

# Caritas AACES Africa Integrated Community Development Program Design



## Executive summary

Caritas Australia (CA) is the Catholic agency for international aid and development. CA's AACES program was developed by building on the strengths of our current partnerships and programs in Africa. Over the next five years through AACES, CA will support nine rural communities in six Dioceses<sup>1</sup> in Tanzania (Mbulu, Mahenge and Njombe) and Malawi (Lilongwe, Blantyre and Mzuzu) to address their development aspirations in partnership with the National Offices of Caritas Tanzania and CADECOM Malawi, government at various levels, as well as other AACES partners and key development actors. CA is requesting a **7,899,823** AUD commitment from AusAID for the period July 2011- June 2016, and is planning its own contribution.

Our objectives align closely with those being evolved by AusAID in the overall AACES program:

- **To support marginal communities in Malawi and Tanzania to enhance their quality of life through improved food security and access to water, sanitation and hygiene services.**
- **To better capture and communicate the process of community led change in Africa, in order to influence policies of AusAID and other development stakeholders, and contribute to improved services for marginalised people.**
- **To increase our target audience awareness of the development challenges facing Africa and their knowledge of the community development work undertaken by the Australian development sector in Africa.**

CA's aim in AACES is to facilitate holistic and sustainable community led development to improve the lives and livelihoods of about 24,000 direct<sup>2</sup> program participants, by fully involving the most marginalised (women, the elderly, people living with HIV/AIDS, disabled, orphans and vulnerable children) in our Integrated Community Development (ICD) program which is an holistic, inter-sectoral approach. The sustainability of this approach is achieved not only through high participation of communities themselves, but through close liaison with government and other key players in service delivery. Coupled with the Strengths Based Approach (SBA), ICD enhances human dignity and enables communities to fully realise their own vision and potential.

CA has been trialling and implementing ICD programs for almost a decade in Africa. In Malawi and Tanzania we have focused on food security and WASH. In response to community priorities, the ICD approach has evolved to include related activities (such as postharvest handling, value addition and marketing; nutrition and hygiene) while at the same time promoting gender equity, environmental conservation, HIV/AIDS awareness training in child protection, disaster risk reduction and alternative income generating activities.

A number of strategies have been implemented in other Caritas programs around the globe. These will be adapted to address the specific challenges facing our partner communities in Malawi and Tanzania. We will bring this experience, our learnings and policy recommendations to AusAID and the wider development community, so that others may likewise benefit. Similarly we will educate sections of the Australian public about the challenges and successes of African communities aspiring to their own development goals, so that they may be better global citizens.

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<sup>1</sup> In Malawi and Tanzania the administrative areas of the Catholic Church (Dioceses) encompass two or more Government Districts. We tend to speak in terms of 'Dioceses' as our in country partners work according to these units however liaise and collaborate with the relevant District Government authorities.

<sup>2</sup> We are planning on involving 24,000 people as direct beneficiaries, in the 5 year course of AACES however this number will escalate by an undetermined factor as indirect participants also benefit through hand-on schemes, the expansion of group sizes and less formal passing on and adoption of learnings etc.

## Outline of the design process

Our work in AACES is in accord with the principles of Catholic Social Teaching<sup>3</sup> in that we will reach the most marginalised<sup>4</sup>, uphold the dignity of each person, address unjust structures, increase participation of the community and encourage subsidiarity<sup>5</sup> in our partnerships.

Preliminary to embarking on this design process more than thirty key players from CA, Tanzania and Malawi at National, Diocesan and community levels were provided with training in the Strengths Based Approach (SBA) as a method of capturing community input and priorities. This methodology informed our design and relied upon intensive and inclusive community consultations which involved relevant local Government officers and other NGOs/CBOs operating in these communities. SBA consultations ensured that appropriate opportunity was provided for all community members, including the most marginalised to participate and provide input. In both countries 932 community members, 10 government officers and 20 members of Caritas staff attended a series of public meetings to provide design input. In each event, participants were divided into focus groups to ensure freedom of expression and that the specific priorities of particular groups were highlighted.

This design process provided a good opportunity for CA and its partners to reflect and draw upon the evolution and experiences of recent work in its ICD and other program approaches. By applying the principles of the SBA, the consultation process in itself was empowering for communities as it helped them recognise their strengths, assets and potentials. Community members were divided into focus groups and asked to list what they were already doing with regards certain development sectors (eg food security). They then illustrated their collective group visions for their village in 5 years time. The next step was to identify what assets already existed that could be utilised in achieving this vision. Community members also shared their impressions with regards the success of certain people and what we might learn from this. This comment from a participant in Tanzania is typical:

*“In designing the program, 14 development staff was involved. Two training sessions (Blantyre and Karatu) were organised on different approaches including SBA, facilitating community consultative meetings, documentation and budget preparations. They also learnt to support each other in designing a program. The knowledge gained from the trainings was put into practise in the process of designing the program.”*

The AACES Program concurs with CA’s commitment to holistic development with a strong emphasis on: mutual learning, strengthening partnerships and increasing levels of social analysis. Objectives 2 and 3 of AACES also complements CA’s commitment to increase its contribution to Australian society’s understanding of justice and development issues arising from its partnerships and work both in Australia and Overseas . This commitment includes an emphasis on engagement in Australia on policy issues related to international development and global solidarity as well as strengthening

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<sup>3</sup> The Principles of Catholic Social Teaching are very much in accord with those underpinning good development practice and humanitarian work. While these principles are grounded in the scriptures they in no way are exclusive of or discriminate against non-Catholics, nor are they based on evangelisation or proselytisation. Please see Annex 2.

<sup>4</sup> CA considers the most ‘marginalised’ in any community to typically (but not exclusively) comprise women, the elderly, people living with HIV/AIDS, disabled, orphans and vulnerable children. See Annex 4 for more information on Working with the Marginalised.

<sup>5</sup> **Subsidiarity** is an organising principle that matters ought to be handled by the smallest, lowest or least centralized competent authority. Political decisions should be taken at a local level if possible, rather than by a central authority. The Oxford English Dictionary defines ‘subsidiarity’ as the idea that a central authority should have a subsidiary function, performing only those tasks which cannot be performed effectively at a more immediate or local level.

the role of education about development in schools, with CA supporters, the wider community and NGO sector.

This design utilises the existing knowledge and experience of CA and its established long term Tanzanian and Malawian partners in water and sanitation, food security and various cross cutting issues. For example, the Dioceses of Njombe, Mahenge and Mbulu in Tanzania have been engaged in managing similar multi sector programs for the last 10, 6 and 15 years respectively benefitting more than 300,000 people in 69 villages and 8 districts. The design also incorporates the establishment of community structures to manage these projects during and after implementation as well as other sustainability measures including equipping communities to advocate for their own rights.<sup>6</sup>

The design process for Objective 3 involved the Community Engagement team at CA assessing our partners' capacity in Malawi and Tanzania to determine their levels of skills, interest and experience in the areas of media, communication, video and photography. This allowed us to determine how they may be part of the community education work undertaken here in Australia. CA also has collected feedback through our state based educational consultants with regards to possible educational delivery methods and content for schools in Australia based on their experiences and understanding of attitudes to development work in Africa.

In addition to this we have undertaken initial scoping with the University of Notre Dame, Fremantle who will form part of our targeted audience. CA and the UND are in the process of developing a technical assistance MOU which includes video training and expertise. In the coming months this will be extended to cover the development of a Monitoring and Evaluation system to track attitude change for the achievement of Objective 3 in the Caritas AACES program.



*Villagers in Malawi explain their vision for their community.*

### **Situation Analysis**

The combined effects of: chronic poverty; extreme climatic events (droughts and floods); food insecurity; limited access to water, hygiene and sanitation; and high incidences of HIV/AIDS have contributed to both Tanzania and Malawi ranking poorly with respect to most development indicators (according to the 2010 UN Human Development Index, Tanzania ranked 148 and Malawi 153 out of the 169 countries listed). The two countries also suffer low life expectancy figures (in Malawi an astonishing 38 years) and very limited livelihood and hence economic opportunities.

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<sup>6</sup> Please refer to Annex 5 for information on Advocacy Strategies.

Studies by Water Aid confirm that 40% of rural Malawians have access to safe water, and access to improved sanitation ranges from 7 – 33% nationally (draft National Sanitation Policy (2006), highlighting the significant hygiene and sanitation challenges faced in Malawi. The policy also highlights that those Malawians who do have adequate sanitation are mostly people who have political or social influence. In the three AACES project districts (Dowa-central, Rumphi-northern and Phalombe – southern) 38% of the population has access to improved water supply and about 40% of the population has adequate food to last them throughout the year (including the critical ‘hunger gap’ months of December –March). Within these three districts CA will be working in six communities and 9,000 people will be direct beneficiaries through this participation. While we have significant partnership experience with the three Diocesan level CADECOMs in Malawi, we have not worked previously with the communities who will be participating in AACES.

To take Dowa as a detailed and typical example in Malawi as confirmed by the SBA process in the community and as supported by the socio-economic profile (2007 unpublished)<sup>7</sup> most households (>60%) draw water from unprotected sources with women and girls spending a disproportionate amount of their time searching for water. 13% of the population CA will be working with have already achieved improved sanitation, 75% use tradition pit latrines, 14% of households in the district use simple hand washing facilities and 44% of the population have adequate access to food.

The SBA exercise in Dowa revealed that the participating communities have the capacity to undertake various interventions. The communities have: arable land; sand, stones, bricks and poles for the construction of water, hygiene and sanitary facilities; shallow wells and skilled labour; road networks for transporting agricultural produce to markets and bringing in farm inputs as well as accessing local markets. The district also has: a good number of government front line extension staff (health and agriculture); water point maps; a strong district coordination team; and a community willingness to develop. The major opportunities that exist in Dowa include many wet lands and annual rivers which can be used to construct dams for winter cropping/irrigation. There are several organised farmers’ groups who can act as role models in piloting modern agricultural technologies and marketing. The communities have unused *dambos* (land near rivers that retain moisture for most of the year. Usually used for winter cropping -eg maize, vegetables and small scale irrigation) and committed local leaders who are good at mobilizing their people.

NGOs working in Dowa district who we will be liaising with include CARE, World Vision, Concern Worldwide and the Red Cross however none of these have interventions in the proposed AACES communities particularly in the areas of food security and water and sanitation. While there are Government extension staff that offer health and agriculture advisory services, these manage to reach a minority of the community.

The situation in the Tanzanian villages is similar to that described above in Malawi. From the World Bank MDG Tanzania Mid Way Report 2000-2008: 67.8% of rural dwellers have access to potable water and 22% of children below 5 years of age are considered underweight while 38% of children over 5 are stunted highlighting serious nutrition availability concerns. Within the three districts of Kilombero, Karatu and Makete in Tanzania, CA will be working in three villages directly involving about 15,000 people and once again while we have significant partnership experience with the three Diocesan level Caritas offices in Tanzania, we have not worked previously with these communities either) but have added that communities are aware of HIV/AIDS prevention and related issues and that there is social protection for PLWHA, orphans and vulnerable children and the elderly with the

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<sup>7</sup> More recent detailed statistical analysis at this level has been not possible to locate however will be during the baseline exercises early in year 1.

communities assuming collective responsibility for their most vulnerable. Here is an extract from a mini baseline disaggregating those communities:

“The total population of the targeted villages (of Mkula, Endashangwet and Ikuwo in Mbulu Diocese, northern Tanzania) is 5651 people of which 3314 are women and 2337 are men. The villages have 44 PLHA, 40 people with disabilities, 125 old people and 187 orphans.”

In the Tanzanian project locations there are water schemes for domestic use but these do not provide sufficient reliable flows. The government provides extension services which include training and advising farmers; seed multiplication farms; and also provides subsidised agricultural inputs (seeds and fertilisers). The Government and various NGOs conduct awareness raising on gender equity, HIV/AIDS and environment protection. The government through its health facilities provides ARVs to PLWHA. Moreover communities recognise that respect for the rights of women, the elderly, people with disabilities and orphans must be promoted and maintained.

The initial SBA activities that were undertaken in the communities to inform this project design emphasised a strong desire to address food security and water supply issues as matters of priority in improving the lives and livelihoods of communities. (The active involvement of local level Government officials in this process has forged healthy ties right from the onset.) As mentioned above, the SBA has also made communities aware of the facts that:

- they have been conducting activities that have contributed to their well being in these sectors and that examples of good practice and success within the community can be easily replicated (for example one farmer in Malawi explained to his community how his system of weeding has been labour efficient while at the same time, and more importantly, has improved his crop yields);
- communities have a wealth of assets that can potentially contribute to addressing their development aspirations. These need to be utilised and complemented by other players, Government or other development partners including Caritas.<sup>8</sup>

The next main steps in this process are to identify how communities can utilise the assets and potentials they have in a structured way and from this the role that Caritas and other players can undertake to support this. This process involves community consultations that include all people particularly the marginalised. As mentioned elsewhere, twice yearly review meetings will take place in the communities to analyse progress, priorities and practices with the intention of ensuring ongoing relevance and improving impact. As explained elsewhere, consistent with the principle of fostering strong partnership with government our decisions on where we work have been jointly made and based on government and community analysis. One of the next steps is to conduct baseline surveys as tools in measuring progress.

In the communities in which we will work, the majority of household responsibilities and chores fall on the female members but decision making, particularly those with regards the use of income remains a male domain.<sup>9</sup> The ICD approach has enabled women to participate, exercise more authority and influence decision making to a much greater extent.

With an extensive reach in Australia to 1,698 schools and 1,441 parishes, CA has been involved in educating the community about development for over 40 years. Information on the development challenges facing Africa is regularly included in our newsletters, on our websites and in our educational materials. There is significant focus in these materials on the outcomes of the work of our partners. The challenge facing development education work in Australia is threefold: the ability

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<sup>8</sup> In most countries the name Caritas is used. In Malawi the name CADECOM (Catholic Development Commission) has been adopted, it is however synonymous.

<sup>9</sup> A more expansive gender analysis is included in Annex 4.

to raise the capacity of partners overseas to harness new technology as a way of telling their development story; the ability to counter the misunderstood public perception and media claims of a generalised Africa; and the ability to measure the changes in attitudes and perceptions of the audiences here in Australia.

## Objectives

- **To support marginal communities in Malawi and Tanzania to enhance their quality of life through improved food security and access to water, sanitation and hygiene services.**

The project will utilise the existing assets and capabilities of the communities with whom we work and recognise their potential to achieve their development aspirations. CA and our partners will seek partnerships (especially with various levels of Government) that complement and promote this. Particular focus will be on ensuring inclusiveness of the most marginalised in accessing services and decision making processes related to such. Building on our experience in food security and WASH (as supported by evaluations conducted in Tanzania -2008 and Malawi 2010) and our emerging expertise in Integrated Community Development we will strengthen: the ability of the community to access services; and service providers to address a wide range of development priorities as identified by the communities.<sup>10</sup> Our project will begin by identifying and fully including the most marginalised and adopting strategies that promote gender equity. Improvements in health, quality of life and access to services will be defined by changes as measured against each community's stated vision and action plan objectives. Each community will be encouraged to determine their own priorities and work on these (typically among services related to water, sanitation, hygiene and food security). The project and the communities themselves will measure progress in the specific objective areas they have chosen. The contribution of this project to the overall sector objectives of AACES will be the cumulative achievements of each of these community action plans.

Throughout the AACES implementation period, communities should enjoy incremental access to services so that by the end of the project period they will have: access to clean reliable water; improved sanitation and hygiene (resulting in decreases in communicable diseases); have mastered better farming practices (including post harvest produce handling and marketing); extension services will be rendered; women, the elderly, people living with disability and PLWHA will participate fully in decision making processes; strong and functioning management organs will exist at community level (eg Water User Committees, Irrigation Committees and other beneficiaries' groups) and these will adhere to self generated rules and regulations; communities will apply strategies that prevent the spread of HIV and provide improved support and care to the infected and affected. These benefits will be sustained through the improved provision of services from Government; the building of the capacity of communities in various respects to address their own development needs; and the creation of strong community level structures.

- **To better capture and communicate the process of community led change in Africa, in order to influence policies of AusAID and other development stakeholders, and contribute to improved services for marginalised people.**

CA and our partners will capture a strong body of information on how our ICD approach (as applied in objective 1) leads to change and the extent of that change relative to desired outcomes. By placing greater emphasis on the use of visual media, and exploring links with existing Catholic media in both Australia and Africa, we would like to identify what works and what doesn't, and the reasons behind this. Having improved our capacity to generate, capture and analyse this data we will share this with AusAID and other relevant stakeholders as a basis for promoting gender equity and improving program effectiveness and service to the most marginalised.

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<sup>10</sup> Please see Annex 3 which outlines some of our main experiences that have informed this design.

- **To increase our target audience awareness of the development challenges facing Africa and their knowledge of the community development work undertaken by the Australian development sector in Africa.**

Our target audience for the first part of the program (years 1 and 2) will initially be the Catholic community of Western Australia. Building on the long-term relationship between CA and the University of Notre Dame we will devise a twofold program: a storytelling and communications strategy to increase the knowledge and engagement of the WA Catholic community about development challenges and development program effectiveness in Africa; and a research and evaluation program to devise and conduct baseline research and ongoing monitoring and learning about the effectiveness of CA's community engagement program.

In collaboration with our African partners, we will bring the AACES program to life with this target audience by documenting the design process, implementation and program impact using a range of communication tools including images, words and video footage. This will include building and harnessing the capacity of our African partners and the communities they work with to tell their story to our Australian audience.

By doing so, CA will create a greater awareness of Australians with regards the success of African communities in improving the lives of their most marginalised and also recognise what we can learn from Africa that may be useful in reinvigorating our own sense of community. A vital component of our program will be the ability for us to collect baseline data and then measure the change in perception and understanding of our target audience. This measurement will initially only include them. It is anticipated however that the learnings from this process will then be extended to a broader Australian audience in the later life of the AACES program.

## **Project Strategy**

The rationale for choosing to work in the selected rural communities has been based on a combination of community marginalisation (due to under development and isolation), capacity and the potential and will of our partners and the communities to work on their own development. The selected district sites in Tanzania and Malawi have great potential in the thematic areas of food security and water and sanitation where the strategy adopted by this program at community level is to develop these potentials to optimise access to and maintenance of the services that will improve the lives of the most marginalised in these districts. The choice of communities was also influenced by the respective District Development Plans through the government District Executive Committees to coincide with the interests and plans of local government in terms of priority areas and communities to be reached within these. In Malawi CADECOM is a member of their respective District Development Committees and advise that such decisions are based taking into consideration vulnerability levels, socio economic profiles and district plans. The process is almost identical in Tanzania.

The program will bring about sustainable change through:

**Integrated Community Development:** Over the past few years, CA and its partners have been evolving an Integrated Community Development (ICD) program model which has been defined by our partners as:

*“A participatory approach that aims to improve people’s livelihoods by addressing their needs through several inter-related components.”*



This definition while well considered would need to be modified to reflect the move away from deficit (needs) based approaches in order to make better use of community assets and potential.<sup>11</sup>

Our collective experience has noted the following advantages of this model in that it is: participatory; focused on a target community; results/outcomes oriented and transformative; a number of inter-related components are implemented together; it addresses various priorities as identified by the community at the same time; community owned and sustained; involves several stakeholders; and results are measured/monitored by the way the program has changed the lives of the marginalised. It is not a uniform package as communities will choose to place more emphasis on certain activities depending on their defined priorities.

In the past few years, lessons learnt (and highlighted in the mentioned evaluations) that have promoted the effectiveness of this model have been: ensuring the early involvement of the communities; an insistence on community contribution (either in cash or in-kind); relevant experience/expertise of Program Manager; a Field Officer being based in the community; collaboration with district and local government that improves sustainability; a need for early results in the program to maintain community participation and mobilisation; utilising positive cultural features and managing those which may be potentially detrimental to development; knowledge of governing national policies, laws and regulations related to the project being implemented; and that advocacy is a critical component of the program.

Community-led development: Drawing from the lessons learned over the years of implementing the ICD approach, in this project the model will be improved to include a much stronger focus on community-led sustainable service delivery promoting collaborative relationships between civil society, community organisations and government agencies to increase the sustainability of service delivery that will improve the lives of the most marginalised. The nature of this engagement will include learning how to advocate for greater efficiency but move beyond this to collaborative dialogue and active partnership in implementing health, education, agriculture, livestock, small enterprise, utilities, roads and many other services. This collaborative partnership will be promoted at both national and community levels. CA's partners will encourage a positive and contributing presence of government throughout all stages of project implementation and progress monitoring. All six local (diocesan level) partners (three each in Malawi and Tanzania) will continue to use the ICD model. The (diocesan level) partners will work with multiple villages under the guidance of the two national level offices.

Inclusiveness and equity: Emphasis on ensuring equal access to the most marginalised, training and awareness creation among the communities on gender equity, HIV/AIDS, environment protection, child protection, disaster risk reduction, and awareness of people with disabilities will be undertaken to promote a holistic, sustainable, inclusive development paradigm. To secure access to services, awareness creation among the general community on their rights, obligations and advocating on the services provided by the programs will be promoted. Of prime consideration in our strategies is recognition of the importance of women's participation for the effectiveness of development outcomes. CA will be sourcing gender expertise internally and externally to provide a more thorough analysis and assist in developing mainstreaming strategies. Our Theory of Change is based upon promoting community ownership of this process; central to it is the creation of various constructive partnerships, not least with Government.

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<sup>11</sup> An explanation of the SBA is included in Annex 1 and as such, this approach seeks not to focus on needs but on assets, aspirations and potential. In contrast the traditional and more common development approaches identify problems, needs and other deficits as the entry point to the community.

Learning and adaptation: The ICD approach will continue to be context specific and will reflect an organic model of development. A stronger emphasis will be given to using strength-based approaches as a vehicle for making the community architects of their own development. Community action plans are based on past successes, existing assets and capacities currently available as the basis for moving towards development goals. The intended outcomes using the SBA are better utilisation of intra-village associations and leadership structures; greater acknowledgement of the contributions of all especially women, youth and marginalised groups; greater awareness and use of people within the community who have competencies to manage and provide technical advice; better use of existing relationships with available government services; and more sustainable management of natural resources.

Households will find themselves in a position of producing an excess of a diversity of farm produce which can then be sold and the funds used to further improve health, nutrition, sanitation, education and the standard of living generally. Existing alternative livelihood practices will be expanded, additional opportunities sought (e.g. baking, small businesses, bee keeping etc) and village level savings and loans promoted to utilise existing resources in the community. Basic record keeping and budgeting will be taught.

To further demonstrate the opportunities for synergies and economies of scale created by the ICD model, nutrition and sanitation training will improve health and hygiene; soil and water conservation practices will promote soil fertility and protect the environment; training in disaster risk reduction and the construction of energy saving stoves from natural materials will likewise protect the environment and health of the people; reforestation and improved knowledge in this area will also further conserve the environment and provide sources of nutrition, fuel and fodder. The ICD model provides opportunities for synergies and economies of scale by virtue that it works simultaneously in a number of development sectors. Our ICD experience has shown that activities in one sector may contribute directly or indirectly to the impact felt in other sectors.

Promoting sustainability, external partners such as government extension and health officers will be involved in program design and implementation and communities will be provided with advocacy skills to ensure continued access to these services. Communities will have a greater awareness of their rights; gather data and conduct research to influence policy at every level; and be equipped with skills that will enable them to advocate for their rights and with various stakeholders. In addition communities and partners will play a pivotal role in project monitoring and informing modifications in project design. Agricultural research bodies (such as ACIAR) will inform activities and be involved in field research. Other NGOs and their partners with specialist knowledge will be sought out to complement existing training and activity capacity. Regular contact and dialogue with AusAID with regards policy and activity development along with mutual reliance on each others' expertise will be an enduring feature of project implementation. All of these measures are aimed at promoting and sharing knowledge and best practice.

This program also aims at not only delivering high quality educational material to our targeted audiences in Australia about the development story of our partners but also to develop tools to measure our effectiveness at changing attitudes and increasing knowledge. To this ends, intra-agency cooperation will be key, we will work closely with CA teams to increase the awareness of the Australian public by sharing the story of our program in Tanzania and Malawi and our wider work in Africa thus providing a wider connection with the Australian public and Government. To engage with the Australian community, our strategy will be to acknowledge that development work in Africa represents a complex reality that we need to embrace, rather than disguise or disregard and that we will actively engage with partners and institutions in Africa and Australia to address the complexity of Africa in a way that will lead to an improved appreciation of the development challenges faced by the people of Africa.

(See Annex 1 for information with regards our 'Operating Guidelines for Overall Theory of Change')

The National Caritas offices in Malawi and Tanzania will provide a supporting role in such areas as capacity building of local partners, facilitating national level advocacy and policy dialogue, and ensuring quality control over program implementing staff. Local staff are expected to include the following personnel: overall M&E Coordinator, an AACES Program Coordinator in each of the two countries and six Diocesan level Coordinators. These will be supported by Field Officers expert in Gender, Child Protection, Disaster Risk Reduction Environment and Water and Sanitation as well as a Water Engineer, Social Workers, Finance, Logistics and Administration staff.

CA will play coordinating and oversight roles which will diminish over the implementation life of AACES as in-country partners and communities themselves become better able to address, manage and sustain their development efforts. CA will support its partners in project design and budgeting as well as coordinating the development of appropriate reporting mechanisms. We will facilitate capacity building opportunities that will promote: program efficiency (and hence participant benefit) and problem solving For example: cross learning and exposure visits to AACES and other relevant programs; identifying and creating links with research bodies and other mutually beneficial relationships; arranging workshops and trainings on specific topics as identified; complementing existing capacity by providing external and internal expertise. CA will be working with partners and communities to ensure they are not only able to competently manage their development processes but also capture and tell these stories effectively, by strengthening M&E capacity, including baselining, tracking and the use of multimedia in these processes. In particular, CA will work with partners to enhance their capacity to engage women in program design, implementation, monitoring and evaluation. CA will be actively involved in monitoring project progress and activities with the constructive objective of promoting satisfactory progress and project efficiency. Part of this role involves developing and reviewing program management, risk management and financial systems. CA will obviously be prime in implementing activities related to Objectives 2 and 3, in summary those in liaison with AusAID, ANGOs, Australian research bodies and the Australian public.

## Major activities

***Objective one: To support marginal communities in Malawi and Tanzania to enhance their quality of life through improved food security and access to water, sanitation and hygiene services.***

The three main activity foci in Year 1 are those that clearly address food security issues, improve water supply and work on building implementation capacity at various levels.

The ICD model is multi-sectoral with obvious linkages between the project activities. In this objective, a majority of all activities will be undertaken by the participating communities supported by our National and Diocesan level partners. The factoring of gender equity is implicit as a cross cutting theme in all activities. The activities to be carried out under Objective 1 fall into four Functional Areas, greater detail is provided in **Annex 6** however following is a summary:

1. **Community Consultation** involves: various Strength Based Approach activities to determine community capacity, assets, potential, priorities and vision; developing selection criteria that ensure the inclusion of the most marginalised; staff recruitment; the creation of project groups; and information gathering through baseline surveys and other means.
2. **Partner & Capacity Building** includes: determining community and partner competencies so various trainings can address capacity gaps; resourcing partners and communities so they can be effective development practitioners; create relevant networks to progress the work of the project; and arrange specialist trainings in gender, leadership, child protection, HIV/AIDS awareness, SBA and community animation.
3. **WASH** activities include: community strengths and asset mapping; topographic surveys leading up to the procurement of inputs and actual water scheme construction (weirs,

pipelines, tanks etc); creating, training and equipping community level water committees and maintenance personnel; as well as sanitation and hygiene and sanitation trainings.

4. **Food Security** activities include: community strengths and asset mapping in this sector; ensuring effective farmers groups are established and operational; training in innovative agricultural techniques; soil and water conservation training as well as environmental awareness work; various DRR activities; the promotion of livestock production; nutrition education; post harvest handling; and the marketing of rural produce.

The activities have been defined by the communities during the ‘visioning’ phase of the SBA where communities were asked what they would like their village to look like in 5 years, specifically in terms of development achievements. These activities were given greater definition in the next steps where members were asked to consider what assets exist in their communities that can contribute to these (this step also defines the role of Caritas and other players).

The priority of activities is determined by the community through village meetings where extensive discussion and debate takes place. There are some activities which are key to the ICD model and these are agreed to be implemented relatively early in the project as it is seen that other activities rely upon these being conducted as a precursor or to generate synergies. For example the supply of water should ideally occur early as it can promote sanitation work and multiply the impact. Likewise agricultural trainings would logically precede work on post harvest handling.

One great advantage of the high level of community involvement is that the community members themselves are undisputedly the best placed and most informed with regards contextual considerations, local knowledge and how these will affect project work (eg seasonal factors, access, capacity to name several). Caritas staff and relevant government officers are also in attendance at these meetings and are able to glean from this process what measures can be taken to ‘unlock’ community potential and optimally utilise existing assets, this may be done through designing training to address capacity gaps and/or complementing or assisting in mobilising assets with additional resources or facilitation for example. The identification or formation of community level committees to manage development initiatives and training in group dynamics are critical support activities that can be assisted externally. These committees not only coordinate implementation but also are key in ensuring benefit and participation sustainability and expansion after the implementation phase.<sup>12</sup>

CA and its partners will be working in the following locations in this AACES project:

Country	Diocese	District	Villages	Direct beneficiaries
Malawi	Lilongwe	Dowa	Kayembe	3,000
	Blantyre	Phalombe	Kaduya, Chiwalo and Nazombe	3,000
	Mzuzu	Rumphi	Mtwalo and Chikulamayembe	3,000
Tanzania	Mahenge	Kilombero	Mkula	5,000
	Mbulu	Karatu	Endashangwet	5,000
	Njombe	Makete	Ikuwo	5,000

<sup>12</sup> Caritas has experience in this role and more information is provided in Annexes 3 and 5.

The project will commence in Mbulu (Tanzania) and Lilongwe (Malawi) Dioceses in year 1. This is partly as a risk management but more so in recognition of the capacity and management issues attached to starting up in a large number of locations simultaneously and also to allow learning to be shared. In the other four Dioceses, some preparatory work will commence later in Year 1 and fully in Year 2. In these four, a Program Focal Point has been nominated for AACES and they will play a mutually supportive role in the 'start up' location in their country and take this experience to apply in their own project locations.

***Objective two: To better capture and communicate the process of community led change in Africa, in order to influence policies of AusAID and other development stakeholders, and contribute to improved services for marginalised people.***

CA and its partners have recognised expertise in the ICD model as well as a great ability to reach the most marginalised in communities. By seeking to further develop these strengths, we will share our experiences with AusAID to influence their decision making and improve their practices that address the needs of the most marginalised.

AACES implementing partners in Malawi (CADECOM, Care Malawi, Water Aid and Concern Universal) have formed a platform to advocate for policy implementation in the areas of food security and water and sanitation. Drawing from program experiences, best practices and lessons learnt will be documented and shared among in-country partners, Government of Malawi as well as Caritas Australia and AusAID. The success stories/stories of change will form a basis for policy dialogue. Research based advocacy will take place during the course of implementation with the aim of engaging in policy dialogue with AusAID and beyond.

The CA ACCES project will not only seek to network and collaborate with other AACES partners but will also endeavour to draw upon experiences in similar contexts, for example the ANCP supported ICD programs in Malawi and Tanzania as well as the AusAID funded Sustainable Agriculture Programs in Uganda and Policy Dialogue Program in Mozambique to name a few. Although there are no other Australian AACES partners working in the same locations as CA we will work closely with all AACES partners working in Malawi and Tanzania to jointly contribute to policy development from our respective experiences across each of the two countries. We will also enrich each other's approach by sharing our agencies' cumulative wisdom by, for example having regular reflection workshops and strategic meetings within each country. Beyond this stakeholder group, CA will share its work with the Caritas International network and partners in the 164 countries we reach as a network.

In both Tanzania and Malawi our partners have engaged with Government at both National and District levels to influence policy with regards specific issues of service delivery, community well being and justice. We will seek support from AusAID to bolster these efforts.

Partnership with ACIAR and collaboration with the World Bank NWDP and other appropriate bodies will be actively sought for reciprocal benefit in improving farming practices and community access. Research findings will also be disseminated to different stakeholders including policy makers and these will inform policy dialogue. Existing policies, particularly in the areas of food security and water and sanitation will be reviewed and these have a direct influence on community welfare.

Proposed activities involving both in-country partners and CA include:

1. **Procurement of audio visual equipment** suitable for capturing the development story
2. **Form and support intra country development platforms** for AACES in-country partners and others to share learnings and look at opportunities for collaboration each country;
3. **Six monthly project review meetings** to identify advocacy opportunities as they emerge (or pre-emptively where possible) and strategise with appropriate players to then develop action plans and act;

4. **Identify examples of best practice and lessons learnt** in consultation with communities, and with a particular focus on gleaning feedback from the most marginalised, for sharing with relevant development actors notably AusAID and AACES NGOs, thus promoting these stakeholders as architects of their own development;
5. **Develop communications materials** (video, best practice, success stories etc) that shares the development story for use with African stakeholders, AusAID, the Australian community and others;
6. **Review AusAID, own country and agency policies** periodically with regards matters pertaining to serving the most marginalised and upholding their rights. This would also include liaising regularly with AusAID Canberra to inform policy and relevant Catholic institutions in Africa for the same purpose (eg universities, the Jesuit Centre for Theological Reflection);
7. **Liaise with relevant Australian research agencies** to establish mutually advantageous activities. For example new farm technology could be provided by ACIAR. In return community access for research purposes is provided.
8. **Documentation workshops** will be conducted for in country partners to boost their capacity for capturing, storing, reproducing and disseminating information.

*Objective three: To increase our target audience awareness of the development challenges facing Africa and their knowledge of the community development work undertaken by the Australian development sector in Africa.*

CA has a strong and collaborative working relationship with the University of Notre Dame (UND), particularly in Western Australia. The relationship has several facets including: CA delivering a Human Rights unit as well as delivering coursework and then accompanying students and academics on an 'Experience the World' cultural immersion overseas. In addition, a draft MOU has been signed that sees UND providing technical and video production assistance to CA. The AACES program enables CA to use these existing foundations to deepen our relationship with UND.

Each partner may have different levels of capacity and therefore their contribution (and the timing of that contribution) towards the achievement of Obj 3 will be different; hence the activities in our community education component of this program are neither static nor linear in their timing:

1. **Capacity mapping and capacity building** of partners in Africa in the area of communications, visual and social media;
2. **Creative story telling** program to be devised relating the stages of the development cycle through the use of visual and social media – a collaborative program between African partners and the UNDA team;
3. **Conduct baseline research** amongst Western Australian Catholic community of perceptions, attitudes and knowledge about development work and development challenges of Africa;
4. **Promotion of storytelling resources in Australia** amongst WA Catholic community and through standard Australian communication tools;
5. **Develop tools to measure changes in attitudes and knowledge** to be used annually for this program and which may be replicated more widely in our education work.

## **Monitoring and evaluation**

Consistent with the community led organic SBA to this project, we should explain that some minor changes to the M&E framework will take place as the project rolls out and community consultations determine the changes sought through this program. We would see our framework as an evolving tool but would emphasise that while we see it as 'living' the main activities have been identified in the SBA and more clearly articulated in the relevant sections of this document. Any adjustments to the framework therefore we would see as being of a relatively minor nature. We are keen to improve the effectiveness of this function and will be liaising with other partners and enlisting external support for this purpose. We plan to conduct a workshop early in year 1 which will involve

CA, our partners and community representatives and will further enlist the support of the AACES design consultant (or other appropriate experts). This workshop will focus on skills building in M&E framework development as the program rolls out, inclusive of baselining and domains of change.

The general approach to monitoring will be participatory and community centred with the main purpose of promoting learning for all stakeholders who will be equipped with relevant skills to enable them track progress being achieved. At this level community members will regularly review and revise project plans and activities to move towards their vision. Before project work commences and as a part of the SBA visioning and community sensitisation, baseline surveys will be conducted and their findings factored into the monitoring framework. As a focused way of tracking change, a cross section of beneficiaries will be chosen to track throughout the life of the project. To support the monitoring function, community members will be central in asset mapping, drawing and reviewing action plans.

Our monitoring will involve: outcomes monitoring and activity monitoring however the M&E framework attached is only reflective of outcomes monitoring. Activity monitoring will be an important part of our monitoring to ensure activities are implemented on time and within budget and will have a strong accountability focus.

Pre-determined progress, outcome and/or impact indicators (depending on stage of project) will be discussed and reported on at this level. The impact and effectiveness of accompaniment, technical and financial support provided by CA as well as Diocesan and National level partners will also be monitored. An M & E Coordinator based in Malawi will be appointed who will be responsible for overseeing and managing this function in the CA AACES project, key functions will be the planning of a monitoring framework (a draft of which is annexed to this document - Annex 10) that while community focused, seeks feedback from all major players, and ensures that the outcomes of this are effectively utilised in project planning and improvement.

With the SBA we will be identifying cases of and reasons for successes, progress and positive behaviour as a method of exploring what we should be replicating to achieve desired results. We will use the initial asset-mapping exercises as baselines and proceed to measure over time expansion of the use of more relevant assets that have been identified in a particular community. For example, if we find that one or two farmers have found particularly relevant solutions to food shortage - i.e. they have competencies that are relevant - then how has this been multiplied over time. And if the community has identified a couple of local associations (social capital) that are now operating in the community, then we could measure to what extent have these associations grown or been used for the project objective as a result of the project's intervention. We will also measure attitudes towards self and their own environment to measure two things: the extent to which they view their own situation as being asset rich and having potential and the extent to which participants have become aware of their own capacity to exercise power - to influence their current situation.

The SBA perspective encourages us to focus on the growth in assets in the community, hence levels of social capital /strengthened associations, utilization of existing natural resources, awareness of and how communities are making use of their competencies/ skills etc and how local leadership is emerging will be monitored. We also measure the growth of collaboration between government and community around particular services (eg agriculture extension, environmental health care) to gauge how communities are becoming more capable of partnering government. SBA surveys will therefore be used as means of verification to success (eg growth in assets, levels of social capital, associations and relationships, effectiveness of utilisation of existing natural resources and positive behaviour change).

As the program will employ an affirmative approach towards including the most marginalised, specific interventions will be designed to ensure the participation of marginalised people in

monitoring the project. They will be active at various stages of the monitoring process and their input sought to inform the semi-annual review process. Information gathered will be gender sensitive, data disaggregated<sup>13</sup> and the analysis and reflection specifically focused on how the project improves women's participation in all aspects of community change and government collaboration.

Simple data collection tools and analysis frameworks, looking at both qualitative and quantitative variables have been presented and will be put into use by community members. Pictorial representations and video documentaries of the baseline situation and progress achieved will form a core part of the discussions at community level. Through a plenary (divided for some sessions into focus groups), community members will be able to discuss, understand and interpret progress. Databases on project targets and cumulative achievements will be managed and maintained both at diocesan and national levels. Analytical packages will be used for simple analysis and graphical representations of progress will provide a 'user-friendly' visual illustration of progress. In analysing impacts, specific annual assessments or evaluations will be conducted using household questionnaires and group discussions; this once again will then involve statistical analytical tools. All stakeholders will be involved in data collection, analysis and reporting. Results will then be presented back to the relevant stakeholders and to inform further programming.

A key output of this program is to identify and adapt a tool to measure the effectiveness of community education programs in Australia thus monitoring and evaluation will be a significant element of this program. Baseline data on community attitudes and knowledge of our target audience will allow us to measure the progress of our program and to constantly learn from and revise our educational program. We will seek professional input from the research community to help develop this tool. This will also strengthen the outcomes for the university partnership and in turn contribute to building a long term commitment to the Africa program. Baseline data of partners' capacity will be used to measure progress against skills development plans which will be developed in Year 1.

From the wider AACES program, we will be interested in receiving/sharing information relating to best practices and also lessons learnt. Exchange visits and cross learning will be facilitated as well as inter project monitoring as a basis for learning and capacity building. This will assist the project's ability to better acknowledge its contribution to the broader AACES objectives.

### **Risks**

The risks as presented in Annex 8 (below) have been clearly recognised and as far as possible their management has been factored into the program by way of design or evolving contingencies to reduce the possibility and/or severity of recurrence.

#### High Risk:

It is interesting to note that many of the risks assessed as being high (unfavourable weather patterns; community vulnerability to external shocks; poor markets for farm produce; and gender equity and the participation of the marginalised) are being directly addressed by program activities. (for example: improved farming practices; promotion of drought resistant crops and seed varieties; livelihoods diversification; soil and water conservation). By improving the resilience of communities through DRR measures, they should be able to reduce the affects of these recognised risks and also cope with unforeseen or more random occurrences. Hence the success of the program will eliminate or drastically reduce the impact of these risks.

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<sup>13</sup> M&E data will be disaggregated by sex, age and other categories and will reflect the participation, progress and impact on specific marginalised groups.



The remaining risk which we define as high is political instability. Not to disregard this threat, but to a large extent the management of this occurrence is beyond the scope of this project however education in rights, promotion of community harmony and hopefully development at large may reduce the likelihood and severity of this occurrence. In reality severe political instability leading to civil unrest would most likely lead to a disruption of project work. In this event all measures possible would be taken to ensure the safety of project staff, participating communities and assets.

#### Moderate Risk:

While communities may recognise the attraction of development, their ability to accept cultural change particularly with regards gender equity issues and roles will remain a sizeable challenge. Various strategies relying on awareness raising, gender and rights trainings, accurate community selection (ie those showing a willingness to embrace or at least accept change), effective project monitoring and articulated positive discrimination should minimise the effects of any such resistance.

The participation and contribution of Government who may be revealed as reluctant players or under resourced is a consideration. By connecting with Government at various levels and having them accompany us through the development process, a sense of responsibility and ownership will develop. Equipping communities with the knowledge and tools to engage with Government and advocate on their own behalf, should likewise prompt requisite Government involvement. CA's partners have experienced wide forex fluctuations in recent years and this has been addressed by rebudgeting and thoughtfully prioritising activities to minimise any detrimental impact on overall project outcomes.

Competitive salaries and incentives along with assurances of positive work environments should encourage staff longevity which is important in terms of program continuity and promotes learning, competence and institutional memory. CA and our partners over the course of our engagement have experienced frequent currency volatility. While unsettling, these variations in resource flows have been managed through discussions leading to rebudgeting and rescheduling or reprioritising of activities. While categorised as a low risk, delays in project funding will be managed in the same way.

#### Low Risk:

Effective project monitoring and systems monitoring should encourage good program management, particularly with regards equity and the participation of the marginalised. Such measures should at least assist in detecting any issues so that remedial measures can be taken.

Issues with regards program relevance are negated by the nature of our community led SBA which ensures that development priorities are identified by the community, similarly community expectations will be based upon SBA processes and therefore should be approximate to actual outcomes.

Local government plays a role in informing project location and as Environmental Impact Assessments are conducted in advance, it is assumed advice will be provided that is consistent with this. CA's agriculture activities are designed to improve the environment through measures such as reforestation, soil and water conservation schemes and predominantly by the promotion of organic (sustainable) agriculture practices.

#### Objective 3 Risk:

CA has been engaged in community education in Australia for over forty years therefore the risks associated with this side of our program are low. The key risk involves the relationship between the organisation and the University of Notre Dame. It will be important to ensure the program activities will be part of the university's curriculum agenda for the project period. This risk will be lowered by

ensuring that there is a clear MOU in place and regular meetings of key staff. A partnership with the University involving several educational projects has been built over the past five years and this helps to mitigate the risk noted.

This program also involves significant transfer of technical skills and technology to the partner's offices in Malawi and Tanzania which may have risks around its appropriateness in these settings. This risk is mitigated by using technology that we have trialled in other programs and ensuring teams in Africa have the skills not only to use the technology but also to maintain and repair it. Any significant changes in the political climate or general public opinion as presented through mass media may significantly hinder the change measurement associate with the target audience. CA acknowledges there will be a problem of attribution but by choosing a specific target audience we will be able to name other spheres of influence. (Greater detail is provided in Annex 3.)

### **Sustainability and Transition/Exit strategy**

The most significant outcome of this project is that through the SBA, communities will become aware of and learn how to make better use of their own abilities, assets and potentials relevant to realising and sustaining development gains thus making them architects of their own future. Our Theory of Change is based upon promoting community ownership of this process, central to it is the creation of various constructive partnerships to this ends, not least with Government.

The active functioning of community level user groups is integral to the sustainability of project activities and benefits. Our experience with these structures has proven them highly effective and feasible development structures and the following observations are based on this experience in various countries beyond but including Malawi and Tanzania. Ideally the project will work with existing groups that have similar motivations (for example savings groups, farmers groups), where these are not present, they are formed as early as possible in the project implementation. The formation of elected (ie accepted not imposed) user groups are key at community level to ensure the continuance, coordination and relevance of activities and resultant benefits. These groups will be gender balanced, inclusive of the marginalised and represent the intentions of the groups they represent. By implication they will be integrated into the traditional and social structure of the community and hence will live beyond the program implementation phase.

Group formation and dynamics training will be provided and these groups will evolve their own constitutions and regulations that govern their operation and ensure their perpetuation. In many cases these groups will register with the relevant government authorities to legitimise and formalise their existence and operations. In other words the creation of bodies which are procedural, operate democratically, develop their own operating guidelines (constitution) and are officially recognised through registration channels have proven to be active, resilient and relevant. These groups will also be responsible for generating revenues and applying these to sustain community activities and infrastructures. Further these groups will be equipped with monitoring skills and will liaise with various stakeholders in the pursuit of project/community objectives. As observed elsewhere, these groups are able to easily diversify into other similar related activities, providing yet another example of the synergies possible in this project model. The groups have also been found to be effective mobilisers in advocacy work. The groups are normally formed with about 20 members however we have found that as the program gains momentum, group sizes increase or split and grow, as indirect project participants join.

A key objective is to move beyond just ensuring food security to producing quantities of farm produce that exceed household consumption and are thus available for sale to generate incomes. Drawing on lessons from our ANCP supported Sustainable Agriculture programs in Uganda, the project groups can form a good basis for collective bargaining when selling their produce. Some activities involve improvements in the post harvest handling and value addition processes to enable

farmers produce more marketable outputs. The logical next step for the project is to support farmers groups in linking with markets for their produce. This has been achieved in Uganda with farmers groups linking with local institutions as customers for their wares, for example local schools or hospitals, rather than being exploited by 'middle men'.

Integral to ensuring the continuance of services is the communities' relationship with the relevant Government providers. Links have already been forged with these providers and we will take Government with us throughout this project to consolidate this relationship and function. Additionally communities will not only become aware of their rights but will also be equipped to advocate for these.

With regards to the community education component, CA will be integrating this initiative into our wider activities and partnerships that have existed in Australia for over 40 years and will endure long after this program. The focus on raising the capacity of our partners will ensure sufficient capacity to independently tell their own development stories in the future.

While the project is planned for 5 years of direct contact, there are certain markers that we would consider indicate success and therefore form the strategy for reducing and ceasing support the participating households will have:

- access to clean reliable water and improved sanitation and hygiene (resulting in decreases in communicable diseases) to the level of national policy;
- have adopted better farming practices (including post harvest produce handling and marketing) and produce an excess of produce over household consumption in order to generate incomes;
- access to extension services;
- full participation and representation of the marginalised in decision making processes;
- strong and functioning management organs will exist at community level (eg Water User Committees, Irrigation Committees and other beneficiaries' groups) and these will adhere to self generated rules and regulations;
- communities will apply strategies that prevent the spread of HIV and provide improved support and care to the infected and affected and will have improved provision of services from Government;
- communities be aware of issues surrounding the rights and protection of children (especially as applied to protect orphans and vulnerable children).

## **AusAID Policy Requirements**

### **Child Protection:**

The CA AACES program is not specifically targeting children however CA and partner staff will be in contact with children as a part of the general community. CA is fully compliant to this policy and we will ensure that its partners in Malawi and Tanzania have the relevant level of CP policy implemented and all staff are aware and adequately trained in this area. Community level trainings in Child Protection are also planned. All partners have a code of conduct for staff and staff are aware of these. The AACES strategy on mainstreaming CP in the program is through awareness raising and involving children in this process. The program will also promote awareness at community level on issues of child protection and child rights. Communities will be made aware of what to do and who to contact should suspected child abuse arise. Adherence to CP policy will be monitored by CA as risk to children is part of the overall risk assessment conducted jointly with partners.

**Environment:**

CA promotes environmentally sustainable activities by utilizing the experience of partners and as informed by the impact of environmental damage on the people experiencing poverty and injustice. Partners in both Malawi and Tanzania conduct Environmental Impact Assessments as a part of program design, covering such areas as:

- Is the activity in an environmentally sensitive location or sector?
- Is there potential for the activity to have an impact on the environment?
- Is the explicit, or implicit, aim of the activity to have a positive environmental impact?
- Is the activity relevant to multilateral environment agreements?
- Could the activity have significant negative environmental impacts?

All actual or potential environmental impacts identified relating to the activity, whether direct or indirect, are managed to avoid or mitigate negative impacts and promote positive impacts.

**Inclusive Development:**

Based on the Catholic Social Teaching principle of the need to identify, reach, involve and empower the poorest and most vulnerable and marginalised people, CA and its partners have been very effective at ensuring the representation and participation of the most marginalised in the communities in which we work. This group is identified through existing community and church structures, and the project beneficiary selection criteria reinforce their priority for involvement. The value, contribution and perspective of people with disability and affected by HIV is respected, and at all stages of the project cycle input and involvement are sought to assist in design, implementation, monitoring and review. The importance that AusAID and CA places upon ensuring greater gender equity through participation, representation, decision making and mainstreaming of gender issues throughout our project is fairly well accommodated however a great deal of expertise exists within the Caritas network and we will be drawing on the strong knowledge and experience of Caritas Africa in this respect.

## Annex 1:

### Operating Guidelines for Overall Theory of Change

The following seven operating guidelines will contribute to the overall theory of change contained in the CA and Partners Project Design. The combination of these will guide our Project Strategy.

#### 1. Integrated Community Development Program

Over many years of working in WASH and Food Security we have learnt that when the community decides what they want they tend to work at multiple levels and objectives all interrelated but all directed towards achieving the aspirations set by each community. People are more motivated to work for change when there are a variety of related activities and outcomes. For example the provision of water alone is less motivating and engaging than to consider water as a resource for improved environmental and child health, improved access to education services, improved income through advancements in agriculture and improved nutrition. A WASH project needs to be available to help the community develop along these parallel and integrated tracks.

For this reason our strategy for increased food security and improved WASH conditions will also be integrated into a range of related activities representing total community development.

In this project, in addition to what we have done previously and drawing from our lessons of the past, our ICD approach will also be directed towards increasing the sustainability of services. Hence the community's work priorities will also be directed towards improving partnership with respective government services. A WASH program for example could also include improving the sustainability of water services within the delivery of education, or better collaboration with Agricultural Extension services in relation to more effective and sustainable use of water resources.

#### 2. Organic Approach

An organic approach, as the name suggests proposes that we should be clear about the eventual impact or picture of success and then influence change by creating the appropriate growth environment. What we do will change over time and be responsive to what is needed to support the attainment of the ultimate impact objective.

Long-term change should be central to our thinking, planning and acting at all times. Many areas will need to change in order to bring about that longer-term impact, not all of which we will have direct control over. Recognising that systemic change is required, our approach will be to identify where we can influence the whole system to move towards the desired long-term change. Some areas of change, like partner capacity building or change of government legislation, for example, will be influenced by many factors that might include some of the actions we undertake but also actions and interests of others. In order to understand how progress towards the desired impact is likely to occur, we need to identify all the areas of change and influence that are required, work to influence these and monitor their influence upon the impact we seek and modify our activities accordingly.

#### 3. Strength-Based Approach

A strength-based approach helps communities and organisations manage change by applying their existing and potential capacities, resources and assets to an agreed vision of the future. People feel confident and energized to move into the future when they can bring with them experiences that have given them a sense of pride about their abilities and achievements in the past. Every single person has capacities, abilities, gifts and ideas to contribute. Some people in any situation are 'getting it right' even now providing an example to others from within their own context and resource capability.

The theory of change related to the AACES Objectives contained in strength-based approaches is:

An increased capacity to organise and mobilise the resources currently owned or accessible to a community will lead to improved capacity to partner with governments in the delivery of more sustainable services.

#### **4. Context specific**

Meaningful and lasting change always originates from within a system or organisation and is characterised by what is endogenous to that location. The actions taken by any community will depend on the challenges and opportunities provided by the context in which that community lives. Although our design for all locations applies the same theory of change and contains a consistency of process, the actions and outcomes will vary from place to place. So 'place' will determine the character of the plans and actions taken. It is expected that considerable variation will and should become manifest in project implementation and outcome over time.

The outcomes we now propose, for achieving food security or improved WASH conditions represent a menu of opportunity from which the community in any given place can choose rather than a fixed recipe for success. Each community will determine its own set of outcomes and its own path towards achieving these.

#### **5. Community Led Development**

Increasing participation and ownership will lead to more sustainable outcomes. The highest level of participation is when the people for whom the benefit is intended have the greatest say in the design, implementation and monitoring of the activities.

#### **6. Government dialogue/engagement**

Governments are elected to carry out the executive functions of service delivery. Communities should be seen as actively engaged not just as recipients and not only 'demanding' improved services, but as active and engaged in determining the nature of the service and as participants in complementing what the government can provide.

We will promote such a strategy through creating opportunities for communities to work collaboratively with government, contributing of their own resources, capabilities and management and to negotiate changes through dialogue rather than confrontation. Advocating for change will mean that the community is willing to be the change they want to see and to work alongside government rather than wait for change to become effective through government initiative alone.

#### **7. Gender Equity**

Promoting gender equality and mainstreaming gender perspectives and contributions into all project activities is one of the most effective ways to bring about sustainable change in society. Our project strategy will be to ensure that women and men, both young and old, in leadership and in the broader community are equally engaged and their engagement is equally respected.

Our strategy includes deliberate attempts to address gender based violence and discrimination and to deliberately provide separate space on occasions such as in focus group discussion when this is appropriate for women to participate fully in agenda setting, decision making, implementation, monitoring and sense making reflections.

#### **8. Making sense of complexity**

Finally our strategy is to acknowledge that we are working in a complex reality and that part of our 'intervention' or engagement with communities in both Africa and Australia is to embrace this complexity rather than disguise it or pretend that it does not exist, and to learn better ways to publically explain and promote opportunities to reflect upon it. This will include looking for partners and institutional opportunities in Africa and Australia who are willing to take up this challenge of attempting to explain the complexity in a way that can better be understood and planned for.

## Annex 2:

### Major Themes from Catholic Social Teaching

*The following ten principles highlight major themes from Catholic social teaching documents of the last century.*

#### **1. Dignity of the Human Person**

Belief in the inherent dignity of the human person is the foundation of all Catholic social teaching. Human life is sacred, and the dignity of the human person is the starting point for a moral vision for society. This principle is grounded in the idea that the person is made in the image of God. The person is the clearest reflection of God among us.

#### **2. Common Good and Community**

The human person is both sacred and social. We realize our dignity and rights in relationship with others, in community. Human beings grow and achieve fulfilment in community. Human dignity can only be realized and protected in the context of relationships with the wider society.

How we organize our society -- in economics and politics, in law and policy -- directly affects human dignity and the capacity of individuals to grow in community. The obligation to "love our neighbour" has an individual dimension, but it also requires a broader social commitment. Everyone has a responsibility to contribute to the good of the whole society, to the common good.

#### **3. Option for the Poor**

The moral test of a society is how it treats its most vulnerable members. The poor have the most urgent moral claim on the conscience of the nation. We are called to look at public policy decisions in terms of how they affect the poor. The "option for the poor," is not an adversarial slogan that pits one group or class against another. Rather it states that the deprivation and powerlessness of the poor wounds the whole community.

The option for the poor is an essential part of society's effort to achieve the common good. A healthy community can be achieved only if its members give special attention to those with special needs, to those who are poor and on the margins of society.

#### **4. Rights and Responsibilities**

Human dignity can be protected and a healthy community can be achieved only if human rights are protected and responsibilities are met. Every person has a fundamental right to life and a right to those things required for human decency – starting with food, shelter and clothing, employment, health care, and education. Corresponding to these rights are duties and responsibilities -- to one another, to our families, and to the larger society.

#### **5. Role of Government and Subsidiarity**

The state has a positive moral function. It is an instrument to promote human dignity, protect human rights, and build the common good. All people have a right and a responsibility to participate in political institutions so that government can achieve its proper goals.

The principle of subsidiarity holds that the functions of government should be performed at the lowest level possible, as long as they can be performed adequately. When the needs in question cannot adequately be met at the lower level, then it is not only necessary, but imperative that higher levels of government intervene.

#### **6. Economic Justice**

The economy must serve people, not the other way around. All workers have a right to productive work, to decent and fair wages, and to safe working conditions. They also have a fundamental right to organize and join unions. People have a right to economic initiative and private property, but these rights have limits. No one is allowed to amass excessive wealth when others lack the basic necessities of life.

Catholic teaching opposes collectivist and statist economic approaches. But it also rejects the notion that a free market automatically produces justice. Distributive justice, for example, cannot be achieved by relying entirely on free market forces. Competition and free markets are useful elements of economic systems. However, markets must be kept within limits, because there are many needs and goods that cannot be satisfied by the market system. It is the task of the state and of all society to intervene and ensure that these needs are met.

### **7. Stewardship of God's Creation**

The goods of the earth are gifts from God, and they are intended by God for the benefit of everyone. There is a "social mortgage" that guides our use of the world's goods, and we have a responsibility to care for these goods as stewards and trustees, not as mere consumers and users. How we treat the environment is a measure of our stewardship, a sign of our respect for the Creator.

### **8. Promotion of Peace and Disarmament**

Catholic teaching promotes peace as a positive, action-oriented concept. In the words of Pope John Paul II, "Peace is not just the absence of war. It involves mutual respect and confidence between peoples and nations. It involves collaboration and binding agreements." There is a close relationship in Catholic teaching between peace and justice. Peace is the fruit of justice and is dependent upon right order among human beings.

### **9. Participation**

All people have a right to participate in the economic, political, and cultural life of society. It is a fundamental demand of justice and a requirement for human dignity that all people be assured a minimum level of participation in the community. It is wrong for a person or a group to be excluded unfairly or to be unable to participate in society.

### **10. Global Solidarity and Development**

We are one human family. Our responsibilities to each other cross national, racial, economic and ideological differences. We are called to work globally for justice. Authentic development must be full human development. It must respect and promote personal, social, economic, and political rights, including the rights of nations and of peoples. It must avoid the extremes of underdevelopment on the one hand, and "super development" on the other. Accumulating material goods, and technical resources will be unsatisfactory and debasing if there is no respect for the moral, cultural, and spiritual dimensions of the person.



## Annex 3:

### Learnings from Experience – the Basis of AACES

CA and our partners in various African countries, particularly Malawi and Tanzania, have been working together for almost a decade implementing Integrated Community Development (ICD) programs. The experiences and lessons learnt have been identified and where appropriate adopted and/or modified in the ongoing process of enabling communities pursue their development aspirations while at the same time continuously improving the effectiveness and efficiency of our programs. As mentioned above, some lessons learnt that have promoted the effectiveness of this model have been: ensuring the early involvement of the communities; an insistence on community contribution (either in cash or in-kind); relevant experience/expertise of Program Manager; a Field Officer being based in the community; collaboration with district and local government that improves sustainability; a need for early results in the program to maintain community participation and mobilisation; utilising positive cultural features and managing those which may be potentially detrimental to development; knowledge of governing national policies, laws and regulations related to the project being implemented; and that advocacy is a critical component of the program.

Below are a selection of experiences that are more directly relevant to the design of this program:

#### **A précis of our past work and how AACES will build on this:**

CA has been trialling and implementing ICD programs for almost a decade in Africa. In Malawi and Tanzania we have focused on food security and WASH. In response to community priorities, the ICD approach has evolved to include related activities (such as postharvest handling, value addition and marketing; nutrition and hygiene) while at the same time promoting gender equity, environmental conservation, HIV/AIDS, and alternative income generating activities.

AACES is seen as a great opportunity to progress the expertise and knowledge CA and its partners have established under the existing ANCP supported ICD programs while working in two countries which are key to our agency's program strategy in Africa. The program will provide the resources and forum to learn and share through the AACES network and beyond. AACES will greatly advance the CA Africa Program Strategy's stated objectives of *'alleviating poverty and social injustice in countries of focus in eastern and southern Africa by strengthening the capacity of local partners to respond to identified development needs and to challenge the causes of poverty and injustice'*; *'advocating on development issues affecting the work of our partners and in accord with the Caritas Australia 2007 - 2012 Strategic Plan'* and utilising *'participatory methods to support and strengthen the capacity of local partners in identifying their needs and formulating appropriate strategies to address these'*.

As explained in the original AACES application, our African Partners for this project are primarily the national Caritas offices in Malawi and Tanzania, we will also jointly partner the Diocesan Caritas offices in the selected locations. Our partners are faith based, independent, development agencies each with a mission that focuses on reducing poverty and serving the most marginalised. All have proven competent program and financial managers experienced in mainstreaming cross cutting issues. All have dedicated gender officers to ensure appropriate integration of gender issues as well as other matters including child protection and disability in compliance with AusAID contractual requirements. CADECOM Malawi's Mission Statement is a typical example:

*"CADECOM's mission aims at empowering disadvantaged men, women and the youth to undertake development which is integral, gender and environment sensitive, sustainable and promotes Justice, Human Dignity, Self Reliance with the participation of the people themselves so that they take up the responsibility of their own destiny."*

CADECOM Malawi has worked in partnership with CA for just over 8 years with a strong focus on food security and DRR. CADECOM is currently working with more than 80,000 households in Malawi and handling around 3.8million AUD in donor funds. CADECOM has 28 specialist full time staff in Agriculture and Food Security out of a total of 70 program staff.

Caritas Tanzania has been a partner to CA for more than 21 years, originally specialising in water and sanitation programs, it has led the transition to the Integrated Community Development approach. Approximately 25 full time staff currently work with 93,000 people in the four dioceses in partnership with Caritas Australia. Caritas Tanzania collaborates with the district government's water engineers and is highly respected by the Government of Tanzania participating in numerous areas of policy information and the promotion of good governance.

### **Lessons Learnt and Key Evaluation Findings**

Our experience during this time, as guided by various external evaluations and effective program monitoring have informed this project design and management.

#### *Tanzania Evaluation of ICD Program(Key Points)<sup>14</sup>*

- **Effectiveness of the support given by Caritas Australia:** overall assessment from the feedback from beneficiaries and leaders and from direct observation is that the support is having significant and demonstrable impact on the livelihoods of the targeted communities. The welfare of families have improved in terms of access to safe water; reduced workload for women and children; improved health, cleanliness and hygiene and reduced water borne diseases; improved housing and the environment, and; reduced conflict at home. Women's position in the home and in communities has improved in terms of having a voice and participating in leadership and community affairs. Children are doing better in school with more schools directly made possible by availability of water and improved study hours. Vulnerable groups have also been taken care of which includes the disabled, orphans and those living with HIV/AIDS. Communities are better organized and this is likely to have a multiplier effect with the communities being able to tackle many of their problems through collective and synergetic effort resulting from this organization.
- **Relevance of the programs:** The programs are in line with national priorities and programs for creating wealth and reducing poverty ("MKUKUTA" as it is known.) The programs are also consistent and fully aligned with the MDGs. Intervention areas are determined by the dioceses according to the perception of the needs in their areas. The specific priorities are determined by the target local community in close collaboration with local governments. For each ward and village, priorities are determined in advance through a participatory process facilitated by the government and involving the communities in those areas. From the foregoing, the programs are relevant as they are in line with both national and local development needs and the determination of their priority involves the key stakeholders including the local communities.
- **Sustainability:** The capacity of Caritas Tanzania appears inadequate with significant program oversight responsibilities being carried out by the Secretary General himself. Capacity needs to be built with competent officers under the Secretary General taking significant responsibilities in key areas of focus. There is also need to build capacity within Caritas Tanzania with the vision of a much more expanded program and its future role in mind. There is need for governance capacity building at diocese level. This is to ensure that the

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<sup>14</sup> Evaluation of Programs Supported by Caritas Australia in Mahenge, Njombe, Kigoma and Mbulu Dioceses of Tanzania. Sept 2009.

programs stay on track in terms of achieving intended goals and significant risks (bad things that can happen to the project to prevent it from achieving its objectives) are avoided.

- **Relationships with government agencies:** This relationship is good and well managed at the moment. Caritas Tanzania is able to obtain all the assistance and support it needs from government agencies. There is also good collaboration on the ground including significant contribution by the government. This contribution has been in the form of engineering support in planning, design and supervision of water systems, government also provides technicians who help build the systems. Also available are agricultural experts who assist implementation of agricultural programs. The government is extending some of the systems to reach more beneficiaries on its own or in collaboration with dioceses.
- **Project management and implementation:** The following factors seemed at play in the effective implementation of projects, their management and sustainability.
  - *Early involvement of the community:* Where the community and its leaders were involved early, there seemed to be greater cooperation, more enthusiasm and increased chances of early completion of projects, better management and sustainability.
  - *Insistence on community contribution and participation:* Contribution of target communities in providing labour for digging trenches and filling them, carrying pipes and other materials, providing local materials and contributing cash for the maintenance and management of the water system is built into the design of all projects and is insisted upon. This is a very important aspect of the design that ensures (to some extent) community ownership of the system and increases its chances of sustainability.
  - *Experience and expertise of the project coordinator:* Where the project coordinator was experienced and dedicated his/her time to the projects, better results were assured. Where this was not the case, serious problems exist resulting from lack of proper involvement of communities and follow up.
  - *Existence of a field officer:* Where these officers were permanently stationed in the project areas, there was a better relationship with the communities and better follow up of activities.
  - *Collaboration with District and Local Government:* This appears to be the norm for all the programs visited. District water engineers, technicians, agricultural specialists, the ward and village executive officers are available to collaborate and support the projects. This not only ensures the success of the project but also contributes to its sustainability.
  - *Early results:* Lack of early results appeared to reduce the enthusiasm of the community. This seems to result in lack of cooperation, poor contribution, poor organisation and lower chances of eventual proper management and sustainability of the system.
  - *Community culture:* Some communities are historically used to handouts either from the government or partners. It takes time and effort to convince them to contribute to a project aimed at benefiting them. This is an area where continuous effort is required to ensure program targeted at such communities are successfully implemented and are sustainable.
- **Learning:** The ICD program approach was conceived from the experience of implementing scattered program which dealt with specific interventions in different villages. It was determined it would be more effective and efficient if an intervention with multiple components was carried out all at once in a single place. This is a good case where lessons learnt are used in the design of new programs. In designing the intervention, the components are chosen following priorities as determined by the diocese and the local community. While the implementation of a water system seems to have a significant impact on the livelihoods of the target communities, these communities continue to suffer in other areas, which include food insecurity, health, low incomes and the degradation of their environment. When resources including project staff, logistics, management and other overheads are made available to a particular project, only marginal effort is required to implement the other components. These components are related and opportunities for synergies between them exist. Examples include using cow manure for kitchen gardens,

improving agricultural productivity thereby reducing food insecurity and increasing incomes while adopting environmentally sustainable approaches. When a community is organised to manage water, the same structures can be used for purposes of improving agriculture, environment, savings and loans and in access marketing opportunities.

*Malawi Evaluation of ICD Program (Key Points)*<sup>15</sup>

- **Effectiveness of the support given by Caritas Australia:** The programs evaluated have all produced the intended results to a significant degree. A lot of the expected outputs are clearly visible on the ground. All the communities involved fully appreciate the work being done by CADECOM with the support of Caritas Australia and the impact that the interventions have on their livelihoods. Though still early to observe significant impacts, the interventions have clear outcomes. These include new skills and capabilities which are already being effectively applied on the ground, community organisation and dynamics and improved living standards in the households. In some cases, there is evidence of multiplier effects where households other than those directly targeted by the interventions are already adopting improved methods, acquiring capabilities and improving their livelihoods through learning from those targeted. There is a high level of assurance that the resources and efforts spent on these interventions have been used effectively and are likely to achieve the overall goal of improving the livelihoods of the targeted communities.
- **Opportunities to learn from each other:** An interesting aspect of the interventions is the way the Dioceses have created centres of excellence in the different aspects of interventions. For example while one may be strong in the implementation of seed banks and vegetable gardens, another may be in implementing sanitation, livestock drug rotation and training of paravets. While in a third the development of small group enterprises has gone very well. So is the making of manure and the environmental management components which are unmatched.
- **Involvement of communities and ownership:** All the Dioceses have involved communities early and created effective structures for the implementation, management and sustainability of the interventions. The communities have ownership and are clear that they are responsible for ensuring the interventions continue providing them with benefits even after the exit of CADECOM. This is a commendable achievement without which the sustainability of the Programs becomes highly questionable.
- **Relationships with government agencies and leadership:** Good working relationships with the government is an important contribution to the effective and efficient implementation of the programs, ensures their extension, replication and sustainability. It also ensures consistency with national and local priorities and allows for synergy. The relationships of the Program and CADECOM offices are excellent both at the national and at local levels. CADECOM National Office is well represented and consulted at the national level and government agencies work well with the program on the ground. For example, officers from the Ministry of Agriculture have been fully involved in implementing the agricultural component. Ministry of Forestry is doing a wonderful job in the Archdiocese of Blantyre by integrating its program of reforestation with the resources and efforts from CADECOM and Caritas Australia with very positive results. At the national level, CADECOM National Office is involved and consulted on development issues that place it in a good position to guide the relevance of the programs in line with national priorities. The Office is also able to guide the programs so that they are also in line with the Millennium Development Goals (MDGs). Current National priorities are spelt out in the Malawi five year National Development Strategy (2007 to 2011). The relevance of the programs at the local level (which is what

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<sup>15</sup> Evaluation of Programs Supported by Caritas Australia in Mzuzu and Mangochi Diocese and the Archdiocese of Blantyre Nov 2010.

really matters eventually) can be judged by the extent to which the stakeholders including the final beneficiaries have been involved in determining the kind of interventions and priorities. The current interventions including targeting of the areas are generally determined by the District Development Committees. There is ideally a flow of input and participation from the village level (from village development committees and plans) to area level (through the area development committees and plans) to the district level ending up to the district development committees and plans. The effectiveness of such structures is based on their capacity. Such capacity is in many instances elusive in the public sector.

- **Focus resources for impact:** In some cases, the resources provided are too little to create reasonable impact. It would be more prudent to focus resources on fewer areas to create visible impact instead of spreading too thin and achieving low impact in each area.
- **Mainstream disaster risk reduction (DRR) in all programs:** DRR should be mainstreamed in all programs. However, it should be designed such as to be relevant to the communities targeted. The word “disaster” is sometimes too dramatic for people to associate with unless they have been susceptible to significant incidences such as widespread famine and floods. One interpretation would be to consider risk as that which can go wrong to substantially reverse the gains made through the Program and otherwise. Communities should therefore be involved in identifying what these situations could be and in designing contingency measures to minimize their impact. Make effort to work with other actors in the intervention areas.
- **Dealing with malaria:** Reducing the prevalence of malaria is one of the targets of the MDGs. Insecticide treated mosquito nets are the most effective tool for preventing malaria incidences and reducing its prevalence. On providing mosquito nets, the Dioceses are using the criteria of rewarding households which have done well in some aspect of the Program. The people most vulnerable to malaria are young children (under five years) and pregnant mothers. These should be given priority in any distribution and the level of vulnerability considered the most important criteria. Otherwise, since mosquito nets are not expensive, all households should be given and taught why and how to use them. There is also the possibility that other agencies including the government may be supplying mosquito nets. CADECOM should make an effort to find out and use its machinery to reach the grassroots to supply the nets.
- **Gender:** It was clear in all the Dioceses that although women were participating actively and sometimes taking leadership positions within Program related committees, they had almost no role in decision making within their households. While the level of participation of women is a good indication that their status has been emphasized in the Programs, the lack of decision making role may point to gender disparities that still need to be addressed. The National CADECOM Office has developed a Gender Policy which should be implemented and emphasis put on mainstreaming gender issues in all levels of Program implementation.
- **HIV/AIDS:** There seems to be serious disparities in the way the different Dioceses are responding to this issue. This shows lack of a discussed and uniform approach to mainstreaming HIV/AIDS response. The National Office should coordinate the development of a shared framework using best practice examples so effective and uniform mainstreaming of HIV/AIDS is achieved.

## Annex 4:

### Working with the Most Marginalised:

Consistent with the Principles of Catholic Social Teaching, CA and our partners recognise the preferential option for the poor as directing us to work with the most marginalised and we have been successful in reaching and benefitting the most marginalised in the communities in which we work.

CA considers the most 'marginalised' in any community to typically (but not exclusively) comprise women, the elderly, people living with HIV/AIDS, disabled, orphans and vulnerable children however the identification of who could be considered in this category is conducted by the community through participatory processes.

Typically in Malawi a team of community members representing all categories of people (women, men, disabled, local leaders etc) develop mutually agreed selection criteria and conduct the initial recruitment of beneficiaries. Verification is then conducted by the local CADECOM through local leaders, church structures, our own field officers and government extension officers working in the area.

In Tanzania the process is very similar:

- Caritas will sensitize the communities on the program and who is supposed to benefit from the program i.e. marginalised
- Caritas in collaboration with communities will develop and agree on the criteria for identifying the marginalized in the public meetings.
- Caritas, government leaders and communities will come up with list of households who could meet the criteria for the most marginalised
- Caritas and government leaders will visit the identified households to verify whether they marginalized
- The final list of the beneficiaries will be presented to the village meeting to be approved. Those approved by the meeting will be the direct beneficiaries.

Experiences in this process will be shared.

Our success in working with the most marginalized was highlighted in our AACES application:

'Some extracts from recent reports provide an insight into the effect of our work on people's lives, particularly the marginalised and women.

"I have seen a big change in the health of our family. Now we have more water, I can bathe far more often and washing clothes is not such a difficult chore because we have enough water to do it, there is less amoebic dysentery and typhoid, also less malaria because people no longer have to dig holes [to store water] where mosquitoes live. *Maria Myusa, quoted in the Tanzania Integrated Community Development Program Report, 2010*

"Women given loans have repaid them and have businesses which continue to thrive. The benefits include enhanced income, larger contributions to meet family expenses and improved relationships (i.e. status) within the family. There are improved roles for women including sharing of responsibilities with men, and making decisions on use of resources in the homes". *Tanzania external evaluation report, September 2009.*

"As a widow with no income and a disabled daughter, I previously could not afford vegetables but now I grow these and we don't get sick as often. I now have an income from selling my

groundnuts. Life is hard but better for us now.” *Notes Mercy Makwawa, from Chingawawa in the Malawi Annual Report 2009.*

### *Gender Analysis*

As in most developing countries, and as certainly applicable to the above mentioned communities in Tanzania and Malawi, societies are paternalistic which consider women as lesser citizens. The majority of household responsibilities and chores fall on the female members but decision making particularly those with regards the use of income remains a male domain. Such gender bias presents significant development challenges. Women need to be given greater voice; representation and positions of authority; households need to be run as family units with greater sharing of responsibilities. Previous programs have been fairly successful in redressing these views and improving the status of women in communities. We understand that gender Equality is not about women’s rights – it is about equal rights, responsibilities and opportunities for men and women which need to be reflected in our work and our organisational structures.

Gender equality has proven to be a central principle in alleviating poverty. The Millennium Development Goals, agreed to by all countries, highlight gender equality as one of the eight key goals that governments and the wider international community need to focus on in order to alleviate poverty by 2015. Indeed gender equality and gender empowerment is interconnected with each of the MDGs.

CA has a strong commitment to holistic development which acknowledges that sustainable development requires a focus on the needs and concerns of all in a community. Women and children are often excluded from many of the economic and political activities in a society and, as a consequence, do not benefit equally from community development programs. If the whole community is to benefit from programs supported by Caritas Australia there is a need to involve men and women equally in the planning and implementation of programs. CA will work with our partners to develop a common understanding and vision of gender equality. CA will undertake dialogue with partners on addressing gender issues and promoting gender equality in all programs and projects, including emergency and conflict situations.

CA believes that specific mechanisms in program and project design, implementation and monitoring must be in place in order for women and girls to participate in and benefit equally from development activities. This requires social and gender analysis throughout the program/project cycle, the development of specific program/project gender strategies, the use of gender-responsive indicators and the collection and analysis of sex-disaggregated information to monitor participation by males and females and to indicate the benefits and impacts. CA makes long-term commitments to partners and recognises that partner ownership of gender strategies is essential for effective and sustainable progress towards gender equality. CA is also committed to working with partners to continue to strengthen their capacity for gender-responsive and participatory analysis, planning and implementation.

Right relationships require that both men and women work in partnership to promote equality for women. Empowering women and strengthening their leadership capacity is essential to achieve the goal of gender equality. Dialogue with men and their involvement and support are also needed to achieve sustainable changes in gender relations. Therefore our approach involves the inclusive participation of both men and women. The process of raising gender awareness at various levels involves:

- The development of simple training tools;
- Community and partner level training sessions;
- Review of policies and documents;
- Incorporating gender awareness in all training programs.

Sustainable development ideally takes place in a broad based manner with respect to the design, implementation, monitoring and evaluation of development programs. This project will facilitate the development of knowledge, skills and attitude change that will ensure both men and women participate in this process, hence promoting the development of gender responsive activities.



## Annex 5:

### Equipping Communities to Advocate and Engagement with Government:

Existing capacity to engage Government:

In Tanzania the AACES program activities are in line with government priorities as indicated in: the National Economic Growth and Poverty Reduction Strategy; Agriculture Sector Development Program Strategy; and the Water Sector Development Strategy. The government has also introduced special funds to address strategies. In all strategies, the private sector, NGOs and communities are involved in development and participate to contribute to the achievement of the goals. Caritas is a member of various related committees at national level and is able to engage with government at various levels either through these fora or by direct contact with decision makers. Caritas Tanzania has a longstanding relationship with the Government of Tanzania and has influenced water resource management, policies and regulations. Caritas Tanzania is also involved with national, regional and district level disaster management committees encouraging national commitment to the global DRR initiative Hyogo Framework for Action. At the time of writing, the Executive Secretary of Caritas Tanzania was meeting senior national Government figures (the Director of Research from the Ministry of Agriculture and the Irrigation Officer from the Ministry of Food Security and Irrigation) specifically to discuss the AACES program in relation to national plans and potential points of collaboration in implementing AACES as well as the issue of Environmental impact Assessments and their conduct.

The situation is similar in Malawi where it is interesting to note that the President and various Government Ministers have attended meetings with CADECOM specifically drawing on their expertise and seeking input for a national DRR policy and program. CADECOM Malawi is highly regarded by their national Government and is a member of such national fora as the Malawi Vulnerability Assessment Committee and the Famine Early Warning Systems Network, both focused on early targeting of food security and other vulnerabilities. Local CADECOM offices collect data which informs the national indicator framework on food security. In June 2009 CADECOM Malawi hosted the Community Managed DRR (CMDRR) Global Conference. One hundred and forty international stakeholders, led by CADECOM developed the Lilongwe Declaration on mitigating and managing natural disasters. CADECOM is a member of the national taskforce on DRR and has been central in formulating the national CMDRR guidelines which are due for country wide adoption.

To ensure that AACES program strategies remain relevant and to maximize opportunities for engagement and complementarity, national level partners attend regular government forum sector meetings (eg with the Ministries of Water, Health, Agriculture, Food Security and irrigation, Environment and Gender in Tanzania) where input into planning is possible.

These relationships assume additional importance when it is recalled that government, particularly at local level, is the prime service providers in most respects – water and sanitation and agriculture extension to name the main two. Communities will also be linked into other national networks via the AACES Development Platforms that have been formed as a result of this project (the group in Malawi has met twice already) which will enable effective identification and accessing services from non-government and bilateral organisations.

Equipping Communities to Advocate:

At the local level Caritas and our partners commence by making communities aware of their rights, in this case more specifically with regards to the access of services particularly those related to the sectors of focus (WASH, Food Security, environment protection, HIV and AIDS, gender, child

protection and the rights of all people including the marginalised). This is achieved via the conduct of a number of public meetings which enable the communities understand those rights as per laws and policies. Several community members are trained (animators), these people are selected according to relevant criteria (should be knowledgeable, influential and village opinion leaders) and are expected to analyse and present issues to the relevant authorities on behalf of their communities. The animators are taught procedures and timings for the presentation of issues. The community members are accompanied by our partners in the early stages (years 1 and 2) of their advocating efforts (eg supported collecting and analysing data; preparing documents or reports to present).

An important strategy in this activity is our intention of 'bringing Government along with us'. The involvement of Government at various levels has promoted the impacts of ANCP programs by nurturing their support and encouraging a growing sense of ownership. Local staff learn from this strategy in terms of the role and capacity of government and how the programs can effectively engage and complement each other's efforts.

Recent examples of community advocacy processes and outcomes:

- In Mkula, Tanzania: Since 1978 villagers had been irrigating their farms using traditional irrigation methods. Following awareness raising and advocacy support, the community appealed to the government for support to improving their irrigation scheme. A meeting was organised where villagers and their leaders presented their concerns to their councillor and the district authorities. Following this interaction (in 2008) the government allocated funds to improve the scheme and the villagers are now irrigating much larger areas of rice. As an indication of their strength and confidence, last year the villagers managed to change the leadership of irrigation scheme as a result of their dissatisfaction with them in terms of accountability and responsibility.
- Endashangwet village in northern Tanzania: Following damage to the irrigation scheme by El Nino rains and the failure of government to fulfil promises to rehabilitate this, village leadership successfully pressured the government to support the communities to rehabilitate the canal.
- In Malawi, communities in Zomba District have been calling for the construction of a road connecting Chingale (Machinga district) and Lirangwe (Blantyre district). After four years of discussion the government is now designing the 45km road and identifying funding sources for the road project.

These experiences provide the knowledge and confidence for our partners to continue with this approach in supporting communities to advocate for their rights. In the context of this project, more specifically this means access to and the provision of services which should be availed.

## Annex 6:

### Major Activities for Objective 1

These Functional Areas cumulatively represent the work that will be carried out by all stakeholders and will be the basis for developing a Performance and Reporting Framework:

#### *Community Consultation:*

1. **Community identification** (community meetings guide in participant selection and agreement on criteria to promote the involvement of the most marginalised as well as confirmation of this);
2. **Community consultations** using strength-based approaches to assist each community determine their own capacity, assets, potential and vision. From this, activities emerge along with guidance on priority. There are usual 'main' activities for example that naturally assume precedence over others such as ensuring access to clean, reliable water supply or training in cultivation techniques ;
3. **Staff recruitment** to ensure the project is staffed by competent and appropriate personnel
4. **Pre-planning with communities** (and their external partners) to raise awareness of the project and its approach. This is to foster an understanding of the nature and the scope of the project as well as promote a sense of ownership while seeking community input;
5. **Identification / Creation of project groups** as explained in the narrative these are critical units in the implementation of this project;
6. **Mini baseline / census** as a snap shot to aid situation analysis as well as for us in reporting, monitoring and demonstrating impacts;

#### *Partner and Community Capacity Building Activities:*

7. **Identify program participants** this is done using the criteria and processes developed by the communities and supported by other players;
8. **Program management skills assessment and training** to determine staff and partner competencies and arrange trainings to address capacity gaps. Staff skills will be enhanced through various trainings and resources to help build strong communities as well as staff with competences;
9. **Physical equipping** resourcing of in country partners to a level that enables them to competently implement this project;
10. **Gender specialist partner input and planning** establishment and agreement on the use of processes and tools to ensure greater gender balance in all aspects of project management in partner agencies and in the community, including agenda setting, decision making, implementation and monitoring. Support will be sought to provide a more thorough analysis and assist in developing mainstreaming strategies.;
11. **Collaboration and networking with relevant stakeholders** to be fostered at local, national, and regional and/or international levels within the thematic areas of food security, water and sanitation;
12. **Village activity planning** to facilitate community goal setting, action planning and establish progress monitoring;
13. **Leadership seminars for groups** to strengthen existing leadership capacity and improve the functionality of existing local associations;
14. **Training of community animators** who are critical mobilisers, interfaces and educators within the communities;
15. **Child protection training** will be conducted at various levels to ensure that the rights and welfare of children are promoted;
16. **Gender awareness training** at various levels across the program which will be expanded to include rights awareness and participation of the most marginalised;
17. **Sensitisation of issues related to HIV/AIDS** will be done at various levels;

18. **Advanced SBA Training** a limited number of key staff will attend a course at the Coady Institute to further their knowledge in SBA;
19. **Diocesan/National Coordination meetings** these will be held quarterly to review project management and progress and share issues;
20. **Cross learning and exposure visits** to be facilitated by relevant partners as effective sharing tools.

#### **Water and Sanitation Activities:**

The provision of clean reliable water sources that can be maintained by the communities is integral to community development.

21. **Strengths and asset mapping** will be conducted to determine what worked in the past, community competencies and potentially useful resources;
22. **Topographic survey** will be detailed (Environmental Impact Assessments will have been completed previously by relevant Government authorities);
23. **Bills of Quantities and procure inputs** to be prepared to purchase items needed for the water systems;
24. **Creation and training of water committees** who will: formulate water management guidelines; ensure systems are maintained and sanitary; and collect revenues to ensure the preceding is possible. These are both the overall village management and water point committees;
25. **Training and equipping of local maintenance officers** to carry out routine maintenance and repairs;
26. **Construction of access roads** to enable transport of goods and labour;
27. **Construction of intake weirs/trench digging/pipe laying** this is mainly a community effort complemented by some expert support;
28. **Sanitation and hygiene trainings** promotion of household hygiene/sanitation practices including construction of improved pit latrines and refuse pits; and the use of kitchen utensil drying racks will be undertaken.

#### **Food Security Activities**

The proposed activities that will lead to the expected outcomes include working with communities affected by perennial food insecurity to improve yields and post harvest handling to close the hunger gap:

29. **Strengths and asset mapping** to determine existing competencies in this sector and how these and natural resources could be better utilised;
30. **Community consultation** to interpret and better use community values and local knowledge of promoting balance with the environment;
31. **Creation of new, or invigoration of, existing farmer groups** for efficiency of trainings, mutual support networks and more effective produce marketing;
32. **Training in innovative sustainable agriculture practices** this includes a variety of trainings (promoting organic and hence sustainable practices) in crops and cropping, cultivation techniques, fertilisers (manufacture and use), pest control;
33. **Soil and water conservation activities** includes training in water use and harvesting, contour banking and other activities listed above (eg fertiliser use, pest control);
34. **Awareness raising of environmental issues;** looks at issues of waste management and disposal, effects of environmental degradation and how to reduce and redress these (eg reforestation);
35. **Feasibility studies for improving existing irrigation schemes** will be undertaken to determine the extent and viability of works to be undertaken;
36. **Irrigation management training:** will look at managing water use in an environmentally

friendly manner;

37. **DRR Activities:** including promotion of drought resistant crops and crop diversification; access to improved seed varieties (fast maturing, higher yielding, drought resistant types); establishment and management of community grain banks amongst others listed below;
38. **Promotion of livestock production/formation or strengthening of Village Livestock Development Committees** this is seen as an important activity that's provides diversity and complements the impact of other work;
39. **Nutrition Education** aimed at improving nutrition at household level, includes looking at food types and food preparation;
40. **Post harvest handling and storage** capacity building in food processing, storage and value addition;
41. **Marketing of rural produce** looks at strategies to increase the income earned from farm produce and involves the formation and training of associations.

**Annex 7:**  
**Detailed activity and implementation plan for year 1**

Objectives / Activities:	June	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12
<b>Obj 1: To support marginal communities in Malawi and Tanzania to enhance their quality of life through improved food security and access to water, sanitation and hygiene services.</b>														
<i>Preliminary Activities:</i>														
1. Jointly develop participant selection criteria														
2a. SBA 'Visioning' / mapping exercise														
2b. Lilongwe & Mbulu SBA Follow up workshops														
3. Recruitment of Personnel														
4a. Sensitisation Workshop for National Government Officials														
4b. Consultative Meeting with National Umbrella Organisations ( eg People with disabilities, PLWHA)														
4c. Consultative meetings with district government														
4d. Consultative meetings with village government														
5. Program community group formation and dynamics training														
6. Conduct mini baseline/census														
<i>Partner and Community Capacity Building Activities:</i>														
7. Identify program participants														
8. Program management skills assessment and training														
9. Physical equipping														
10. Gender specialist partner input and planning														
11. Collaboration and networking with relevant stakeholders														
12. Village activity planning														
13. Leadership seminars for group leaders														
14. Training of community animators														
15. Child protection training														
16. Gender awareness trainings at various levels														







Development/review of management and finance systems	█	█						█	█				█	█	█
Annual financial audit.															█
Systems and internal audit.						█	█					█	█		
	█	█													
	█	█													
	█	█													

█ 1st Dioceses and National partners  
 █ 2nd and 3rd Dioceses  
 █ Caritas Australia

**Annex 8:**

**Risk Matrix**

\*(1-5 where 1= very low 5 = very high)

<b>Risk</b>	<b>Potential Impact on the project</b>	<b>Likelihood *</b>	<b>Impact *</b>	<b>Risk</b>	<b>Management Strategy (for Risks rated 5 and above.)</b>	<b>Responsibility</b>	<b>Is the risk assessed through the M&amp;E system?</b>
<b>Contextual Risks</b>							
Unfavourable weather patterns	Less than anticipated farm outputs	4	4	High	<ul style="list-style-type: none"> <li>• DRR training</li> <li>• Ensure Environmental Impact assessments conducted.</li> <li>• Improved farming techniques</li> <li>• Promotion of drought resistant crops</li> <li>• Livelihood diversification</li> </ul>	Program designers and implementers	Yes
Unsettled political environment	Participants may be distracted or discouraged to support program activities	4	4	High	<ul style="list-style-type: none"> <li>• Promotion of rights awareness</li> <li>• Continued liaison between different level partners to monitor any such influences and plan any necessary remedial action</li> </ul>	Program implementers Program participants	Yes
Community vulnerability to external shocks (climate change and environmental impact, economic volatility, social upheaval and disease)	Delay in program activities. Interruption of expected outcomes of program	4	4	High	<ul style="list-style-type: none"> <li>• Communities implement strategies that reduce their vulnerability to risks.</li> <li>• Community Risk Maps produced.</li> <li>• Maps will show ways to mitigate risks</li> <li>• Strategies developed to mitigate the impact of identified risks</li> </ul>	Program implementers Program participants	Yes
Poor markets for farm produce	Less than optimal farm incomes affecting ability of household to participate in	5	4	Moderate/high	<ul style="list-style-type: none"> <li>• Value addition</li> <li>• Improved post harvest practices</li> <li>• Formation of cooperative marketing groups</li> </ul>	Program implementers Farmers	Yes

	diverse activities						
<b>Design risks/ assumptions</b>							
Acceptance to change cultural norms (particularly with regards gender issues and roles)	Constraint to program effectiveness and community development	3	4	Moderate	<ul style="list-style-type: none"> <li>Gender and other relevant trainings and awareness raising</li> <li>Selection of communities who want to change and are amenable to reconsidering cultural norms</li> <li>Positive discrimination via participant quotas/selection criteria (extending to leadership positions and roles)</li> </ul>	Program designers, implementers and participants	Yes
Program relevance	Reduced sense of ownership will detrimentally affect sustainability and efficiency	1	4	Low	<ul style="list-style-type: none"> <li>Community led SBA ensures that development priorities are identified by the community</li> </ul>	Program designers, implementers and participants	Yes
Gender parity and participation of the marginalised	Undermine program intent / Non-conformity to human rights	3	4	Moderate/high	<ul style="list-style-type: none"> <li>Consensus on participant selection criteria</li> <li>Effective project monitoring</li> <li>Disaggregated data by sex and marginalisation (PWD, elderly, PLWHA, chronically unwell, OVCs)</li> <li>Targeting women.</li> <li>Gender specific monitoring/.research to review effectiveness of inclusion of women.</li> <li>Leadership training of key staff of partner agencies.</li> <li>Mainstreaming gender and protection into program activities to ensure safety of these groups and parity in access to services.</li> </ul>	Program implementers and participants	Yes

Implementation risks							
Poor program management	Project less than optimally effective	1	4	Low	<ul style="list-style-type: none"> <li>• Effective project monitoring</li> <li>• Relevant and effective capacity building and support</li> <li>• Gradual project roll-out commencing work in only two dioceses in year 1</li> <li>• Targeted capacity building for Tanzania (advanced SBA training)</li> <li>• Additional specialist staff to be recruited</li> </ul>	Program designers and implementers	Yes
Government may be ill equipped or reluctant to fulfil their obligations.	Long term sustainability of program detrimentally affected	2	3	Moderate	<ul style="list-style-type: none"> <li>• Involve relevant cadres of government at all stages</li> <li>• Familiarisation of govt policy and information to communities in this respect</li> <li>• Liaise with higher level government simultaneously</li> <li>• Provide rights awareness, lobbying and advocacy skills to communities</li> </ul>	Government Program implementers and participants	Yes
High staff turnover	Disruption to project activities Loss of institutional memory Decision making and management too centralised	2	3	Moderate	<ul style="list-style-type: none"> <li>• Monitor agency policies including staff welfare and remuneration</li> <li>• Regular contact and motivation to staff to promote job satisfaction</li> <li>• Provide incentives such as relevant trainings</li> </ul>	Employers Program management	Not directly
Instability of exchange rate	Insufficient funds to cover cost of program	3	2	Moderate	<ul style="list-style-type: none"> <li>• Monitor exchange rate on a regular basis</li> <li>• Vary project activities accordingly</li> </ul>	Partners	Yes

Unfavourable Environmental Impact Assessment	Program delays	1	5	Low	<ul style="list-style-type: none"> <li>• Alternatives may be identified</li> <li>• Relevant Government partners will normally have finalised this prior to engaging in discussion with regards priority locations and activities.</li> </ul>	In country partners Government	Yes
High expectation of communities	Dissatisfaction with program design and outcomes	2	2	Low	<ul style="list-style-type: none"> <li>• Adoption of SBA and reduction of needs based thinking</li> <li>• Include community in the designing, implementation, ownership, management and monitoring and evaluation of the program.</li> </ul>	Partners and community	Yes
Delays in Funding	Partners do not have funding to cover the costs. Activities will be delayed	2	2	Low	<ul style="list-style-type: none"> <li>• Communication with AusAID.</li> <li>• Discussion with partners</li> <li>• Adjust project activities and / or implementation schedule</li> <li>• CA's in kind contributions can also serve as a buffer</li> </ul>	Caritas Australia with partners in Malawi and Tanzania	Yes
Relationship between CA and the University of Notre Dame	Delay in curriculum development	2	2	Low	<ul style="list-style-type: none"> <li>• Clear MoU between CA and the University of Notre Dame,</li> <li>• Regular meetings with key staff</li> </ul>	Caritas Australia with staff from university of Notre Dame	Yes
Partner ability to absorb funds	Inefficiencies	2	2	Low	<ul style="list-style-type: none"> <li>• Coordination with partners and other donors</li> <li>• Effective project monitoring</li> <li>• Good project management</li> </ul>	Caritas Australia, Other donor agencies Partners in Malawi and Tanzania	Yes

Annex 10:

AACES PARTICIPATORY MONITORING AND EVALUATION FRAMEWORK- Caritas

Desired Outcomes	M&E Focus	Indication of Change	Example of Baseline information/data (to which change will be measured)	Means of verification	Method of collection and Analysis	Responsibility
Improved food security for 24,000 participants	Crop production Animal production Farming practices	Households (participants) have enough food for the year  increased access to food at household level  Increased variety of food and vegetables available to HH for improved nutrition (e.g. HH grow more than 3 different types of crops)  farmers producing an excess of diversity of farm produce which can then be sold and earn income  increased access to food at household level  increased number of HH owning different types of livestock  farmers (both men and women) have mastered modern and/or better	Production rate  Level and types of farm produce – by gender  # of animals raised by HH  Availability of food at HH and community level  HH income by gender  Level of food consumption  Farming practices and role of men and women  Types of extension services available  Skills and competencies by gender	Household record of their farm production, income, assets, etc.  House visitation/household survey  Community record  group and HH interviews/survey  Estimate of households with food reserves in critical months of Dec to January  (refer to baseline)	Mid and annual review of program progress at country level and then at AACES program level (combined Malawi and Tanzania) - reflecting on outcomes of regular monitoring, identifying what's working and doesn't, lessons learnt and possible modifications  Baselines collected immediately at commencement of program will be used in assessing change  Monitoring will not be limited to the pre-determined 'indication of change' reflected in this document. Monitoring will capture changes as they occur.  End of Program evaluation will also be carried out	In-country partners to facilitate review process involving community members, program staff, community leaders, government and other service providers  CA AACES Coordinator to facilitate bi-annual review process to be participated by both Tanzania and Malawian partners, and other stakeholders  Monitoring will be carried out by

		<p>farming techniques/ practices (including post harvest produce handling and marketing);</p> <p>extension services are available and being provided by government workers – e.g. seeds, technical support, etc.</p> <p>HH access seeds and extension services by gender</p>	Access to services by gender			<p>field officers of implementing partners, then by M&amp;E staff based in Malawi. CA AACES will be working directly with M&amp;E staff to ensure emerging issues are addressed on a timely manner.</p> <p>Community Engagement staff will be responsible for M&amp;E of CE activities in Australia</p>
Improved Sanitation and hygiene in 9 target communities	<p>Sanitation facilities</p> <p>Hygiene practices</p> <p>Awareness, Perception and attitude</p>	<p>Increased number of people making use of modern sanitary plat toilet</p> <p>Increased number of people using washing facilities and applying good hygiene practices</p> <p>HH accessing safe water from boreholes within standard distance</p>	<p>Number of HH (including PPM) with access to sanitary plat toilets, washing facilities, etc</p> <p>Number of HH using hygienic practices in the community</p> <p>Distance of water point</p> <p>Type of facilities available</p>	<p>Record of people with access to sanitary plat and washing facilities</p> <p>Report of house visitation and household interview</p> <p>community records</p> <p>Report - mid and end of year evaluation</p> <p>Ministry of health report at district and area level</p>	As above	As above

			Level of awareness			
Equitable access to safe and reliable source of water for 24,000 participants		<p>Increased access of the most marginalised to clean and reliable water supply at a standard distance</p> <p>strong and functioning management organs exist at community level, consisting of equal number of men and women (eg Water User Committees, Irrigation Committees and other beneficiaries' groups) which adhere to self generated rules and regulations;</p> <p>the most marginalised are actively involved in water committees</p>	<p>Number of household with access to clean water</p> <p>Distance of water points</p> <p>Number and types of management committees</p> <p>Management arrangements</p>	<p>SBA survey</p> <p>Record of regular monitoring by implementing and community</p> <p>Ministry of health report at district and area level</p> <p>Report –mid and end of year evaluation</p>	As above	As above
Control the spread of HIV and improved support and care to the infected and affected by HIV in 9 communities	Services and community mechanisms	<p>communities applying strategies that prevent the spread of HIV</p> <p>support and care to the infected and affected of HIV are provided</p> <p>improvement in the services of Government on HIV prevention and mitigation</p>	Type and quality of services available from the government and other service providers – disaggregated by gender (e.g. services specific to women, men or both)	<p>Record of service providers</p> <p>Government records (e.g. health departments, etc.)</p> <p>Community records</p>	As above	As above
Increased livelihood opportunities for 24,000 participants	type of livelihood activities and participants	Increased number of HH or members of the community earning income from alternative sources	<p>Type of alternative livelihood activities</p> <p>Number of</p>	<p>Community record</p> <p>Monitoring reports</p>	As above	As above



		<p>Existing alternative livelihood activities are expanded and new livelihood opportunities including as baking, small businesses, bee keeping etc, are established</p> <p>village level savings and loans promoted to utilise existing resources in the community.</p> <p>Participants have basic record keeping and budgeting skills to manage their business</p> <p>Increase in household assets</p>	<p>Participants by gender</p> <p>Income – disaggregated by gender</p> <p>Skills/competencies of participants</p> <p>HH assets</p>	<p>SBA survey</p> <p>Record of participants</p>		
Improved access to social services by the most marginalised	<p>Access to various services</p> <p>Ability to access services by the most marginalised</p>	<p>The most marginalised are accessing services from various providers</p> <p>Networks developed with country organizations specifically representing the interests of the marginalized</p> <p>Households are linked to providers of basic services<sup>16</sup></p>	<p>Number of most marginalised accessing services by gender</p> <p>Services available</p> <p>Service providers</p> <p>Networks available</p> <p>Level of collaboration with the government by the communities</p>	<p>Record of households/person accessing services and type of services accessed</p> <p>SBA survey</p>	As above	As above

<sup>16</sup> These include ministries or government departments of health, food security, water and security

			Participation of women and women			
Increased involvement of the most marginalised members in target communities in their own development processes	Participation, decision making, behaviour change, capacity, etc	<p>Women, old people , people living with disability, and PLWHA are participating in activities and decision making processes</p> <p>there is a strong community level structures that supports participation of the PMM</p> <p>PMM, including women, are actively involved in various committees</p> <p>PMM are able to engage and express their needs with policy makers</p> <p>Community plans are developed with strong participation of PMM, and reflecting their own development priorities</p>	<p>Level and quality of participation of Women, old people , people living with disability, and PLWHA at household and community level</p> <p>Number of women, old people , people living with disability, and PLWHA</p> <p>Support structures available</p> <p>Skills development trainings</p>	<p>Head counting of program participants</p> <p>Minutes of meetings and attendance</p> <p>Record of activities and level of participation</p> <p>Result of HH and individual interviews</p> <p>Community plans</p>	As above	As above
Improved capacity of the community to sustain their own development	Capacity of community	<p>Increased in social capital (e.g. leadership, associations, use of competencies and skills, utilization of natural resources, etc.)</p> <p>Communities will have a greater awareness of their rights; gather data and</p>	<p>Level of participation by gender and marginalization</p> <p>Types and number of trainings attended by community and</p>	<p>Documented engagement of communities with government and other stakeholders</p> <p>Advocacy initiatives carried out and its</p>	As above	As above

		<p>conduct research to influence policy at every level;</p> <p>Communities are equipped with skills that will enable them to advocate for their rights and with various stakeholder</p>	<p>disaggregated by gender</p> <p>Skills and competencies by gender</p> <p>Level of awareness of their rights by gender</p>	<p>outcome</p> <p>How people perceived their strengths and capacity</p> <p>Report of Research studies</p> <p>Outcome of asset mapping and SBA survey</p>		
<p>Greater utilization of community/individual assets, competencies and skills</p>	<p>changes in community perceptions/views and behaviours with regard to own strengths and environment</p>	<p>Positive behaviour change from problem-based to focus on strengths towards own assets and environment</p> <p>Communities are able to identify (map) and use their own strengths and assets</p> <p>Greater acknowledgment of contribution of all especially women, by explicitly seeking women's views and involving them in decision making etc. by community members particularly men.</p> <p>Greater awareness and use of people within the community who have competencies to manage and provide technical advice e.g. government's extension workers, etc.</p> <p>sustainable use of natural</p>	<p>Community perceptions on assets and existing strengths (by gender)</p> <p>Level of utilization of community/individual assets, competencies and skills by gender</p> <p>Role of women and men</p> <p>Number of extension workers in the community and their role and level of participation in community development</p>	<p>Asset mapping</p> <p>SBA survey</p> <p>Profile of community action plan on existing strengths</p>	As above	As above

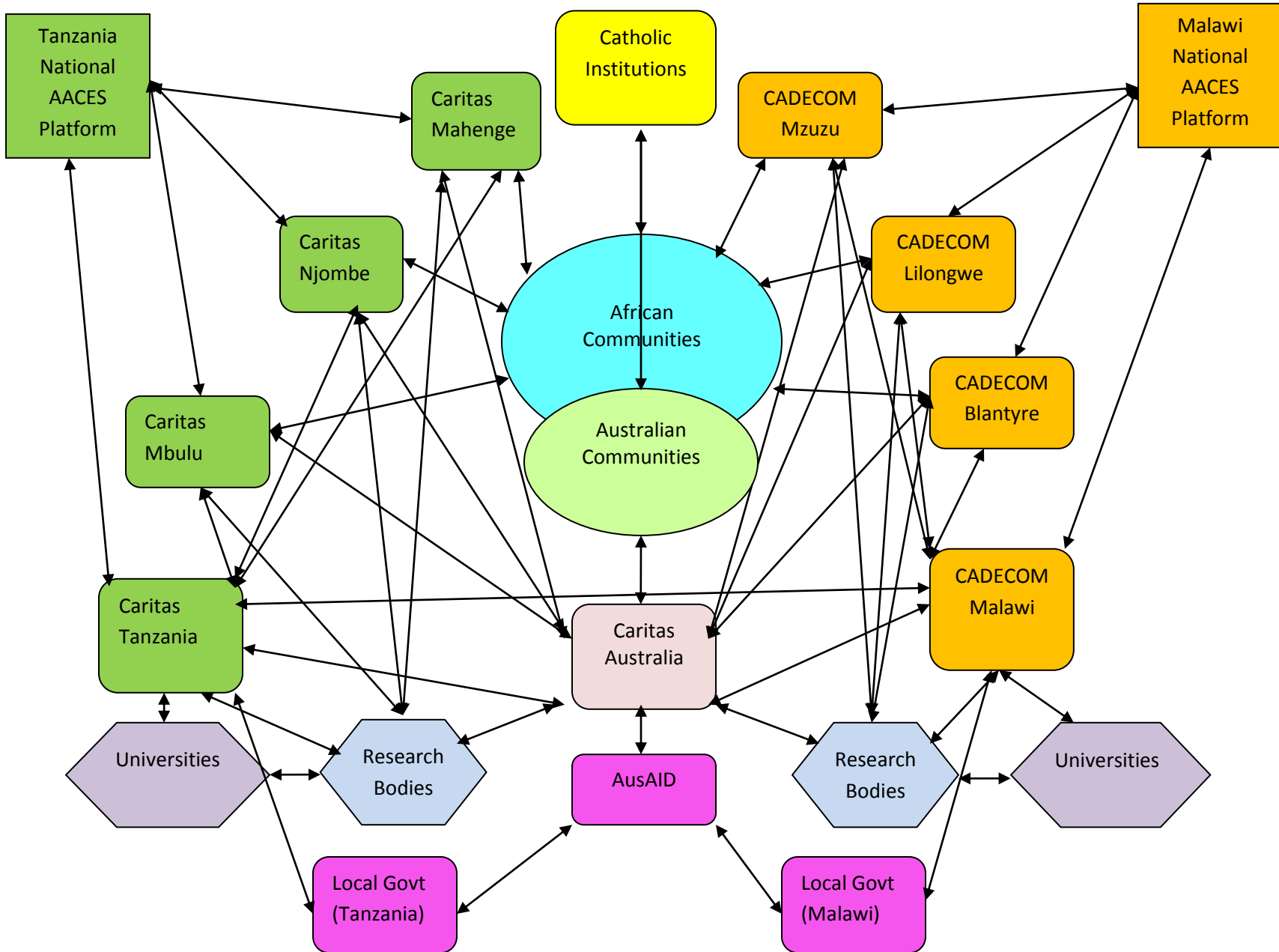
		resources				
Improved understanding and attitude of Australian Community toward issues and challenges faced by the people of Africa	Attitude and behaviour change	<p>Responses to surveys and other studies demonstrates change in understanding, perspective, attitude and behaviour towards issues in Africa</p> <p>Stories arising from AACES program are shared to CA's wider network to increase awareness of issues and challenges in Africa</p> <p>Communication materials developed (videos, success stories, etc) for use to share the development story from AACES with African stakeholders, AusAID, the Australian community and others</p>	<p>Perception and attitude/behaviour of Australian community on Africa and development as a whole by gender</p> <p>Level of understanding about African issues and challenges</p> <p>Survey result</p>	Benchmark study involving audience target	Annual reflection and review	As above
Improvement in the collaboration/partnership between the government, community and other services providers	<p>Engagement with other services providers and AACES partners</p> <p>Influence in policy formulation</p>	<p>There are opportunities for engagement and networking/collaboration within country AACES partners and government departments</p> <p>Existence of formal fora with other service providers</p>	Engagement opportunities including participation by gender	<p>Minutes of meetings</p> <p>Examples of activities where partners collaborated</p> <p>Documentation of engagement or events</p>	As above	As above
Improvement in policy formulation	<p>Engagement with governments</p> <p>Engagement with AusAID</p>	<p>Increase response by country government and departments to issues raised by the marginalized</p> <p>Regular contact and dialogue</p>	<p>Level and frequency of engagement and Policy dialogue between CA and AusAID and other</p>	<p>Minutes of meetings/discussions</p> <p>Documentation of statements or positions taken by government</p>	As above	As above

	Influence of AACES to government policies	with AusAID and other relevant Catholic institution take place to inform policy and activity development  Increased engagement between policy makers (at AusAID and in-country government) and AACES partners working specifically for the marginalized	partners  Engagement in-country between implementing partners, community, AACES partners orgs and local government  Country government and other relevant agency's relevant policy	or their departments on the marginalized		
Improvement in the operational capacity of implementing partners and Caritas Australia	Organisational and staff capacity	National partners are able to plan and review program implementation  National partners are able to monitor, document progress and report on time  M&E Processes, including capacity to capture and communicate process of change is in place for the AACES program  CA and partners are able to document examples of best practices and lessons learnt and share it with stakeholders  CA and implementing partners develop tools for measuring effectiveness of its work, including its in-country	Quality of monitoring and review process  Quality of reporting  Number of best practices or success stories documented  Tools  Workshops  Etc.	Program Reports  Documentation of review processes  M&E system and sense making processes  Tools developed  Workplans  Workshop reports  M&E reports	Partnership discussion as well as mid-year and annual review	As above

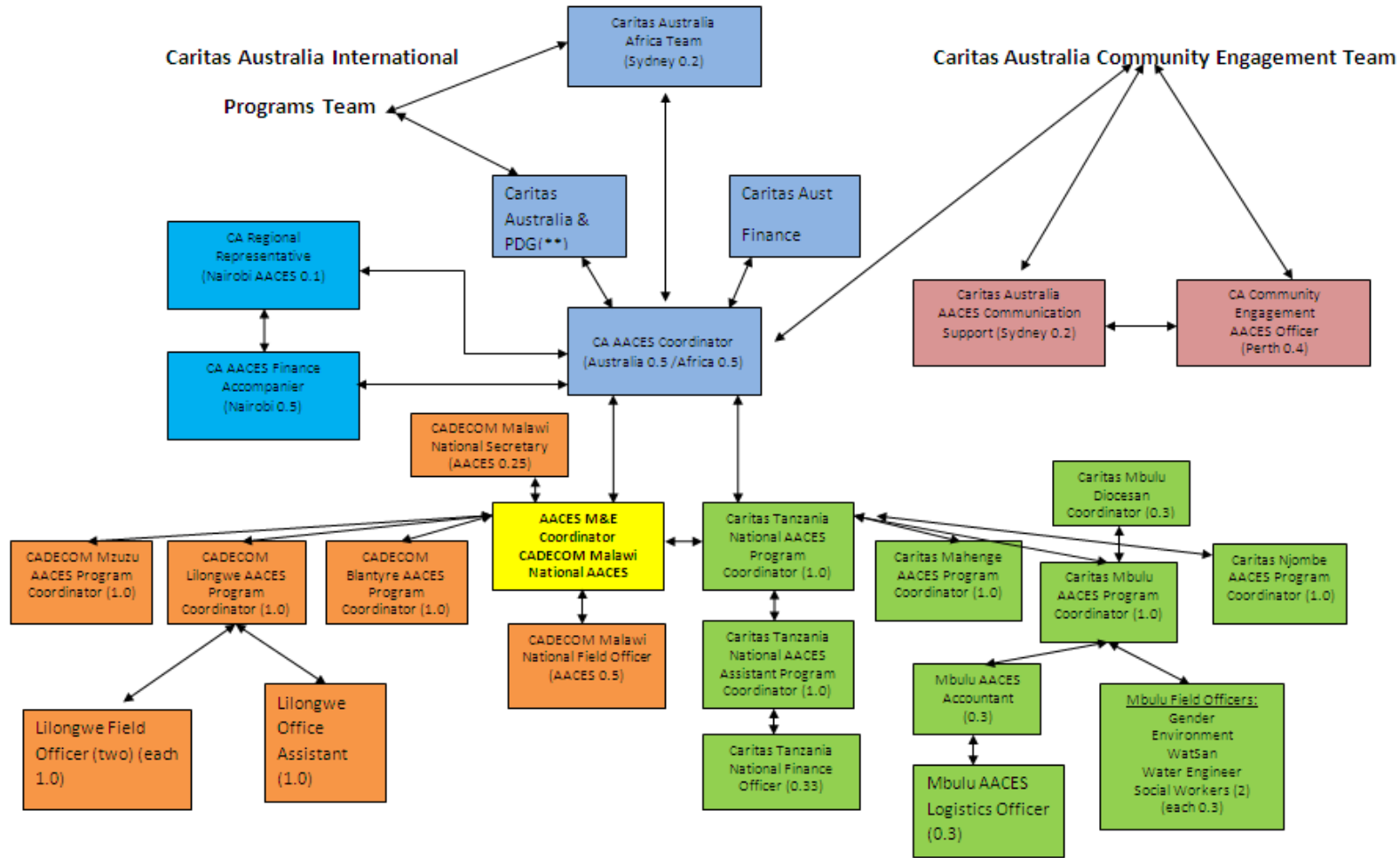
		work and awareness raising in Australia				
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Annex 11:

Relationship Chart: Responsibilities and accountabilities of Caritas Australia, their partners and other major stakeholders



### Relationships Between Caritas and AACES Partner Staff



\*\* Program Development Unit (PDG) provides technical support on program design and management quality, including M&E and effectiveness.

- Caritas Malawi Staff
- Caritas Australia Community Engagement Team in Sydney
- AACES M & E Coordinator (Malawi & Tanzania)
- Caritas Tanzania Staff
- Caritas Australia Staff in Sydney
- Caritas Staff in Nairobi

( ) Indicates amount of time (FTE) to be spent on AACES