



Beyond Productivity: Delivering Impacts on Food and Nutrition Security in a Changing Climate

Lessons from CARE's programming 2013-2016





THE CHALLENGE

We face a greater challenge than ever before: ending hunger and malnutrition in the face of environmental degradation, climate change, conflict and changing demographics. If we continue with business as usual, 2 billion people will be malnourished by 2050.ⁱ Small scale food producers can play a big role in producing more food more sustainably. Yet we know that just producing more food will not solve these problems. We know that people too often are poor, hungry, and malnourished because of inequality: between men and women, between the powerful and the marginalized, between those who can access resources and those who can't. We also know that our local and global food systems is increasingly challenged with power imbalances. A few corporations and countries dominate these systems, and the common corporate, donor, and governmental focus on large scale industrial farming does not serve smallholder farmers.

Globally, over 795 million people are chronically hungryⁱⁱ and over 160 million children are stunted.ⁱⁱⁱ At the same time that we must feed and nourish these 800 million, we face increasing impacts of climate change, natural resource scarcity, and a growing global population.^{iv} Put simply, feeding and nourishing today's hungry and malnourished and the growing population of tomorrow – without destroying the planet and in the context of climate change – is perhaps the greatest challenge we face.

Two-thirds of ecosystems are already used unsustainably^v; one-fifth of cropland is degraded and unsuitable for farming^{vi}; and agriculture is both one of the largest contributors to greenhouse gasses, and already showing shifting and reduced yields as a result of a changing climate and unpredictable weather patterns. For women the challenges are even greater: they are often the last to eat when food is scarce; carry a heavy labor burden that is largely natural resource dependent; and do not have equal access with men to productive inputs and services. Even countries that produce enough food do not often produce enough nutritious food to meet people's needs for balanced diets. When they do, cultural barriers prevent women and children from getting the food they need. Simply put, business as usual will not create sustainable and equitable food and nutrition security for the planet, much less for the poorest and most vulnerable people.

CARE'S APPROACHES

The good news is that we know change is possible. CARE's roots are in tackling hunger by delivering CARE packages. In our 70 years, we have evolved our approach to deliver lasting change – not just food.

CARE aims to make 50 million people more food secure and resilient to climate impacts by 2020. To meet this goal, CARE's focuses **Beyond Productivity** in our work with local and global food systems. We use the SuPER principles to guide our work. These hold that sustainable agriculture systems (from inputs to production to processing and marketing, as well as consumption) should be Sustainable, Productive and Profitable, Equitable, and Resilient. They should be designed to achieve multiple benefits at the same time: increasing production, productivity, and incomes in ways that are resilient to climate change, while contributing to women's empowerment, improved nutrition, and a reduced environmental footprint, and without undermining the food and nutrition security of future generations.

In order to achieve food and nutrition security, we work directly with communities to prioritize their needs and make sure their voices are heard from local to global levels. We work particularly with women and girls, who face discrimination but can be key agents of change in their communities. We support poor households to sustainably grow, buy, and appropriately use enough nutritious food and to adapt to changes in their climate and environment--now and in the future. And we help families earn, save, and spend money in ways that help themselves and their communities. By putting the priorities of poor people at the center of our efforts, we work to ensure they have more control over their futures and can realize their aspirations for themselves, their families, and their countries.

SuPER Paths To Just and Sustainable Food Systems

CARE focuses on a few key principles to help us get to just and sustainable food systems. We know we’re heading in the right direction when our work (and when we influence other work) is SuPER:

- **Sustainable:** grounded in healthy ecosystems; stable, accountable governments, companies, and financial actors; and long-term financing that protects people and the environment;
- **Productive** (including profitable and nutritious): increases yield without damaging the environment, increases returns on investment, including of labor, by farmers and is climate ‘smart’; allows poor people to access the nutritious food they need;
- **Equitable:** enables equal rights, opportunities, resources and rewards for smallholder farmers, taking into account women’s needs and constraints (especially concerning infant and young child feeding), promoting gender equality and women’s voice, and supporting access to affordable nutritious food by rural and urban consumers;
- **Resilient** individuals, families, communities and systems are able to withstand shocks and stresses, including climate impacts and other risks.

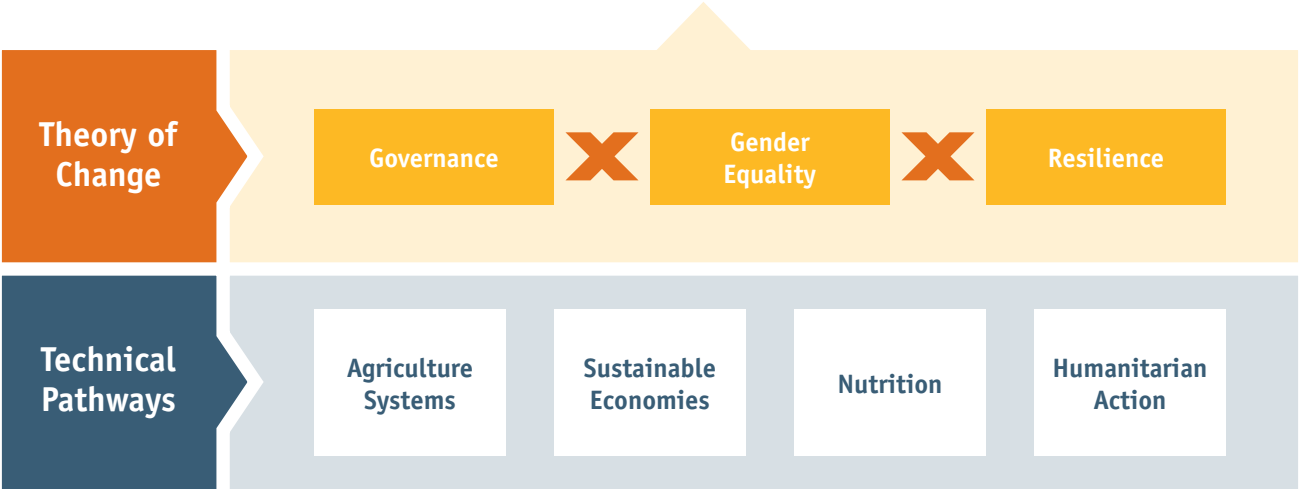


WHAT DOES SuPER FOOD AND NUTRITION SECURITY/CLIMATE RESILIENCE PROGRAMMING LOOK LIKE?

CARE focuses on 4 key technical pillars to achieve our goal of reaching 50 million people by 2020. These approaches are laid out in more detail in [CARE’s Vision for Just and Sustainable Food Systems](#).

- **Sustainable Agriculture Systems**
CARE’s promotes a systems approach to agriculture that emphasizes access to quality and affordable inputs, services and resources to affordable food for the end consumers. We do this with a strong focus on sustainable and nutrition-sensitive intensification that increases yields, builds adaptive capacity in the face of climate change, and preserves and enhances ecosystems. We apply climate resilient and farmer-centered adult learning and dialogue building approaches to drive sustainable agriculture and natural resource management, gender equality, improved nutrition, and market engagement. Other core approaches we use include our community based adaptation, village savings and loan associations, farmer’s field and business schools, and microfranchise models.^{vii}

- **Sustainable Economies**
CARE understands that not everyone can be a farmer or can live fully off farming, especially given the population growth and the pressure on land tenure. CARE therefore supports market based vocational training, job placement and job creation, small and medium scale business owned by women and young people. CARE also promotes an inclusive value chain approach that is responsive to climate change and the environment and includes a focus on women in the value chain and access to markets and inclusive financial services to catalyze sustainable economic participation for women and men. We also work with the private sector and social enterprises.
- **Nutrition**
Addressing malnutrition and improving nutrition security is not only central to CARE’s food security strategy, but also to the organization’s overall strategy to reduce poverty, promote economic and cognitive development of countries, and prevent untimely deaths. In order to achieve sustained, broad-scale impact, CARE’s nutrition programs focus on marginalized women and children in the first 1,000 days. They address the underlying causes of malnutrition, poor development, morbidity and mortality for women of reproductive age and children under two, and emphasize the interaction between food systems, agricultural production, and and other related sectors like health and WASH to help CARE build more nutrition-sensitive programming. These programs also address the injustices that cause intra-household disparities in food access for girls and women, and societal factors that result in sub-optimal feeding practices for infants and young children.
- **Humanitarian**
CARE focuses on providing immediate support that can contribute to long-term sustainability, especially for vulnerable women and girls, applying gender sensitive humanitarian response approaches that support gender equality and women’s empowerment, and contribute to broader global learning. Responding to dozens of disasters each year, CARE has reached approximately 12 million people through emergency programs by providing basic relief services like food, water, and sanitation, as well as agriculture and livelihoods programs. Including the Syrian Refugee Crisis, conflict in Yemen, El Niño, Haiti earthquake recovery, West Bank and Gaza crisis, women at risk in DRC, and more.



MULTIPLYING IMPACT: ROBUST RESEARCH, LEARNING, ADVOCACY, AND STRATEGIC PARTNERSHIPS

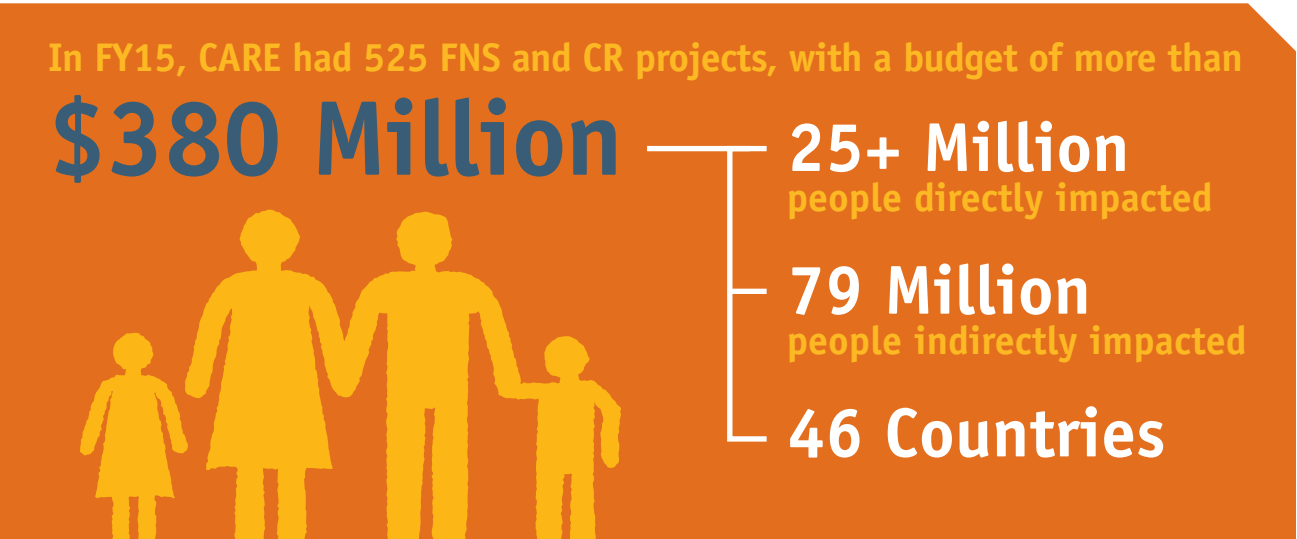
Research deepens CARE’s understanding of social, environmental, political and economic dynamics that shape vulnerability and poverty and their underlying causes, and enables CARE to pilot innovative solutions and demonstrate successful approaches that meet the needs of poor and vulnerable populations. The results both enhance CARE programs and position CARE leaders to influence policy-makers and practitioners.

CARE aims to influence more than just our own work. To truly have global change, we need evidence and learning that not only helps us improve our own work, but also that others can build on. This requires investing in research, and building that learning and research into future programs. We also focus heavily on advocacy to share our research and learning with the world and lead to broader systemic change.

Poverty is not an accident but a social justice issue. This demands that CARE amplify efforts to promote the realization of human rights and to address the underlying causes of poverty. The underlying causes are often related to a lack or poor implementation of national and international policies to protect and promote the interests of poor and marginalized communities. **Advocacy** – from grassroots mobilization to awareness raising through social media to direct lobbying – is a powerful, complementary tool to other CARE strategies.

CARE uses our expertise, credibility and partnerships to advance policies that meet the needs and promote the rights of chronically hungry people, smallscale food producers, women and their families. CARE’s advocacy has targeted global policy processes, such as the UN Committee on World Food Security and the post-2015 development goals, as well as national processes such as US development policy. CARE’s advocacy efforts have been instrumental in advancing better global and national policy, from reforms to US food aid to pledges from Peruvian presidential candidates to reduce child malnutrition rates.

CARE’S IMPACT CONTRIBUTION



But reach data alone does not describe the full extent of our work. We seek to understand our impact: not just who we touched, but how their lives changed. Change happens in many ways, and CARE seeks to measure change and our contribution, not to attribute the change solely to our own work. We are providing examples of change drawn from more 107 program evaluations between 2013 and 2016.



SUSTAINABLE

Sustainable food systems must be grounded in healthy ecosystems, but they also depend on the human and political component: stable, accountable and durable institutions that equally support men and women, rich and poor. So CARE prioritizes a range of interventions around promoting sustainable ecosystems, building social solidarity, creating and supporting systems for inclusive governance, facilitating access to markets, and focusing on how programs can build systems that will last long after CARE and its partners leave.

PRIMERAS AND SECUNDAS, MOZAMBIQUE

Along the northern coast of Mozambique, CARE and WWF are working to make marine and terrestrial food systems more sustainable for the 300,000 people in this area who depend on them. Designing for sustainability starts from the understanding that healthier, more robust, community-managed ecosystems provide better access to natural resources, and more dependable ecosystems services.

Conservation agriculture improves soil fertility and quality; reduces erosion, saves labor, and—combined with improved varieties—increases yields without intensive use of external inputs. After just 3 years, improvements in soil health showed a 33% improvement in water infiltration rates—ensuring more precious moisture for crops and protecting carbon in the soil. This healthier soil also makes crops more resistant to flooding—providing a buffer against both extremes of climate change. In fact, production improved by 80% using the new techniques combined with improved seed varieties.

The P&S program has also helped local communities to manage small ‘no-take zones’ that enable fish to reproduce and grow, with fishing restricted to the areas outside the no-take areas. After 4 years, the number of species doubled, and fishers caught more, larger fish outside the restricted areas. In addition to protecting the ecosystem, this gives people an important source of protein for their diets.

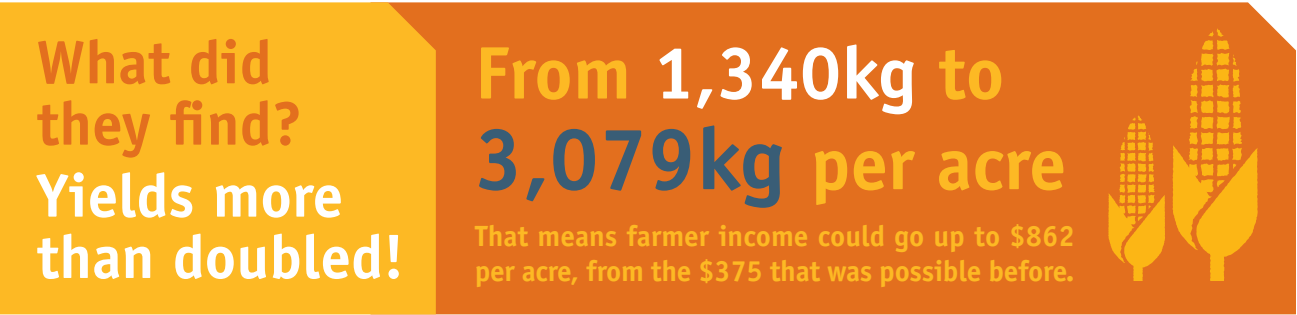
With Institutions: P&S emphasizes empowering people to engage as active players in relationships with those who hold power, so that they can influence decisions. The P&S program is also increasingly using evidence to shape policies and practices at multiple levels, from the Mozambican Ministries of Fisheries, Tourism and Agriculture to global policy processes to governments and the public in countries like the US, France, and Denmark.

P&S is funded with the generous support of the Sall Family Foundation. For more information, visit: <http://primeirasesegundas.net>

GLOBAL WATER INITIATIVE, UGANDA

Sustainably using water for agricultural purposes is critical in communities that depend on increasingly unpredictable rainfall to grow their crops. Beyond climate change and environmental challenges, there are also significant institutional problems. To solve the water problems, we need to think about both environmental and institutional sustainability.

To this end, the Global Water Initiative worked in Otuke, Uganda to determine the most effective sustainable water use techniques. GWI worked with 24 champion farmers to create demonstration plots showcasing water conservation techniques and used the data to support advocacy efforts around sustainable water use and to promote local adoption.



Not only that, but results show that rainwater harvesting improves soil moisture available to crops during the extended dry spell periods, so the health and outputs of crops and soil is improved with a minimum of external inputs. Long-term, this leads to healthier and more productive soil, lower costs for farmers, and more sustainable farming practices. All of this was possible using technologies that ranged from \$4 worth of investment to \$1,100 for a fully constructed rainwater harvesting system, making the processes more sustainable for farmers and for the soil.

GWI East Africa was funded by the Howard Buffet Foundation. For more information, visit <http://www.gwieastafrica.org>

PRODUCTIVE

Productivity is about more than increasing yields for particular crops, whether they are staple foods or cash crops. It includes the idea that families have more access to and eat—and feed to small children—**nutritious foods**. These foods might not all come from the family farm; we also look at food markets. Productive food systems allow food producers to make a **profit** on their investment, increase availability of nutritious foods, and give consumers access to nutritious and diverse foods that they can buy for home consumption.

UNNATI, NEPAL

UNAUTI works with 1,200 households to help them to grow vegetables for sale to improve their income and dietary diversity. A combination of improved farming techniques, irrigation, and improved seeds led to an increase yield of 228% per acre. Combining this yield increase with connections to markets where farmers could sell their products led to an additional \$269 of income from vegetable sales alone each year. That’s tripling the average annual income.

Impacts went beyond income. Home consumption of fresh vegetables went up by 15%, so nutrition got better. Gender equality changed, too. Households are demonstrating more equitable sharing of household tasks, and more conversation between men and women. The irrigation technologies, locally based collection centers, and low-weeding strategies especially have freed up women’s time, made markets more accessible to them, and allowed them to get more involved in issues of social inclusion.

Several approaches that were key to these remarkable results were:
Investing in local ownership: Instead of simply providing all of the inputs, like better seeds and irrigation technology, the project



dropped its support by 25% each year. This gave farmers access to enough income after the first year to continue investing in their own fields, and to reduce their reliance on the project. Farmers are continuing to spend money on the new techniques.

Involving the government: In addition to farmers and farmer’s cooperatives investing their own money into new technologies, District Agriculture Departments are also investing in new systems in line with CARE’s recommendations, and are building the upkeep and construction of new facilities into their future budgets.

Using the Value Chain Approach: Higher production and productivity are only part of the story to increased household income. UNAUTI’s was only possible by linking production to end markets. The project works across the whole value chain, from finding locally available and affordable inputs, to helping farmers work together, to improved farming techniques, to using market information to get better prices. Looking at the whole picture dramatically increases the return on investment.

UNNATI is funded by European Union and implemented in partnership with the local Center for Environmental and Agricultural Policy Research, Extension and Development (CEAPRED).

SHOUHARDO, BANGLADESH

Strengthening Household Ability to Respond to Development Opportunities (SHOUHARDO), Bangladesh
In nearly 2,000 of the most vulnerable communities in Bangladesh, SHOUHARDO, phases one and two, has shown extraordinary successes in reducing malnutrition while improving women’s economic empowerment – demonstrating that increasing gender equality and empowering women are critical for achieving nutrition outcomes. Indirect nutrition interventions, such as Empowerment, Knowledge, and Transformative Action (EKATA) groups increase women’s economic potential and power in household decisions-making by linking women to women’s groups in their own communities and on regional and national levels; training women in leadership and decision-making skills; and prioritizing men’s engagement to ensure post project sustainability. Through the EKATA model, the program saw that women are approximately three times more involved in income generating activities than they were at the start of SHOUHARDO II, and as a result families’ income grew by 85%, more than the 60% national average growth in the same timeframe. Women in SHOUHARDO II were dramatically more likely to access ante-natal care (about 2.5 times more likely, well above the national average), and children were more likely to receive oral rehydration treatment for diarrhea. Dietary diversity nearly doubled for households in the SHOUHARDO program,

and families saw the number of months out of the year that they spent without enough food drop from 6.1 to 1—an 83% improvement. The number of children who got a minimally diverse diet more than quadrupled.

SHOUHARDO is funded by USAID. For more information, visit: <http://www.care.org/food>

See also:
Reaching New Heights: The Case for Measuring Women’s Empowerment
Women’s Empowerment: The Journey So Far. The Experience of the SHOUHARDO Program in Bangladesh
Qualitative Evaluation of Food for Peace Development Food Assistance Projects in Bangladesh

Mamans Lumières, Niger (2012 – 2018)

Mamans Lumières, or the Mothers of Light, in Niger is leading and teaching community actors to participate actively in the promotion and coordination of nutrition activities. Building on community testing and treatment for moderate and severe acute malnutrition, Mamans Lumières quadrupled the number of community groups that regularly held growth monitoring and treatment programs—reaching more than 37,000 parents and children between 2012 and 2015. CARE and its partners worked with 639 community groups, and 80% of community members said they knew, trusted, and used the community-based malnutrition services. Recognizing that the greatest impacts come when affected populations are part of the solutions, a critical part of the program includes referring severely malnourished children to health centers, where professionals can diagnose and treat them. Mamans Lumières relies on positive deviance, or identifying and promoting local women who have been successful in preventing malnutrition in their own families without any special help or extra money. These local women lead health education sessions and cooking demonstrations to support better practices at home, reaching communities and referring malnourished children to health centers more regularly than formal health center staff have been able to do. The program has been able to refer 212 children to health centers, and train 52 health care workers in treating malnutrition.

Muskoka Nutrition Initiative, Ethiopia

CARE, through its Muskoka Nutrition Initiative, worked to improve the nutritional status of children under two years of age as well as pregnant and lactating adolescent girls and women by operating through community health workers, mother-to-mother groups, agriculture extension workers, and media campaigns to educate families about behaviors that would keep their families healthier. Muskoka adapted CARE’s Social Analysis and Action manuals (originally developed for SRMH issues) for use on food and nutrition security in Ethiopia to examine household gender and power dynamics, and used these tools to host community discussions with men, women, and leaders about how to change the ways they are making decisions and feeding their children. The agriculture extension workers were especially useful in reaching out to men and sharing nutrition and health messages with them. More than 8,500 men and 498 agriculture workers were involved in program activities to support nutrition and health.

In Ethiopia, **joint decision-making** at household level between men and women rose by nearly **30% for more than 24,000 people**, demonstrating the significant impact of involving men and boys.

The project achieved participation of equal numbers of men and women in maternal nutrition and infant and young child feeding education. Further, men’s knowledge of optimal nutrition issues and support for optimal child feeding and maternal nutrition within the household.

As a result of these multiple interventions, the percentage of **children having a minimum acceptable diet increased by 20%** for both boys and girls over the life of the project.

EQUITABLE

Inequality and injustice are the primary drivers of poverty, differential vulnerability to climate change, and food insecurity in our world. The poorest people in the world cannot access—either by growing or buying—the food that they need. Gender inequality is particular challenge. Women are often the last to eat, they have a heavy labor burden (fetching water, fuel, food; caring for children and elderly; and providing substantial agricultural labor). This is compounded by policies, legislation and practice – among the consequences of which are that women are denied secure and adequate land, basic tools and inputs, credit, and appropriate infrastructure and technology. The FAO estimates that if women had equal access to inputs as men, as many of 150 million fewer people would be hungry. So how do we tackle inequality?

CARE Norway’s Women on the Move in Niger



In Niger, the Women on the Move (MMD) approach that led to CARE’s global Village Savings and Loan successes includes

15,000 groups that save a minimum of **\$4.9 million per year.**

Every dollar invested in creating MMD groups brings a return of \$6.5 per year, but that’s not all; the MMD groups mobilize more than money.

Half of all women elected to public office in Niger have gone through a CARE women’s empowerment program, either VSLA, leadership training, or other program.

Advocacy from women leaders and VSLA groups have helped improve implementation of policy frameworks, including passing a Quota Law that requires a certain number of female elected officials, supporting women’s ability to get elected. Empowered women in CARE’s VSLAs are using loans to invest in Income Generating Activities that help them buy more diverse and better food.

A 2003 analysis of VSLAs shows that **women in VSLAs** are twice as likely to feed their families balanced diets (60% for VSLA members, compared to 30% for non-members).

PATHWAYS, BANGLADESH, GHANA, INDIA, MALI, MALAWI, TANZANIA

CARE’s Pathways Program works directly with 49,000 women farmers through more than 5,500 Village Savings and Loan Associations. We know that the face of hunger is largely female, and promoting equality helps reduce food insecurity, so Pathways focuses on levelling the playing field for women, and help them get equal access to land, resources, and power. Using improved agricultural methods, Farmers’ Field and Business Schools, marketing techniques, and lessons on nutrition and gender equality has had a huge impact.

Since the program began,
Pathways has enabled **WOMEN** to:



GAIN access to 11,049 acres
of land for production (that's half the size of Manhattan)

INCREASE yields up to 200% on fields and crops

GENERATE nearly \$7.3 million in revenue
for female farmers and businesses. Triple women's access to information
and extension services.

ADOPT improved agricultural techniques
between 65 and 75% of the time

Perhaps most importantly, Pathways has promoted more equal relationships and decision-making at home. In all of the project areas, women and men are telling stories of how they now work together to increase income and food and nutrition security.

As one woman in Ghana said, "this is the first time my husband has given me land to farm my own crops. Over the years any time I asked for land he would tell me that the land is not even enough for him to share with me and that if I were such a great farmer I wouldn't have left my father's house to come and marry him. So I thank you people for changing the minds of our husbands."

Pathways is funded with the generous support of the Bill & Melinda Gates Foundation. To learn more, visit www.care.org/pathways and www.care.org/ffbs

LIFT II, Malawi

The LIFT II program in Malawi focuses on connecting the most vulnerable people (mostly HIV positive) people to VSLA services. CARE is a subgrantee to FHI 360 on two of 10 programs under the LIFT II umbrella, and CARE's Malawi program has had 4,500 successful referrals in the first year. In DRC, CARE has successfully referred 1,900 people. LIFT II is succeeding at getting people with social and economic barriers to participating in VLSAs access to the most basic services. How are they doing it?

- Going low tech—CARE is using a paper based referral system to make sure that people who are too poor to access phones can connect to services.
- Focusing on bottom-up—Community referral volunteers work with patients and VLSAs to bridge the gap so that the most vulnerable people can participate in VLSAs. This costs about \$11 per patient.
- Building on the sustainability and solidarity of VSLAs—most of the VSLAs in this area have been around for about 10 years, and CARE phased out engagement with them in 2010. They are running on their own, and they are willing to help the people in their community that need an extra boost. CARE now focuses on helping groups change their by-laws and structures to make sure that they are available for people who face instability and unpredictable income and expenses.

RESILIENT

No intervention can create just and sustainable food systems if we cannot build an adequate response to climate change and other shocks and stresses. The increasing frequency and intensity of shocks (climate and otherwise), pushes the poorest and most vulnerable into a cycle of moving from development to crisis. CARE works to increase resilience in food and nutrition security by helping women, girls, men and boys build equitable and reliable access to key resources, including inputs, information (market, price, climate, for example), decision-making power, finance, natural resources, strengthening their adaptive capacity to climate impacts and ability to deal with occurring loss and damage, and supporting recovery mechanisms that are accessible to both women and men, such as household savings and formal safety nets.

El Niño EMERGENCY RESPONSE, ETHIOPIA

Prolonged droughts as a result of climate change and variability have been exacerbated by the El Nino weather phenomenon in the last year. In much of east and southern Africa tens of millions of people are at risk of hunger. In Ethiopia alone, the revised Humanitarian Requirements Document (HRD), released on August 12, reports 9.7 million are now affected by the drought and require food assistance, WASH support (3.9 million), nutrition (2.78 million), agriculture (2.9 million) and protection (2.5 million).

Since July 2015, the CARE Ethiopia has initiated emergency responses through long term programs by activating crisis modifiers and has also secured additional funding. A total of US \$1.6 Billion is required of which US \$612.4 million remains to be secured to implement the interventions necessary to address the needs of the affected population.

CARE Ethiopia is implementing 12 emergency and recovery focused projects in 5 regions (Oromia, Amhara, Afar SNNP and Tigray). To date, CARE's drought emergency response has reached 1,021,148 beneficiaries and has secured approximately \$70 million (of which \$40 million is value of commodities) towards its target of \$100 million. Most of the current projects are focused on addressing emergency needs (WASH, nutrition, food and livelihoods particularly seed distribution and other agricultural inputs, cash for work and direct cash transfer programing). CARE Ethiopia through livelihood support projects funded by ECHO, ADA, EU and GAC has delivered seeds to 102,316 farmer households in time for the Meher planting period.

In keeping with its emergency response strategic plan, CARE Ethiopia will begin to shift its focus to securing funding for recovery related interventions and less for emergency response. But this will be highly dictated by the degree of flooding resulting from the impact of La Nina on the Kiremt rainy season.

ADAPTATION AND LEARNING PROGRAMME, GHANA, NIGER, KENYA, MOZAMBIQUE

CARE's Adaptation Learning Programme (ALP) works to increase the capacity of vulnerable households in Sub-Saharan Africa to adapt to climate variability and change. The programme is supported by the United Kingdom's Department for International Development (DfID), The Ministry of Foreign Affairs of Denmark, The Ministry of Foreign Affairs of Finland and the Austrian Development Cooperation.

ALP's Community Based Adaptation and Participatory Scenario Planning approaches bring together poor and vulnerable people with government actors and sources of climate information to create resilience plans at the community and district levels.

Communities have gone from having 35% of farmers using climate services to 70% because they feel that they are actionable and reliable. In Niger, research on investing in Participatory Scenario Planning showed that for every \$1 invested in community resilience, the government was able to avoid \$4 of losses.

ALP’s evidence and advocacy are so strong that CARE’s tools and methods have been adopted in 135 communities and 8 countries that are not ALP targets, but where ALP has been able to share learning and information. These tools have also been written into 9 national policies/development plans and 66 local ones, proving that we can build resilience not just in the communities where we work, but also multiply our impact well beyond an immediate project. To learn more about the program, visit www.careclimatechange.org/our-work/alp/

MAKA’AS, TIMOR LESTE

CARE’s MAKAS project increased the resilience of 4,057 people in 1,525 rural households in Timor-Leste’s Liquiça district. It worked to enhance access to safe drinking water, deliver improved sanitation, promote climate-resilient livelihoods and reduce landslide risks and erosion.



At the 2015 evaluation, 69% of community members feel better prepared to deal with climate shocks. Communities not only feel more prepared, but are taking actions that help them be more prepared. **Community access to climate information more than doubled to 34.9%.** This climate information allows communities to have reliable data that they understand and can turn into action in their own livelihoods. **66.7% of farmer group members had access and most used this information to plan their activities.** Communities are adopting new farming techniques and diversifying crops to increase their resilience to climate variability.

Another important component to building long-term resilience has been the partnership with the government. The project supported the establishment of the National Climate Change Working Group and the inaugural National Conference on Climate Change Adaptation in November 2014, where the project had high visibility. At the district level the project was seen as a helpful “extended arm”, for the District Water and Sanitation Services department.

These activities are not only increasing resilience, but also agricultural production and household incomes. It also increased access to safe drinking water. Taken together, these advances help families build their current livelihoods so they can be more prepared to respond to shocks.

MAKA’AS was funded through the generous support of Australian Aid and was conducted in partnership with WaterAid.

CONSOLIDATING SuPER

SuPER is not just about each of its separate components, but about bringing all of the pieces together for just and sustainable food systems. Not every project will have all of the pieces—sometimes projects work in partnership to get to the whole spectrum, but there are some projects that meet all the SuPER principles.

Graduation with Resilience to Achieve Sustainable Development (GRAD), ETHIOPIA

GRAD works with 65,000 chronically food insecure households in Ethiopia. The project creates activities in a sequence to help families cope with current food insecurity and eventually graduate out of poverty to new economic opportunities that will be climate resilient. Indeed, USAID called it the most cost-effective intervention they have in Ethiopia.

Sustainable: 86% of participants aspire to graduate. GRAD has cultivated collaboration with many different organizations attributing to the success of the project. 2,591 Village Economic and Social Associations (VESA) provide 57,175 people access to sustainable credit and solid institutions. The GRAD program is also contributing to redesigning national policies on poverty and social safety nets—an impact that will reach millions of people in the long term.

Productive: 70% of targeted households were involved in Value Chain Activities and 65% of VESA members have formal microfinance credit. This, combined with new agricultural techniques is increasing household incomes by \$365 per year. Nutrition is represented, too. Essential Nutrition Actions trainings promoting optimal nutritional care for pregnant girls/ women, infants and young children reached more than 54,000 households.

Equitable: Most participants reported that women had increased household decision-making abilities. Women made up 36% of the participants trained on improved technologies and/or agricultural practices, and 39% of participants linked to output markets were women.

Resilient: 84% of households adopted at least two practices associated with climate change adaptation, and 96% have adopted at least one practice including early maturing crop varieties, moisture conserving practices, and drought tolerant crop types and varieties.

GRAD is funded through the generous support of USAID. To learn more, visit www.care.org/food

LINKING AGRICULTURE, NUTRION, AND NATURAL RESOURCES, LANN

With funding from the European Commission, CARE Laos worked with 895 households and 4,759 people to find ways to have integrated programming that could help families face their food and nutrition security challenges as a whole, rather than looking at just individual pieces.

Sustainable: Families adopted better water management techniques that protect the water systems, as well as making crops more productive. The project also increased families’ productive capital—the way they make their income, like livestock or farming equipment—by 28%, providing more sustainable livelihoods for the long term because they have resources to build from.

Productive:

Families’ incomes went up by \$320 per year on rice, cash crops, and fish production—enough to keep them in rice for an additional 265 days a year.

Rice production also increased by 40%. Producing more food and making more money aren't enough to guarantee nutrition, though, so the project focused on nutrition and hygiene education to make sure that people are eating and feeding the right foods.

Equitable: The program saw that women's workloads were a huge barrier to adopting improved techniques, so they added a component of getting labor-saving technologies into communities.

The rice mills they introduced reduced a woman's workload on food preparation by **60 DAYS** every year (that's 1460 hours).

Men have also begun to share women's household work burdens, especially around cooking and child care—leaving women even more time for vegetable gardens and other income-generating activities.

Resilient: Diversifying income bases and helping families acquire small, portable assets like small livestock contributes to increased resilience at the household level. The income generating activities span a range of value chain, crops, and expertise, ensuring that families are not solely dependent on assets that are vulnerable to the same kind of shocks.

LANN was funded with support from the European Union.

MULTIPLYING IMPACT

CARE cannot do it alone. All of our programming is done in partnership with communities, Civil Society Organizations, private sector players, donors, governments, and other Non-Governmental organizations. Not only do they help us pilot, design, and deliver programming, they also help us to scale our most innovative and effective work far beyond the reach CARE could have on its own. What do some examples of this look like?

Nutrition at the Center's Ministry Engagement, ZAMBIA

CARE Zambia and the Government of Zambia have successfully set up multi-level multi-sectoral platform for policy, planning, coordination, and implementation involving the Ministry of Community Development, Mother and Child Health, Ministry of Health, Ministry of Local Government and Housing, Ministry of Education, and Ministry of Agriculture. CARE USA's flagship Nutrition Program, Nutrition at the Center (N@C) is an example of engagement with these ministries, which has proven critical to the success of the integrated program. At the district level, the Ministry of Health and Ministry of Agriculture now recognize the importance of collaboration and its direct relation to impact. This is something that Kelvin Kambamba, the Acting District Agriculture officer for Lundazi, Zambia, can't stop talking about:

"You know, in my field as a livestock specialist, I never took nutrition seriously as something that I needed to think about. Sweet potatoes were just sweet potatoes, who cares? Now I know that they need to be orange flesh sweet potatoes because those are the ones that have all of the Vitamin A and are really good for people. Issues of nutrition were not something that we used to discuss. It was just a by-the-way kind of issue. But ever since CARE started working with the Ministry, I realized how important nutrition is. Did you know livestock impact nutrition? They contribute to the protein in people's diets....Wherever I go now, I don't just talk about livestock issues. I infuse nutrition information into our day to day messages. And it's important to talk about how people can appreciate locally available foods and how families can get the most out of them."

Reducing Stunting through partnership and advocacy, PERU

Between 2007 and 2014, **stunting in Peru fell from 28% to 14%, a 50% reduction in 7 years,** with most of the impact happening in the rural areas where malnutrition was highest.

How did it happen?
CARE built from an evidence base of our own nutrition programming, which had **reduced malnutrition by about 10% for 4,000 children.** Working to scale this work up through the government allowed Peru to reach **600,000 children** with the same successful models. Moving from evidence to impact required more than just implementation.



CARE Peru convened the Initiative against Chronic Infant Malnutrition, which includes international and national NGOs and several UN agencies, to compile the best evidence and programming that the development community has to offer, and uses that to pressure the government for national-level policy change. Together, these groups led a national media campaign to make malnutrition a make-or-break issue in presidential elections. In 2006, 60% of candidates committed to reducing malnutrition. In 2011 the number was 90% of candidates. In the current elections, 80% of the candidates made commitments to reduce anemia, and focus on gains to the poorest communities.

Read the external report from the [Institute for Development Studies](#)

COFFEE INDUSTRY SUPPORT PROGRAM, PAPUA NEW GUINEA

CARE Papua New Guinea works on the Coffee Industry Support Project, where they aim to create gender equality by changing the way private companies do business. They are focusing on coffee buyers as actors who can revolutionize gender dynamics in communities.

Companies got really uncomfortable when CARE talked about women's empowerment. As one person told us: "...at first our staff minds were closed off to the training because of the word gender..." So what did CARE do? They focused on the business case, and called CARE's Gender, Equity, and Diversity training Family Business Management Training—to put it into the context of getting a more sustainable and reliable value chain for companies.

One woman in a partner company told CARE, "[the training] has changed the way we think as professionals and as individuals. ... I am more confident that women can succeed here. As individuals it has changed the way we interact with each other – I see the young men in my team conversing with ease with women in administration or finance whereas before they would not speak to each other."

It revolutionized companies' behavior. One of CARE's partners has started rearranging their extension sessions—both the setup and the timing—to make sure that women can participate. Extension agents are now focusing

on working with men and women together. Many of the partners are also seeking CARE’s help to conduct gender audits, and adopt better HR policies to get women involved. As a result, women’s participation in coffee-related extension services went from less than 5% to up to 55%, depending on the partner. Partner companies have agreed to implement internship programs where they specifically recruit and train female extension agents—something they have never done before.

CISP is funded with the generous support of the Australian Government.

REVOLUTIONIZING THE PRIVATE SECTOR, BANGLADESH

The Sustainable Dairy Value Chain project worked in Bangladesh to help small-scale women dairy producers adopt better practices and get higher prices for their milk. Women in Bangladesh’s dairy sector face huge challenges: little access to information, limited mobility that prevents them from going to markets, middlemen who take a cut of the profits, and the lack of transparent buying practices. They have little ability or incentive to invest in higher quality milk.

Dairy producers, like BRAC Dairy, also have challenges. They get inconsistent milk quality—since there is no way to compensate farmers for producing higher quality. Since they struggle to reach producers, they cannot teach them new techniques that would make for a steady supply of quality milk. So plants run below capacity and companies lose money.

The Digital Fat Tester collection centers change all that. They provide fast, transparent quality testing close to women’s homes. The machines provide written receipts to farmers so they have a record of both quality and price. And they provide a platform for companies and extension agents to provide new tools and training to women farmers. Farmers see a huge advantage. Not only are women more able to participate, but they are earning more money. SDVC is reaching 26,000 households through 89 collection centers. On average, those farmers receive a 373% increase in their income. According to IFPRI, women are more empowered. They are more able to make decisions at home, in addition to their profits and greater involvement in the business.



Farmers are also able to get **lower prices on inputs – up to 92% lower – and save 50% of their travel time** getting to and from markets to buy **medicines and food for their cows.** The input markets are also connecting to specific suppliers who sell only high-quality products.

Farmers are not the only people who benefit. **BRAC, our main private sector partner, grew 31% last year. They went from sourcing 2% of their supply from small-scale women producers to 55%.** In fact, BRAC likes the model so well that they are now scaling up through their whole system, **which will double the number of farmers it reaches.** Other private sector processors are also working to adopt the model to strengthen their own business. Because these are market-based systems, they can be sustainable long after the project closes.



The Sustainable Dairy Value Chain project is funded with the generous support of the Bill and Melinda Gates Foundation. To learn more, visit: <http://www.care.org/work/world-hunger/sustainable-dairy-value-chains>

CARE-Cornell Collaboration

Together, Cornell University and CARE work to understand and address one of the world’s most intractable problems: developing sustainable and just local food systems for the millions of people who live in rural poverty and face food and nutrition insecurity. We work to identify critical points where interventions will do the most good, and we develop evidence-based solutions that can be applied at scale to achieve transformational impact.

The CARE-Cornell Collaboration’s signature initiative is the Impact through Innovation Fund. The IIF provides an opportunity for CARE development professionals and Cornell researchers to work together to design, implement and/or evaluate new technologies and practices that will improve the well-being and resilience of poor rural individuals, households, and communities. In 2016, four fellows from Cornell travelled to CARE programming to help us conduct research on the intersections between gender and resilience and refine our thinking on how best to help women build resilient livelihoods.

Impact to Influence: Mobilizing People and Partnership

One of the biggest – and most threatening – barriers people living in poverty face is climate change, a problem for which the most vulnerable are the least responsible. CARE is committed to policy change not only as a solution to poverty but also as an effective means of have the widest possible impact. Nowhere is that more true than at a global level, where one policy decision can affect hundreds of millions – if not every single person -- on the planet. CARE’s engagement in COP21, the 2015 global climate negotiations, was the culmination of years of engagement, relationship building, and advocacy in the negotiation process, seeking policy solutions to address the climate crisis and enable the people living in poverty, particularly women, to adapt and to realize their human rights. During COP21, CARE’s partnership with the Climate Action Network (CAN) International and the Climate Vulnerable Forum (CVF), a group of the world’s most vulnerable countries, yielded tremendous results for billions.



- **Build Evidence:** All of these programs focused on building evidence so we could see, replicate, and promote what works. For example, in Participatory Scenario Planning, we have evidence that every dollar invested brings a \$4 return—a compelling case for other actors in the system. This implies ensuring that enough budget is allocated for building evidence and the right staff capacity or partnership is in place.
- **Develop measurement systems:** At present, our systems do not allow us to make judgements about the global impact we are having. We measure on a project-by-project basis. So for FY 17, starting on July 1, 2016, we are rolling out a new set of global metrics in our indicator system. At the global level, we will now be able to measure our impact on:
 - > Prevalence of population with moderate or severe food insecurity, based on the Food Insecurity Experience Scale (FIES) (SDG indicator 2.1.2)
 - > Prevalence of stunting among girls and boys under the age of five (SDG indicator 2.2.1)
 - > Numbers of people better able to build resilience to the effects of climate change and variability
- **Create social movements:** CARE Peru convened a group of stakeholders around the same evidence and messages to put pressure on political candidates. Now, 80% of candidates make measurable commitments to nutrition and the social movement holds them accountable.
- **Focus on Gender Equality:** Empowering women is a powerful tool for bringing sustainable institutional change to agricultural systems in the face of climate change. To tackle the issues of hunger, malnutrition, poverty, and climate change, women must be given greater access to education, inputs, and other resources in order to have greater control and influence over their households. Women must also be valued for their roles and their knowledge rather than seen



After years of focusing on the importance of keeping global temperature rise below 2oC, recent research and a growing consensus reveal that 2oC is, in fact, too dangerous for millions of vulnerable populations and the limit, to avoid the worst impacts, should be no more than 1.5oC. Despite continued skepticism about the global community’s ability to keep to that target, CARE – in partnership with CAN and CVF – campaigned for this target as a goal of the Paris Agreement. Politics may be the art of the possible, but social justice is the art of the imperative. For the most vulnerable populations around the world, a real solution to the climate crisis is the imperative. On December 12, it was clear: the Paris Agreement – and over 190 governments from around the world – committed leaders to stronger climate goals than ever before, to “pursue efforts to limit the [global] temperature increase to 1.5oC.”

How did we do it? By leveraging a range of tools in the advocacy toolbox: mobilizing actions to raise awareness, sharing experiences of local impacts, and capitalizing on strong relationships with key policymakers; by bringing together CVF’s moral standing as the world’s most vulnerable countries, CAN’s wide reach of over 900 civil society organizations, and CARE’s over 70 years of expertise working on behalf of and standing shoulder to shoulder with people living in poverty. With persistent pressure, a clear message, and the mobilization of many, we achieved the imperative.

LEARNING/RECOMMENDATIONS

There are some common threads that have helped make our programs successful and some lessons we have learned along the way to continue avoiding pitfalls and improve our work to achieve impact at scale. Below are few worth sharing:

- **Design for scale:** it is important we include scale from the onset as we design new program. This entails building in enough flexibility to be able to test our assumptions and models and ensure that we fail fast and learn swiftly to continue to improve and scale out. This also includes building an evidence based programming, learning alliance that will enable to share learning for others to replicate or simply a strong policy agenda that could unlock opportunities for millions people if implemented.

solely as victims of climate change and hunger. Their role as providers of family health and nutrition means they bring a different – and needed perspective – on vulnerability and household needs and priorities.

- **Listen to communities:** We thought we were going to focus on VSLAs in Niger, and the women told us that to see real changes in their lives we needed to help them get a seat at the table. We had never considered because that seemed too much like political activity, but the women convinced us to make leadership training to people of all parties. Tools like the Community Score Card, the Participatory Performance Tracker, and the Participatory Scenario planning help us listen to communities and put their priorities first.
- **Learn and innovate:** We don't stop at one model—we keep testing and refining to get to the best options. The VSLA today has moved beyond its original pilot. We've added connections to banks, mobile money, a focus on teenagers, nutrition and WASH education, and engaging men and boys to the original model. We also learn from each other and can scale to 90 countries around the world when we do it right. Our Community Based Adaptation (CBA) model is globally recognized as a successful set of tools and models that builds adaptive capacity among communities most vulnerable to climate change impacts. This is the result of more than a decade of learning and innovation.
- **Give nutrition a nudge:** Successful programs do not assume that greater availability of food—even nutritious food—or income automatically translates into improved nutrition. Our programs give nutrition a nudge by providing nutrition education about diets for women, infants and young children, promoting the consumption (rather than sale) of at least a portion of nutritious crops produced, and emphasizing the importance of investing in maternal and child nutrition with income gained through enhanced production.
- **Commit to addressing climate change:** Sustain commitment to climate change adaptation and risk management activities over the longer term. Increasing the adaptive capacity of vulnerable communities (by improving climate information services for example) improves decision making and allows gradual building of resilience.
- **Provide a range of options:** Projects that are most successful help communities find the options that work best for them, and offer choices for various levels of assets and abilities. This range of possibilities, and the integrated service provision, meant that families could pick and choose what worked best for them, rather than the 1-2 Income Generation Activities options that some other projects provided. It also means families can gradually step up out of poverty with stepped support.
- **Integrate components:** The most successful projects look at people and their problems as a holistic system, rather than a collection of technical silos. When it works best, our programming looks at nutrition and agriculture and gender and climate and environment and economics and emergencies, as integral parts of a system that affect the people we serve, not just at each piece separately. The real art is sequencing these various components and bringing them to life in a way that does not overwhelm our impact populations. The farmer Field and Business School Model pioneered by CARE is a good example of how we do this.
- **Embrace Emergency Preparedness:** Conducting emergency preparedness activities prior to emergencies and specifically having Emergency Preparedness Plans (EPPs) aid timely and quality emergency responses. Countries with better updated EPPs tend to respond faster to emergencies and find it easier to scale up.
- **Build crisis modifiers in long term programs:** Anticipating crisis and integrating contingency plans to long term programs suffice quick response actions when crisis hit. It mitigates loss of gains attained in the long term programming since actions to respond at taken timely as the response resources have already been built in the long term program. Crisis modifiers provide opportunity to integrate CARE Humanitarian and Development work.



METHODOLOGY

The reporting in this document pulls from two primary sources. The first is CARE's Project Impact and Information Reporting System (PIIRS), which records all of our active projects each fiscal year, along with data on reach and budget.

Additionally, we conducted a qualitative review of 107 evaluations and research papers in the area of food and nutrition security and climate change from 28 countries. They cover 73 projects, 53% of which are CARE USA-funded, and the other 47% are funded through other CARE member partners, including Australia, Austria, Canada, Denmark, the Netherlands, Norway, Peru, and the United Kingdom. They date from 2013-2016, and cover a range of baseline, mid-term, final evaluations, as well as topic-specific research. All supporting evaluations from this research are available on CARE's Electronic Evaluations Library (<http://www.careevaluations.org>)

ⁱ United Nation Sustainable Development Goals <http://www.un.org/sustainabledevelopment/hunger/>. Accessed online 8/26/16.

ⁱⁱ Food and Agriculture Organization (FAO), International Fund for Agricultural Development (IFAD) and World Food Programme (WFP). (2015) The State of Food Insecurity in the World 2015. Meeting the 2015 international hunger targets: taking stock of uneven progress. Rome, FAO.

ⁱⁱⁱ The United Nations' Children's Fund (UNICEF), The World Health Organization (WHO), The World Bank. (2012) Joint Child Malnutrition Estimates: Levels and Trends in Child Malnutrition. http://www.who.int/nutgrowthdb/jme_unicef_who_wb.pdf accessed September 24, 2015.

^{iv} WWF. (2014) Living Planet Report 2014: Species and spaces, people and places. http://wwf.panda.org/about_our_earth/all_publications/living_planet_report/ accessed September 24, 2015.

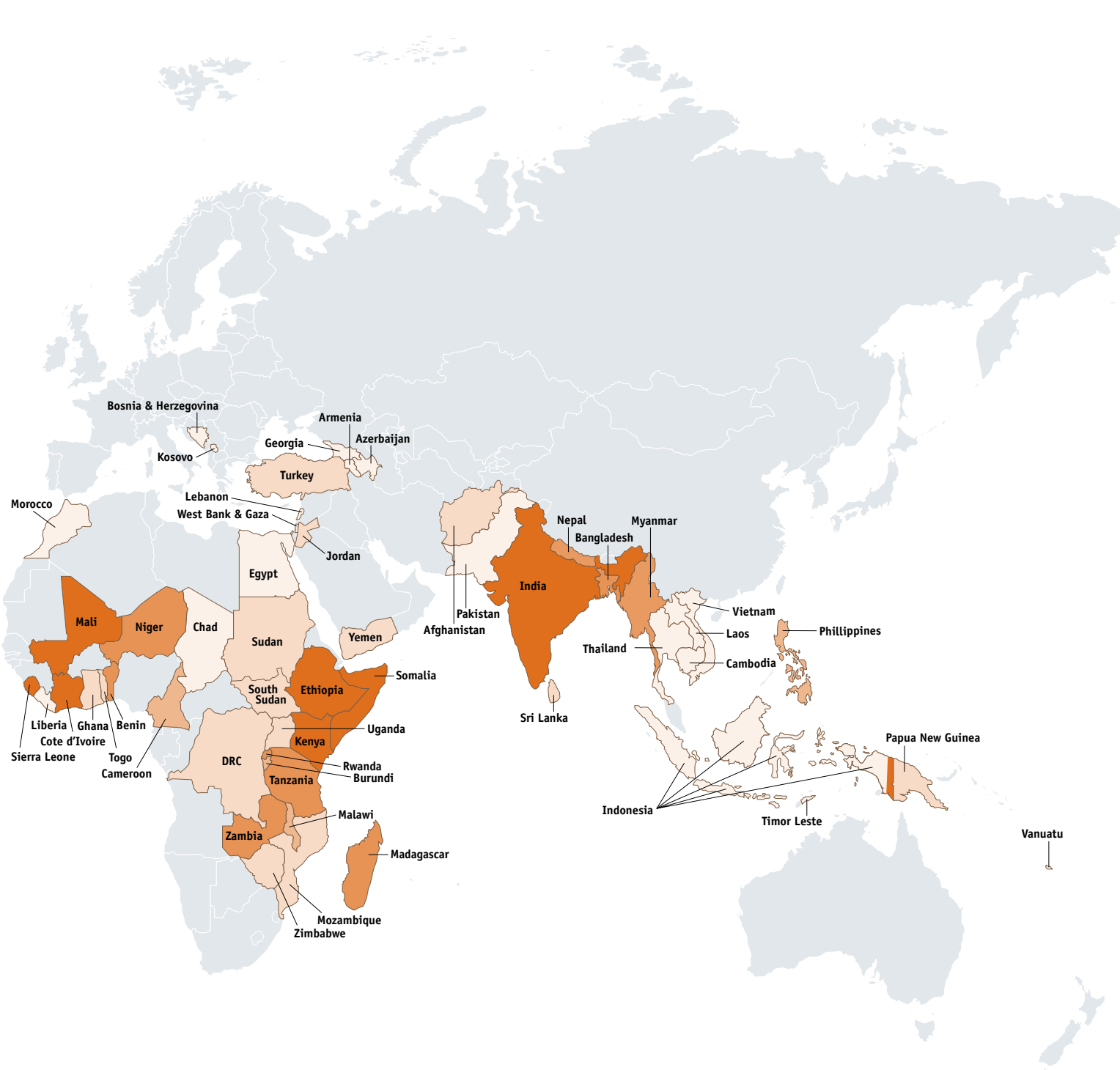
^v WWF. (2014) Living Planet Report 2014: Species and spaces, people and places. http://wwf.panda.org/about_our_earth/all_publications/living_planet_report/ accessed September 24, 2015.

^{vi} Cited in Interaction. (2011) The Nature of Development: Integrating Conservation and Development to Support Sustainable, Resilient Societies. <http://www.interaction.org/sites/default/files/InterAction%20Nature%20of%20Development%20Paper%20final.pdf> accessed July 23, 2015.

^{vii} Read more at <http://www.care.org/work/world-hunger/approaches-super-agriculture>



DIRECT PARTICIPANTS



66% of CARE’s programs used advocacy as a key strategy in 2015
45% focused on getting tested solutions to scale



Notes



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Founded in 1945 with the creation of the CARE Package, CARE is a leading humanitarian organization fighting global poverty. CARE places special focus on working alongside poor girls and women because, equipped with the proper resources, they have the power to lift whole families and entire communities out of poverty. Last year CARE worked in 87 countries and reached 82 million people around the world. To learn more, visit www.care.org.