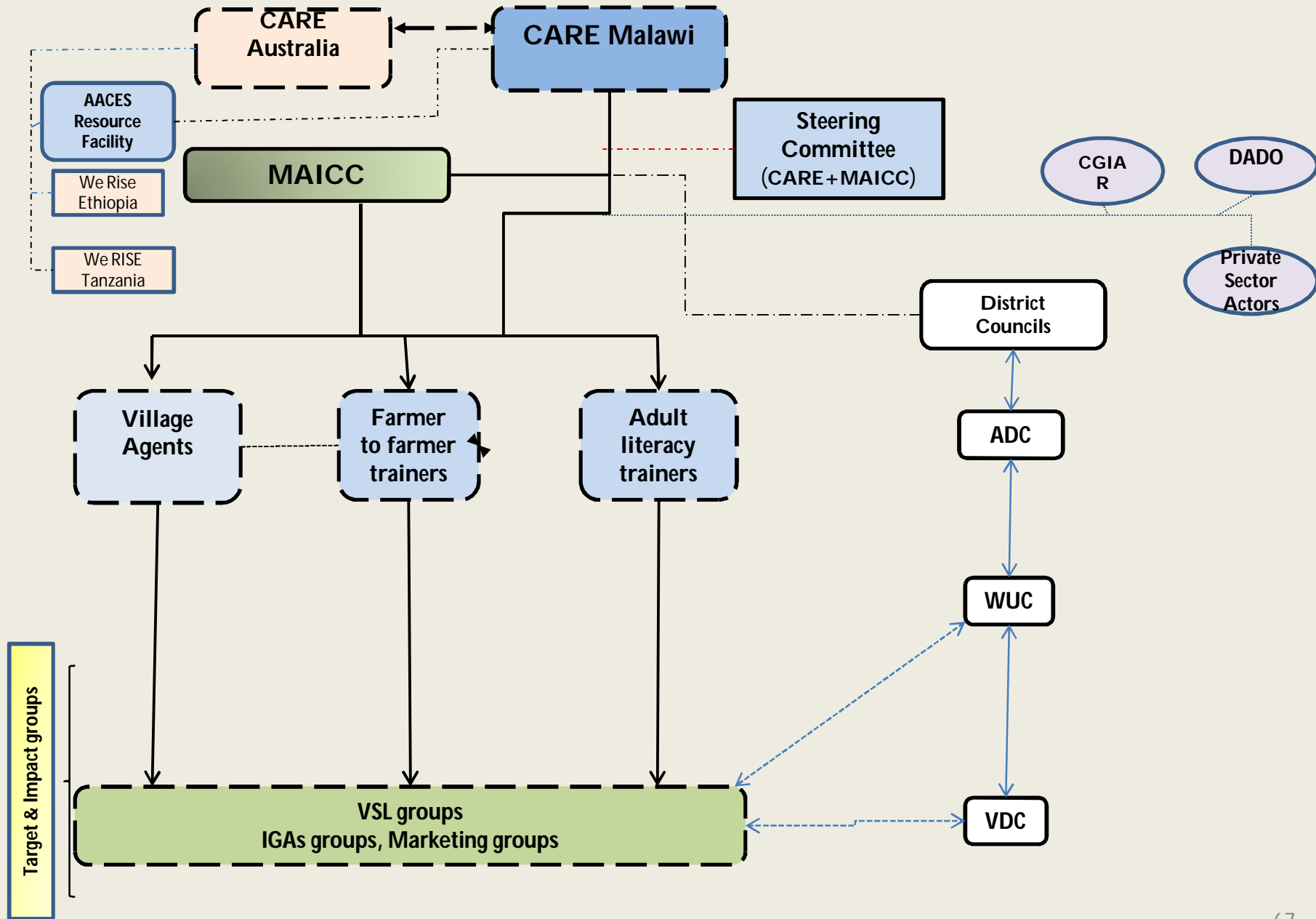
Trough DALDOs, LGA will support the expansion of the network of para-professionals to test a 'fee for service model' in enhancing and sustaining farmers access to inputs and other support services. DALDOs will be a liaison to channel critical information between government and the project on regular basis.

MVIWATA



Will be required to expand its regional coverage of farmers groups, mobilize farmers groups and develop advocacy agenda.

WE- RISE Malawi Relationship Chart



Roles & Responsibilities

CARE Malawi



Coordination, overall project management and accountable for achieving quality results. Facilitate planning, implementation, monitoring and reporting. CARE will manage project resources including material and finances and will manage the project budget, leveraging resources, financial disbursements to implementing partners and reporting. Take affirmative actions in strengthening partnerships, alliances and promote sharing, learning and advocacy to enhance sustainability and scaling up.

MAICC



Will operate a project office in Dowa and undertake project implementation in Traditional Authority Chiwere in Dowa District with guidance and oversight from CARE Malawi and the District Council. MAICC will report on project progress on quarterly basis.

**VSL new & advanced groups,
Seed Banks/ IGAs groups /
other CSOs**



The groups will be entry points for all interventions, trainings and linkages with service providers. These will play a crucial role in bringing out the economies of scale, social movements and advocacy works

DADO



Will review project plans, report and support the project implementation and coordination at District Level.

VUCs/VDCs



The project will be implemented and participatory monitored with and through existing governance structures such as Area Development Committees (**ADC**), Village Development Committees (**VDCs**), and Village Umbrella development Committees (**VUCs**).

ANNEX VI: Government Capacity

1. Public Services

A) Government capacity gaps and why governments are not providing services.

- The Governments in all three countries lack resources in the form of personnel and cash to equitably and sustainably support target communities in various livelihood aspects. For example in Tanzania the government is supposed to recruit extension staff including at village level. However, the current situation shows that extension staff are only available at Ward level and cover three to five villages per extension staff. As a result, access to extension services and use of external inputs in marginal geographical regions is low, and Lindi and Mtwara are among the lowest in the country.

(B) What gaps CARE's program will assist in filling

The AACES program will assist in filling these gaps (but not replace government service delivery) in the following areas:

- **Govt extension staff capacity building:** due to inadequate resources, most staff have not updated their skills and knowledge to meet the new challenges in extension service delivery. The AACES program will develop staff capacity building in gender sensitive extension delivery
- **Extension work:** due to inadequate numbers on the ground, the project will support the development of community-based extension workers and improve efforts of government extension services to better and more equitably target women farmers. For example, in order to fill in the extension outreach gap, the government of Tanzania has established a system to select and train paraprofessionals from the community. This system is critical in ensuring that all farmers receive the necessary support services needed. However, the system has not been able to advance given the weak financial resources to equip paraprofessional with necessary capacities as required. CARE's programs (WA & AACES) will assist in filling in the gaps both through financial support under this program and human resource capacity by training paraprofessional agriculture extension agents on improved agriculture practices. These extension agents will be able to reach more farmers in the villages. Also Naliendele Agriculture Research Institute will be supported with funds to produce improved and drought resistant crop varieties for sesame and cassava.
- **Governance** –There is a gap between the lowest structure in the decentralisation structure and the poor rural communities. For example, in Malawi, Village Umbrella Committees provide the link between VDC and the most vulnerable households; focus on improving the participation and voice of the most vulnerable and HIV/AIDS affected households;
- **Micro finance services:** Access to savings and credit is a major constraint for rural households in all three countries and this is necessary for consumption smoothing and improving coping strategies. AACES will address this issue through its VS&L program.

C) How CARE will work with the communities and Government

- CARE will work with government at various levels to promote agriculture production as well as advocating for new/improved policies related to marketing and value chains and promoting savings culture and micro lending.

- For example in Tanzania at ***District level***, CARE will work with local government authorities through the District Agriculture and Livestock Development Office (DALDO) which is responsible for coordinating all stakeholders involved in the agriculture sector. CARE will also work with government research institutions such as NARI to promote farmer, extension and research linkages. On-farm trials and demonstration plots will be promoted through a farmer field school approach under the conservation agriculture production model.
- At ***National level*** CARE will engage various line ministries related to agriculture through Gender and Agriculture Learning Alliance (GALA) as a platform for advocacy and lobbying. CARE will also leverage government efforts through the Ministry of Agriculture, Food Security and Cooperatives in conducting biannual food security vulnerability assessments as well as strengthening early warning systems.
- At ***community level***, CARE will work with small production groups of sesame and cassava value chains and will also strengthen capacities of paraprofessionals from amongst the local communities to provide technical support to fellow farmers.