



## **She Feeds the World: CARE's Programmatic Framework for Food and Nutrition Security**



## Executive summary

CARE's She Feeds the World program framework helps the more than 800 million people who go to bed hungry—not because the world does not produce enough food, but because of global injustice. Hunger and malnutrition are the greatest threats to public health, killing more people than HIV/AIDS, malaria and tuberculosis combined ([UN HLTF, 2008](#)). They are caused by complex inter-related factors, meaning that narrow sectoral strategies will not solve the problem. Social norms that don't value women, market systems that do not reach poor people, climate change threatening productivity, and policies that fail the poorest and most vulnerable people are the causes of hunger and malnutrition around the world. She Feeds the World (SFtW) brings together the best of CARE and our partners' approaches into an integrated framework to solve these problems, and helps us work with others to scale them up to reach more people. It helps us get solutions to more people in need, faster and more sustainably.

This is possible because CARE and our partners look at holistic solutions to hunger. Bringing together tools that address market failures, gender dialogues to help families choose more equitable options that improve their lives, and helping governments plan for response to climate change—to name just a few—has an impact that no single technique can bring alone. SFtW works with communities to select the combination of tools that will best address their needs—whether that's an agricultural education program or better access to drinkable water—and continually refine those approaches to get the best impact.

This document is designed to support CARE and partner teams to find proven tools and practices that will help them improve impact on the ground. It provides an adaptable framework, that can be applied in different ways that fit different local, national or regional contexts. It also serves as an aid to fundraising, providing language around the [problem statement](#), [CARE's approach](#), [our tools](#), and our [approach to scale](#).

She Feeds the World is based on an integrated model, involving interventions that incorporate gender, governance and resilience as a common approach, across six areas of change, each backed with evidence of success, and a range of toolkits and documents behind them. The graphic below highlights those areas - [Women's empowerment](#); [Productive resources](#); [Access to markets](#); [Nutrition](#); [Social protection](#), and [Multiplying impact](#) - and the later sections of this document describe CARE's solutions in each of these change areas. Summaries of the evidence showing how these practices have had impact inside CARE's programs are included in Annex 1.

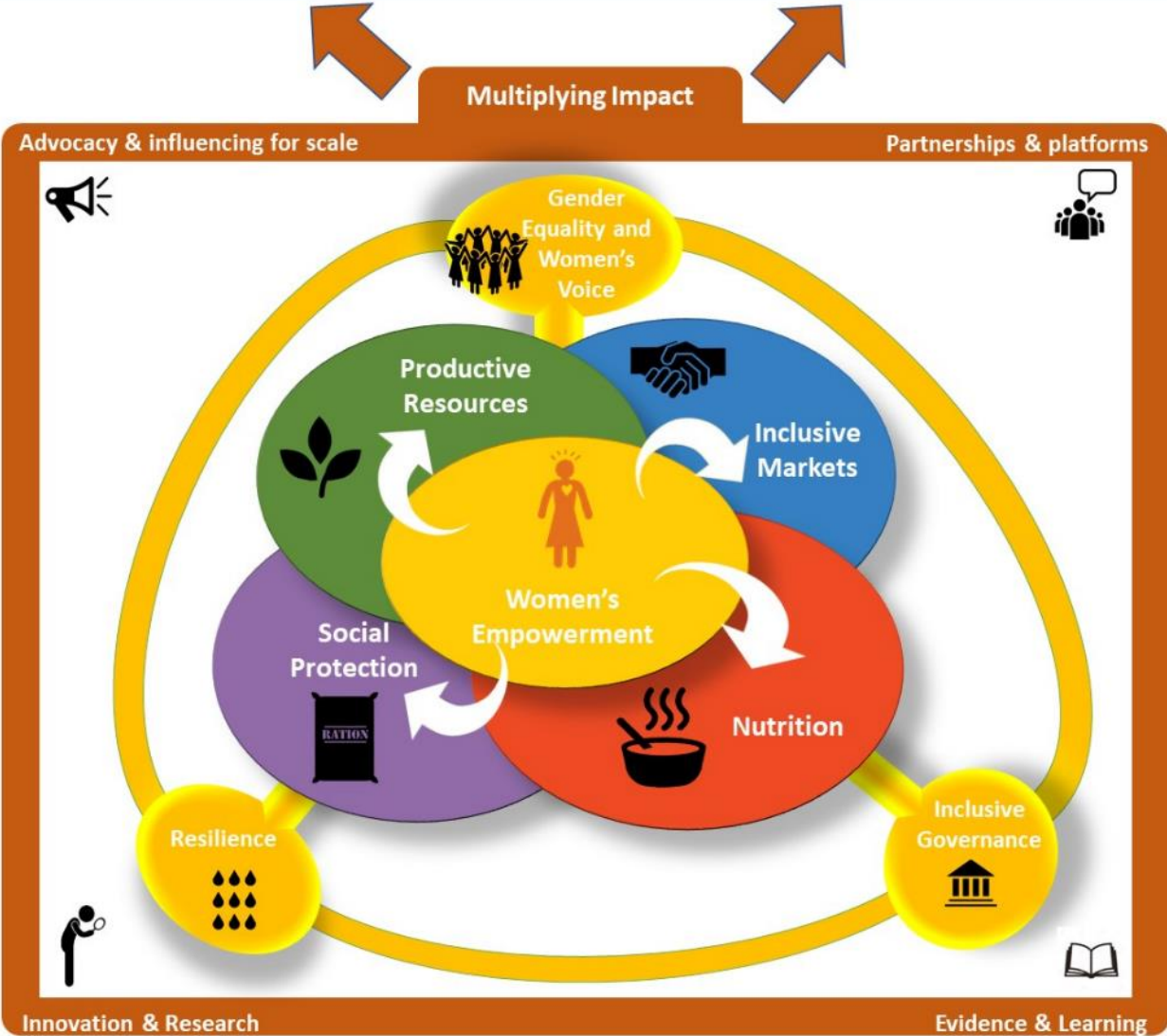
This **integrated approach** to improving food and nutrition security is based on our experience that change is needed across many, connected areas, for impact to be sustainable and equitable. How can she **feed** the world without access to water, land, seeds, information, finance, or markets? Equally, how can she **feed** the world if there are no effective safety nets in place to support her family at times of crisis, or if she received inadequate nutrition as a child or is unable to ensure proper nutrition for her family? How can **she** feed the world if she has to carry the vast majority of the burden of domestic and care work in her family, is unable to make decisions for herself, or experiences gender based violence? How can **she** feed the world if extension services are underfunded or focused only on male-dominated cash-crops? And how can she feed the **world**, if our work is limited just to the communities where CARE and partners work directly, but do not influence change at much greater scale, through advocacy, partnerships, research and learning?

Applying tools and practices across all these six areas, in flexible and adaptive ways that fit different local contexts, will contribute to CARE's [ultimate goal](#): Fulfilling the rights to Food and Nutrition Security for 50 million women and youth small-scale producers and their families, in food systems that are **Sustainable, Productive** (including profitable & nutrition-sensitive), **Equitable** and **Resilient** ([SuPER](#)).

# She Feeds the World

## CARE's Programmatic Framework for Food & Nutrition Security

**Rights to Food & Nutrition Security for 50 million women and youth small-scale producers and their families**  
**in SuPER food systems:**  
 Sustainable - Productive (including profitable & nutrition-sensitive) - Equitable - Resilient



## SFtW in a nutshell

*The ultimate goal of farming is not the growing of crops, but the cultivation and perfection of human beings*  
(Masanobu Fukuoka, The One-Straw Revolution)

CARE's goal in the SFtW framework is to fulfil the rights to food security and nutrition for women and youth small-scale producers and their families. SFtW builds on our 70 years of experience, in promoting an integrative approach to food and nutrition security, that not only promotes access to critical inputs like water, land, seeds and finance, and access to markets, but also includes an explicit focus on nutrition, safety nets and social protection in times of crisis, and puts women's empowerment at the heart of everything we do. It works directly with women to strengthen their skills and confidence in sustainable agriculture practices, financial inclusion, market engagement, gender equality, and food and nutrition security – while also engaging with men and boys to support efforts for greater equality. To continue to push the envelope on high quality programming, SFtW harnesses cutting edge research and innovation. We use evidence from that research and innovation to build strategic partnerships, and advocacy and influencing strategies, that fuel structural changes and scale up proven approaches to improve women's food and nutrition security. Together, these evidence-based tools and practices link women to resources, markets, improve family nutrition, and break down the barriers that trap small-scale women producers and their families in poverty.

SFtW is structured in six interrelated areas of change:



**1. Supporting women's empowerment.** CARE and partners have a strong focus on capacity strengthening at the community level to help women increase their confidence and skills, and cope with the challenges they face, including in farming, marketing, and negotiation skills. Savings groups ([VSLAs](#)), the [Farmer Field and Business School \(FFBS\) model](#) and the [Community Based Adaptation toolkit](#) are examples of this approach. CARE also focuses on [gender dialogues](#) and [engaging men and boys](#) to transform relations, to be more equitable and beneficial for all genders. Finally, approaches like the [Gender Community Vulnerability and Capacity Assessment](#) and [Social Analysis and Action](#) help move the needle on structural barriers to women's empowerment.



**2. Increasing women's access to and control of productive resources.** SFtW improves access to information, appropriate agricultural and productive resources, and assets, prioritizing: (a) land; (b) water; (c) inputs; (d) information and technologies (including clean energy); and (e) access to finance. The ability to control assets and productive resources is vital for women. It impacts their ability to engage in sustainable agriculture and markets, manage short term environmental shocks, and effectively cope with climate shifts. Women's control over assets also relates to decision-making at home and in the rural economy, which affects their children's wellbeing.



**3. Enabling women's access to inclusive markets.** SFtW improves women's access to markets to unlock greater production, expand profits on small-scale agriculture, and increase food security. It also promotes women small-scale producers' ability to participate in collectives to negotiate better market outcomes, and make decisions in market systems. CARE and partners apply a market systems and value-chain lens to our agricultural programming, with the explicit aim of enhancing food and nutrition security. In our agricultural development work, we ensure that thorough market systems analysis is at the forefront of selection and engagement in selected value chains.



**4. Improving nutrition.** Successful programs do not assume that greater availability of food—even nutritious food—or higher incomes automatically translate into improved nutrition. We ensure that all of our programs [include objectives for improved nutrition](#), especially for women and children. SFtW improves health and nutrition through integrated approaches, both nutrition-specific approaches that directly affect nutrition for women and children, and nutrition-sensitive approaches that support improved nutrition. This includes: (a) promoting positive nutrition practices; (b) homestead food production; (c) improved sanitation and water access; and (d) stronger service delivery and coordination systems that improve access and delivery of quality health, agriculture, water and education services, for improved nutrition.



**5. Promoting social protection.** CARE and partners aim to assist vulnerable households to find a sustainable pathway toward food security, including at times of crisis or in periods of chronic poverty where additional support is required to enable food and nutrition security. Major interventions in this space include food aid, school feeding, vouchers, cash and safety net programs. The aim is to use such support to create improvements in sustainable capacities, motivation, resources, and to the extent feasible, links to market or governance systems, enabling households to “graduate” from social protection schemes as livelihoods are transformed.










































**6. Multiplying impact, to enable change at scale.** SFtW aims to transform agriculture and market systems far beyond the communities where CARE and partners work directly, via alliances and partnerships, inclusive policies and advocacy, and research and innovation that account for the needs of women small-scale producers. Evidence and learning from CARE and our partners’ work around the world will be fed into improved practice, and efforts to work with others to take proven practices to scale. At national, regional and global levels, CARE and partners will work to make change in relevant policies and institutions, as well as the interpretations and application of policies and norms.

Monitoring and evaluation will be a critical aspect of SFtW. Using evidence is critical to achieving scale—either alone or through partners. We need to know what works and what doesn’t. [CARE’s global indicators](#) will guide our data collection to ensure that we are measuring impact consistently in ways that help us contribute to global discussions around ending poverty, such as the Sustainable Development Goals. We routinely analyze and compile evidence from our research and programming to inform decisions and advocacy messages. In addition, participatory monitoring and evaluation tools, such as the [Participatory Performance Tracker](#), help groups we work with to assess their own progress, building transparency and momentum and pressure to improve. CARE will consistently analyze collected data, and build new information and learning into our work to improve our methods and impacts. The existing systems will provide up-to-date data that allows teams to monitor progress and course-correct when needed.

She Feeds the World is intended as a common, programmatic framework for all CARE’s Food and Nutrition Security (FNS) work, which is adaptable to different contexts or to the specific impact groups that projects or programs are working with. While SFtW is based on an integrated approach, with women’s empowerment at the front and center, in different contexts, some of the areas of change may be more important than others. In humanitarian or fragile contexts, there may be more emphasis on social protection, or on humanitarian nutrition support, while work on inclusive markets would need a particular focus on resilient market systems ([CARE, 2016](#)). Similarly, when working with [youth](#), or with pastoralists or fisherfolk, different areas of the framework, and the tools to be used, will need adapting to the specific impact population. In other contexts, other organizations may be better placed to work on specific areas, and so CARE and partners would focus on some change areas, rather than others. The overall hypothesis behind SFtW, however, is that change is needed in all the six change areas – and always in the central area of women’s empowerment – for improved food and nutrition security for women and youth to occur in a way that lives up to our [SuPER](#) principles.

## She Feeds the World – Simplified Logical framework

Impacts and Outcomes		Indicators
  <p><b>Improved food security and nutrition of 50 million people</b></p>		<p>% with moderate or severe food insecurity, based on the Food Insecurity Experience Scale (FIES) - CARE <a href="#">indicator 13</a></p> <p>Stunting among girls and boys under the age of five - <a href="#">indicator 14</a></p> <p>People better able to build resilience to the effects of climate change and variability - <a href="#">indicator 15</a></p>
<b>In SuPER food systems:</b>	<p><b>Sustainable</b></p> 	<p>Area under sustainable agricultural and natural resource management practices – <a href="#">SAS 1</a></p> <p>Adequate Household Food Provisioning– <a href="#">SAS 4</a></p> <p># of policies, norms and practices changes – <a href="#">SE 3</a></p>
	<p><b>Productive</b> (including profitable and nutrition-sensitive)</p>   	<p>Yield or productivity per unit area – <a href="#">SAS 2</a></p> <p>% increase in household income – <a href="#">SE 1</a></p> <p>Mean household dietary diversity scores – <a href="#">HUM 2</a></p> <p>Minimum acceptable diet (MAD) – <a href="#">NUT 2</a></p> <p>Minimum Dietary Diversity-Women – <a href="#">NUT 3</a></p>
	<p><b>Equitable</b></p>  	<p><a href="#">WEI</a> (women’s 5 domains of empowerment score)</p> <p>Household financial decision-making – <a href="#">indicator 17</a></p> <p>Gender equitable attitudes (GEM Scale) – <a href="#">GEVV 5</a></p>
	<p><b>Resilient</b></p> 	<p>Coping strategies index – <a href="#">HUM 3</a></p> <p>HH using adaptation strategies – <a href="#">SAS 5</a></p> <p>Reducing vulnerabilities to shocks – <a href="#">indicator 21</a></p>
Areas of change	Types of activities	Indicators
<p><b>Women’s Empowerment</b></p> 	<ul style="list-style-type: none"> <li> <b>Building agency:</b> strengthening women’s capacities, confidence and skills</li> <li> <b>Changing relations:</b> enabling more equal relationships and social norms</li> <li> <b>Transforming structures:</b> influencing formal and informal institutions</li> </ul>	<p>Women with increased capability to perform economic activity – <a href="#">WEE 2</a></p> <p>Weekly hours spent on unpaid domestic and care work, by sex – <a href="#">GEVV 1</a></p> <p>Confidence in own communication and negotiation skills – <a href="#">GEVV 4</a></p> <p>Collective actions by women’s movements to present demands to powerholders – IG 3</p>
<p>Access to and control of <b>productive resources</b></p> 	<ul style="list-style-type: none"> <li> Land</li> <li> Water</li> <li> Inputs</li> <li> Technologies and information</li> <li> Finance</li> </ul>	<p>Women who own or control productive asset and have skills to use them productively – <a href="#">WEE 3</a></p> <p>Women active users of formal and informal financial services – CARE <a href="#">indicator 16</a></p>
<p><b>Inclusive markets</b></p> 	<ul style="list-style-type: none"> <li> Inclusive Value Chain and Market Systems Analysis</li> <li> Food processing and value addition</li> <li> Collective marketing skills and structure</li> </ul>	<p># of new employment – <a href="#">SE 5</a></p> <p># of sustainable enterprises supported – <a href="#">SE 4</a></p>

Areas of change	Types of activities	Indicators
<p><b>Nutrition</b></p> 	<ul style="list-style-type: none"> <li> Promoting positive nutrition practices</li> <li> Homestead food production</li> <li> Improved sanitation and water access</li> <li> System strengthening and coordination</li> </ul>	<p>Wasting in children 0-59 months – <a href="#">NUT 1</a></p> <p>Exclusive breastfeeding under 6 months – <a href="#">NUT 5</a></p> <p>% women and children with anemia – <a href="#">NUT 4</a></p>
<p><b>Social protection</b></p> 	<ul style="list-style-type: none"> <li> Food aid</li> <li> School feeding</li> <li> Cash</li> <li> Vouchers</li> <li> Safety nets</li> </ul>	<p>#s obtaining adequate food quantities and quality – CARE <a href="#">indicator 4f</a></p> <p>#s adopting adequate nutrition practices – CARE <a href="#">indicator 4g</a></p> <p>Women with access to universal social protection services – <a href="#">WEE 4</a></p>
<p><b>Multiplying Impact</b></p> 	<ul style="list-style-type: none"> <li> Advocacy and influencing for scale</li> <li> Partnerships and platforms</li> <li> Innovation and Research</li> <li> Evidence and Learning</li> </ul>	<p>New or amended policies, legislation, public programs, and/or budgets – CARE <a href="#">indicator 20</a></p>

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## A) Introduction

For many women, poverty doesn't just mean scarcity and want. It means rights denied, opportunities curtailed and voices silenced. The benefits of women's empowerment are not limited to women. Global evidence suggests that men and women in more equitable societies are, on average, wealthier, healthier, and better educated than in countries where women are most marginalized ([CARE, 2010](#)). We know that if women producers had the same access to resources as men, they could increase yields on their farms by 20–30% and the number of hungry people in the world could be reduced by 100 to 150 million people ([FAO, 2011](#)).

CARE and our partners have decades of experience in working with marginal and vulnerable producers and their communities. We work with women, girls, boys and men to free women's potential to the benefit of society as a whole. We focus on directly saving lives and promoting long-term development through our programs, and multiplying impact through evidence and influencing at a global scale. Our vision is a world free of hunger and malnutrition, today and for generations to come.

Our **2020 Program Strategy** ([CARE, 2014](#)), guides our work to increase food and nutrition security and resilience to climate change for **50 million people by 2020**. CARE's [key approaches](#) of gender equality and women's voice, inclusive governance, and resilience are at the heart of our programs, including our advocacy and influencing efforts. In all our FNS work, we seek to build [SuPER food systems](#): that are **Sustainable**, **Productive** (& profitable and nutrition-sensitive), **Equitable**, and **Resilient**.

[She Feeds the World \(SFtW\)](#) provides a programmatic framework across CARE International—for all CARE Member Partners, regional teams and Country Offices—that captures the best of what CARE does in our food security and nutrition programming across the whole organization. It makes the link between our global Vision for Just and Sustainable Food Systems ([CARE, 2015](#))<sup>1</sup> and our portfolio of more than 600 projects in 62 countries around the world. It guides CARE's FNS work until at least 2020, but most likely beyond this, as CARE International's program strategy is adjusted towards 2030 (and the timeframe of the Sustainable Development Goals). SFtW contributes significantly to CARE's global goal of helping 50 million people improve their food and nutrition security and climate resilience by 2020. It also contributes to the achievement of the UN's Sustainable Development Goals (SDGs), particularly for No Poverty (SDG 1), Zero Hunger (SDG 2), Gender Equality (SDG 5), Clean Water and Sanitation (SDG 6), Decent Work and Economic Growth (SDG 8), Reduced Inequalities (SDG 10), Responsible Production and Consumption (SDG 12) and Climate Action (SDG 13).

SFtW focuses on women, and youth, small-scale producers<sup>2</sup> and enabling them to access the resources, support, information, skills and confidence they need to invest in their farms, businesses, families and communities. As a result, these women will boost production and generate income that they use to send their children to school, feed their families more nutritious meals, keep their kids healthy, expand their businesses and employ others, and build savings that help them weather tough times. CARE focuses on women and girls, but always work with others: with men and boys to support greater equality, and with civil society, private sector, academic, and government partners. We also work with women throughout value chains, as we want to see more women challenging stereotypes in extension services, micro-finance institutions, or marketing associations. Yet the ultimate measure of our success will be measured in the increased realization of the rights to food and nutrition security of women small-scale producers and their families, in terms of greater sustainability, production, income, nutrition, equality and resilience.

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<sup>1</sup> CARE's global Food & Nutrition Security strategy: see more in Annex 2.

<sup>2</sup> Where we talk of "producers" and "agriculture" in this document, this refers not only includes crop production, but also livelihoods based on livestock, aquaculture/fishing, and non-forest timber products. We also recognize that non-farm income is critical for many small-scale producers, in diversifying sources of income.

## Her Harvest our Future

In the case of the Southern African countries (Madagascar, Mozambique, Malawi, Tanzania, Zambia and Zimbabwe), SFTW delivers impact through [Her Harvest our Future](#), CARE's Impact Growth Strategy for the region. Through *Her Harvest, Our Future* (HHOF), CARE will help 10 million people across Southern Africa become more food- and nutrition-secure and resilient to climate change by 2020, with a strong emphasis on Community-Based Adaptation, Farmer Field & Business Schools, and Sustainable Agriculture Practices. The HHOF hubs are a key place to harness learning and influencing, on Climate Resilient Agriculture, Gender Transformative Programming, Nutrition, and Savings-led Financial Inclusion.

## B) Background

### The problem

Rising food and nutrition insecurity in the face climate change is a defining challenge of the 21<sup>st</sup> century. Gender inequalities and climate change are major contributors to rising food and nutrition insecurity, which increase poverty, vulnerability, and injustice ([CARE & Food Tank, 2015](#)). As the world continues its trend of rising inequality, increasingly unjust and broken food systems – and the pressures of conflict and increasing climate change – have led to over 800 million people going hungry today ([FAO, 2017](#)) and one in three people on the planet being malnourished ([GNR, 2017](#)). This trend, if not addressed, will result in over 1.2 billion food insecure people by 2050, with the risk of hunger increasing by up to 20% due to climate change unless adaptation efforts are significantly increased ([WFP, 2017](#)). CARE recognizes that complex challenges underpin this problem. Persistent inequity, environmental degradation, poor nutrition practices, a lack of investment in holistic solutions, climate change and demographic change, sub-optimal (and often declining) production, inadequate health services, poor water and sanitation practices, changing and unsustainable consumption and diet patterns, and the lack of effective policies targeting women small-scale producers, are just a few of the inter-related challenges. CARE knows that just and sustainable food systems are possible, but only if we actively address injustice and build systems that serve the needs of the entire global population.

Evidence from global sources, as well as CARE's analysis of the underlying causes of poverty across its programs around the world, overwhelmingly demonstrate that gender discrimination - or the denial of women's basic human rights - is one of the major causes of poverty and food and nutrition insecurity ([World Bank, 2012](#); [CARE, 2010](#)). **Women play key roles in feeding the world** (as producers, caregivers and community activists), but have unequal access to food and to the resources, services and assets that could increase their yields and incomes, or nutrition and health for their families. They often struggle to secure land titles or access agricultural extension services. In some countries, as few as 5 percent of women can access the tools and information they need to improve crop production ([FAO, 2011](#)). Other challenges facing women producers include: accessing savings, credit and insurance; obtaining quality and affordable seeds, fertilizers, and equipment, or technical support from extension systems; maximizing market opportunities in markets skewed by power imbalances; cultural stereotypes that limit women's mobility or abilities to play certain roles; and having a say in decisions about agricultural and household incomes and assets, or even their own health. Women's high domestic work burden and lack of support from men in childcare has dire consequences for children's nutrition and long-term health ([OECD, 2014](#)). Yet women are a critical part of the solution to hunger and malnutrition in the face of environmental degradation, climate change, social injustice, population growth and urbanization.

## **She Feeds the World: are we putting all the responsibility on women?**

Our framework recognizes the fact that women are responsible for 85-90% of the time spent on food preparation around the world ([WFP](#)), and make up about 43% of the agricultural labor force world-wide, and about 50% in Sub-Saharan Africa ([FAO, 2011b](#)). 79% of economically active women in least developed countries report agriculture as their primary source of livelihood ([FarmingFirst & FAO, 2013](#)). In noting that **she** feeds the world, then, CARE recognizes this reality, but works to support women to do this more effectively by challenging the barriers that hold back their equal access to resources, services and markets. By putting gender equality and women's empowerment at the heart of our work for food and nutrition security, we aim to redress these imbalances and injustices, promoting greater equality in private and public spheres. It is why we stress the importance of addressing women's time poverty, and recognizing, reducing and redistributing domestic and care work to enable more equal relationships and social norms.

## C) CARE's approach

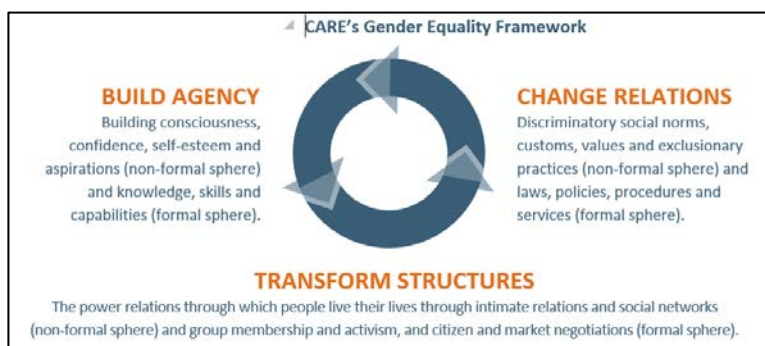
CARE prioritizes three ways of addressing the main underlying causes of poverty and social injustice that we see all around the world: gender inequality; poor governance & unequal power relations; and humanitarian crises and climate change. These three elements of the CARE approach are: Strengthening **gender equality and women's voice**; Promoting **inclusive governance**; and Increasing **resilience**. These apply to all CARE's work, in humanitarian and long-term programming, and in the Global North as well as the Global South. Analysis of proposals and projects against CARE's [Gender Marker](#), [Inclusive Governance Marker](#), and [Resilience Marker](#), provides systematic opportunities for CARE teams and partners to reflect on the degree to which they are applying these three elements of CARE's approach, and agree on actions they can take to strengthen such integration in the future.



### Gender Equality and Women's Voice

CARE's Gender Equality Framework ([CARE, 2018](#)) is based on is based on CARE's experience that achieving gender equality and women's voice requires change in three connected areas: agency, structures and relations.

Based on a [systematic identification](#) of issues contributing to gender inequalities, the aim is to: build agency of people of all genders and life stages; change relations between them; and transform structures, in order that they realize full potential in their public and private lives and are able to contribute equally to, and benefit equally from, social, political and economic development.



CARE uses a [gender transformative approach](#), in other words program strategies that seek to build social attitudes, behaviors, and structures that support gender equality for people and communities. This includes explicit strategies to engage with men and boys, as well as promoting women's empowerment. Further details on how this is applied in SftW can be found in particular under change area 1 (Women's empowerment), although GEVV is also **integrated across all the other change areas** in the framework.



## Inclusive Governance

CARE's central Theory of Change for inclusive governance work is that: if marginalized citizens are empowered (domain 1), if power-holders are effective, accountable and responsive (domain 2), and if spaces for negotiation are created, expanded, effective and inclusive (domain 3), then sustainable and equitable development can be achieved, particularly for marginalized women and girls. CARE believes that change needs to take place and be sustained in all three domains to achieve this impact. CARE's [Inclusive Governance Guidance Note](#) provides further details on how Governance can be integrated into FNS programs, and some of CARE's main proven approaches, including community action planning ([CAP](#)), and social accountability tools such as the community score card ([CSC](#)).



## Resilience

CARE and partners aim to strengthen women producers' capacities to deal with shocks and stresses, manage risks, and transform their lives in response to new hazards and opportunities. Simultaneously, SFtW seeks to address the underlying causes of vulnerability of different groups of people, and improve the social, economic and ecological systems and structures that support them. [CARE's Resilience Guidance Note](#) outlines how resilience goes beyond the ability to recover from shocks, and includes addressing the context that makes people vulnerable, including reducing the drivers of risks such as those emissions that cause climate change. This includes four key capacities, for communities and individuals:

- **Anticipatory Capacity:** Increasing capacity to plan and adapt to shocks/stressors, through Community Based Adaptation approaches, including [Participatory Scenario Planning \(PSP\)](#);
- **Adaptive Capacity:** Improving adaptive capacity in climate resilient agriculture, and improving non-agricultural livelihood options to improve coping, both in the short term and long term;
- **Absorptive Capacity:** Building savings, stocks and using shock responsive agriculture (i.e. short cycle crops) to help households & communities absorb shocks;
- **Transformative Capacity:** Functional government safety-nets that provide opportunities for graduation, empowerment and more durable reduction in vulnerability (see [area of change 5](#)).

### *The CARE SuPER principles*

CARE frames its work in Food and Nutrition Security around the idea of [SuPER](#) Food systems (see box below). These are systems that look [Beyond Productivity](#) to focus on building systems that work for poor people to improve their own livelihoods.

CARE's SuPER principles apply across all our FNS portfolio, to ensure better outcomes for projects, and more importantly, the people they serve. This includes work with small-scale agriculture systems, and building resilience to climate change with small-scale producers. It also looks at market systems to ensure that producers can get the inputs and market connections they need to improve their production and income from crop sales. The SuPER principles apply to our nutrition programming, as well as our work in food security and safety nets.

## What are the SuPER principles?

[SuPER agriculture systems](#) aim to contribute to the delivery of CARE's outcome of food and nutrition security and resilience to climate change. They also contribute to the outcome of women's economic empowerment and are consistent with CARE's humanitarian action and sexual and reproductive health and rights work. Agriculture and food systems must be:

**Sustainable:** agriculture systems that address climate and environmental impacts and are grounded in healthy ecosystems; are driven by stable, accountable and enduring institutions and policies; and are based on sustainable social and economic policies and investments that prioritize the redress of gender inequality in agriculture.

**Productive:** (including profitable and nutrition-sensitive): food systems must find ways of intensifying production that is climate-resilient and increases yields and returns on investment by producers, specifically addresses the needs of women producers, and provides greater quantities of affordable, nutritious food to rural and urban consumers.

**Equitable:** outcomes in small-scale agriculture must enable the realization of the Right to Food and other rights for the most vulnerable; equal access to opportunities, resources, services and rewards for women and men producers.

**Resilient:** individuals, families, communities and systems must be able to withstand and recover from political-, economic-, environmental-, and climate-induced shocks and stresses and other risks, through support to community-based adaptation, and using market, technical and climate information to support farmer-led analysis, planning and risk management.

## D) Areas of change

### 1. Women's Empowerment

CARE has a strong focus on capacity strengthening at the community level to help women increase their confidence and skills, and cope with the challenges they face, including in farming, marketing, and negotiation skills. CARE also focuses on engaging men and boys to transform relations, for greater equality. We also promote community analysis and action planning process, including on social norms or other barriers facing women producers, to help move the needle on structural impediments to women's empowerment.



#### *Building agency: strengthening women's capacities, confidence and skills*

CARE and partners work primarily with [community groups](#) to strengthen women's capacities, including Village Savings and Loans Associations ([VSLA](#)), farmer groups, or self-help groups such as [EKATA](#) (Bangla for unity). VSLAs have proven a particularly effective platform for CARE for contributing to a range of outcomes for women (economic empowerment, decision-making, household well-being, improved food security, etc.), reaching nearly 7m people, over 80% women ([CARE, 2017](#)). Working with groups has the advantage of building on social solidarity and creating social capital, as well as giving women a space to experiment with peers, and develop literacy, financial literacy, functional numeracy and other context-specific life skills. Women in collectives tend to be more involved in social and economic domains typically considered to be men's, and see large gains in productivity, empowerment, and income. Women are not only able to earn more money, but they are also more likely to control it. Women in collectives that have women leaders are nearly twice as likely to be economically empowered and have control of their income as women without access to collectives ([CARE, 2016a](#)).

The Farmer Field and Business School ([FFBS](#)) draws on the standard farmer field school participatory approach to improving agriculture productivity, but has been adapted specifically to address the gender, nutrition, and business-skill gaps in standard extension systems. Where the typical field school approach focuses solely on promoting new agriculture seeds and techniques, the FFBS approach integrates key skills around market literacy, gender dialogues, nutrition, and climate resilience. Before the beginning of the cropping cycle, communities and groups are taken through a visioning process that is forward-looking and gets to an agreement of the members' vision and aspirations for the future. This highly interactive process helps to establish dialogue and engage with men and women producers to identify opportunities and facilitate community action planning. It is also a vehicle for creating awareness and building consensus on the choices and aspirations of men and women, as well as starting a dialogue on decision making and gender relations at household and community levels.

[Promoting Sustainable Agriculture practices](#) allows women small-scale producers to respond in the face of a continually changing environment. This is especially critical in the face of the dramatic overuse of our natural resources. 25% of the planet's land is highly degraded, and another 44% is slightly or moderately degraded due to erosion, salinization, compaction and chemical pollution of soils ([FAO, 2011a](#)). The characteristics at the core of CARE's definition of sustainable agriculture are that it: 1) is grounded in healthy ecosystem management practices; 2) is supported by stable and accountable institutions and inclusive governance; and 3) provides access to financial services, quality inputs and other business development services on equitable terms to promote small-scale producer income and profitability. CARE's approach to sustainable agriculture stresses the need for robust context analyses so that the right combination of practices is tailored to suit different agro-climatic, agro-ecological and socio-economic circumstances. The [Cultivating Equality](#) report, the [Agriculture Approaches](#) paper, and the [Design Guide to Gender Transformative Small-scale Agriculture Adaptation](#) examine the specific on-farm and natural resource management practices that CARE promotes in different circumstances, and the costs and benefits of different approaches.

Climate change is already impacting food security and nutrition around the world, with increasingly erratic weather patterns having huge impacts on small-scale producers. Experts predict that it will reduce agricultural production by 2% a decade ([IPCC, 2014](#)). Women face the most extreme impacts of climate change as it increases the distance to water, women suffer more from food shortages than men, and increasing pressure on resources often pushes women out of access to resources. CARE promotes [Community Based Adaptation \(CBA\)](#) to address climate change primarily from the household and community perspective. The model aims to enhance communities' capacity to absorb/manage the shocks and stresses of climate change, as well as adapt and transform their livelihoods, economies and institutions for greater resilience.



#### *Changing relations: enabling more equal relationships and social norms*

Gender dialogues, such as those in the [FFBS gender modules](#), focus on bringing women producers together with the men in their lives to support joint decision-making, and negotiate for women's access to resources and information. These dialogues create space for discussing the issues of power dynamics, unequal workloads, women's land rights, gender-based violence, and control over resources and income. By creating safe space for women and men to analyze current power dynamics and to recognize the harm caused by certain social norms, gender dialogues encourage communities to come up with their own solutions and to take small, incremental behavior changes toward more equal and respectful relationships - which in turn, translate to better decision-making around production, income-generation, and investments in the future. These and other approaches include a strong focus on [engaging men and boys](#), to support women's empowerment and changes in gender relations. They also go beyond the groups to involve whole communities (around activities such as community theatre, sports events or traditional dances), and engage with traditional leaders or others who can serve as role models, to show wider community members that their peers are challenging the predominant social norms that restrict women's

decision-making, activities or mobility. Recognizing that increasing women’s economic empowerment can sometimes lead to increased risk of Gender Based Violence ([IMC Worldwide, 2017](#)), SFTW applies [guidance to integrate GBV-prevention and mitigation](#) across all our programming.

Another tool for building more equal relations is CARE’s Social Analysis and Action ([SAA](#)) tool, designed to address social, economic and cultural factors by taking CARE and partner staff and the community through a journey of self-reflection and assessment. The SAA approach aims to challenge social norms, starting with staff self-reflection and facilitated dialogues in the communities, on people’s own biases and behaviors that might contribute to social stigma, discrimination and social conditions. SAA then gives the entire group – development workers included – the means to incorporate social norms and practices into regular dialogue that breaks down barriers that stem from social factors. It enables development workers to successfully work with communities to identify links between social factors, food insecurity and nutrition, and then determine how to address them.



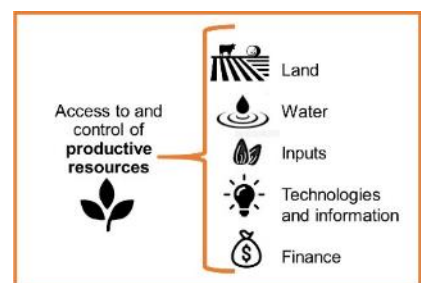
### *Transforming structures: influencing formal and informal institutions*

SFTW promotes tools that get communities involved in diagnostics and planning, such as the Gender Sensitive Climate Vulnerability and Capacity Analysis tool ([GCVCA](#)), to analyze the differential vulnerability of men's and women's livelihoods and resources to climate change and variability, and develop plans to take action to address these. Community Action Planning ([CAP](#)) enables participatory planning and decision-making, with a strong focus on ensuring women’s participation, while social accountability tools such as the community score card ([CSC](#)) can enable women to hold service-providers to account for quality services.

[Women’s collective organization](#) and movement-building, such as in [Niger](#), shows how helping create networks of VSLAs and supporting the building of a movement from these, has had transformational effects, in women's self-esteem, political participation, policy influence and normative change. Local structures and collectives are supported to advocate for women’s rights, and access to extension services or other productive resources. CARE’s [civil society resource](#) provides tools and guidance for strengthening civil society organization capacities.

## 2. Access to and control of productive resources

The ability to access and control productive assets and resources is vital for women and youth producers. It impacts their ability to engage in sustainable agriculture and markets, manage short term environmental shocks, and effectively cope with climate shifts. Women’s control over assets also relates to decision-making at home and in the rural economy, which affects their children’s wellbeing. SFTW improves access to information, appropriate agricultural and productive resources, and assets, prioritizing land, water, inputs, technology and information (including clean energy), and finance.



### *Land*

Most land inheritance systems ensure that land is owned and controlled by men ([FAO, 2011](#)). As a result, women lack the opportunity to access land for production. Where land is communally owned, traditional leaders prioritize access for men because they do not value women as producers. In places where families have land titles, men are dramatically more likely to be the sole title holders of titles and as such women are unable to use the land as collateral to access loans for investment in

production. Access to land is increasingly under threat as speculators and commercial producers spread their demand for land and water resources to new areas, while community natural resource management structures are mainly male-dominated, constraining women's rights to natural resources and the ecosystem services they provide. The productive capacity of land that women can access is increasingly constrained, due to soil-loss, over-production and desertification: a fifth of cropland has been so degraded it is no longer suitable for farming ([Interaction, 2011](#)). SFtW addresses this injustice through a multi-pronged process that includes gender and community [dialogues on access to land](#), advocacy to influence policy on access and utilization of land for women, innovative approaches to [titling](#) and enabling women's access and control of land, climate resilient agriculture approaches to promote increased soil quality and water retention and to [regenerate degraded land](#), and [landscape approaches](#) for natural resource management and risk reduction.



### *Water*

Women's access to water for agricultural and productive uses has a significant impact on household incomes and food security. Water is a key agricultural input; production cannot scale without it. In arid environments and areas affected by climate change, this means looking beyond traditional 'blue water' sources (traditional surface and groundwater sources), to ensuring use of 'green water' – water that is stored in the soil as moisture. CARE's [Water Smart Agriculture \(WaSA\)](#) tools build on conservation agriculture, integrated natural resource management and climate smart agriculture, and contextualizes those concepts into specific water management practices that sustainably increase productivity, and ensure that farmers are able to use both green and blue water sources to ensure more efficient water use for food production. WaSA increases the likelihood of conservation agriculture practices being adopted, by contextualizing them around water access in rural communities, especially for women. WaSA practices are especially important in resource poor areas that rely on rainfed agriculture, and are prone to drought, flooding, unpredictable rainfall and the ongoing effects of climate change. WaSA interventions are classified into 3 categories:

1. **Soil smart:** enhancing soil health and capacity to hold moisture;
2. **Rainfall smart:** enhancing rainwater infiltration and enhance rainwater capture for irrigation;
3. **Irrigation smart:** using blue water efficiently and at small scale to enhance or go beyond rain-fed production.

Technologies and practices from each category should be selected depending on the agro-ecological context. WaSA contributes to increased resilience of small-scale farmers by helping farmers to protect their harvests against climate risks in the short and long terms. It also contributes to increased incomes, particularly among women small-scale farmers, by enabling dry season agriculture and cultivation of high-value crops during the off-season, while protecting water sources for other uses. WaSA serves as a guiding framework for both farmers and governments, seeking to invest in technologies and practices, including water source protection, that will sustainably increase agricultural production without deepening water scarcity.



### *Inputs*

Throughout the developing world, markets for [seeds](#) and other inputs are largely broken and often inappropriate for small-scale producers. This is even more pronounced for women rural producers. The current input systems are not suitable for women given their land sizes or scales of production. Most inputs often come in sizes that are larger than their needs. The large distances between input dealers and women producers often presents challenges for women who don't have the means to travel these distances and are social culturally challenged when it comes to mobility.

SFtW addresses the underlying problems in access to inputs including availability, access and the enabling environment, that ensures high quality and affordable inputs are available to women. CARE and partners



develop relationships with national and international research and academic institutions, public extension and meteorological systems, and private sector actors, to promote the **availability** of inputs and services that are appropriate for small-scale producers and fit CARE’s SuPER principles. When promoting **access** to inputs and services, SFTW focuses on ensuring small-scale women and youth producers are able to save, purchase **quality** inputs, at **reasonable and affordable prices**, when they need them, **within reasonable proximity** to their farms/ homesteads, and have a **range of available options** from which to choose. This also opens up new markets for input sellers and marketers.

There is, however, no one-size-fits-all business model to promote access to inputs: drawing from a range of proven and promising options, SFTW promotes a range of models to be customized to best serve customer needs in a specific context: [Micro-franchises](#) (where local entrepreneurs get training and inputs from a central business that share branding and quality standards); Community-based seed multiplication (where interested producers at the community level get training and support to produce improved seeds and sell to producers in their area as a business model); Individual entrepreneur “[agro-dealers](#)” (where existing community entrepreneurs get support and market connections to expand the quality and range of agricultural inputs they stock); Input fairs with the private sector (where CARE and partners support private sector actors to come to fairs in rural, less accessible markets and make connections to poor small-scale producers); and Veterinary-led agro-dealerships (where vets expand beyond just providing medical care into also stocking livestock inputs, such as medicine and improved feed).



### *Technologies and Information*

Producers need good information to effectively improve their production and income. This includes information on weather and climate conditions, information about market prices, and the ability to learn about new techniques, from accessible and appropriate agriculture extension systems. CARE and partners use a variety of tools and technologies to improve community access to information, including climate information systems, community early-warning systems, IT-based extension toolkits, and connections to market data. SFTW aims to strengthen existing formal extension systems, as well as promoting farmer-to-farmer non-formal extension models (such as Farmer Field Schools and FFBS). These extension systems provide essential technical support and expertise relevant for the specific value chains being promoted in any given location, but often need to be adapted to focus on the specific needs of women small-scale farmers, their literacy levels and their time availability.

Information and Communication Technologies (ICTs) can also play an important supporting role, through digitizing extension curricula and messaging, such as the [Talking Book](#) in Ghana or the digitalization of FFBS in [Malawi](#). But significant gender gaps in access to internet or mobile phones ([BCDD, 2013](#)), particularly in the Global South, mean that specific attention is required to make sure that ICT-based solutions are accessible and appropriate for women. Producers also need access to clean energy (such as solar-powered irrigation or electricity), and appropriate tools and equipment for: production, including appropriate modern mechanization; labor-saving technologies to reduce workload; reducing [post-harvest loss](#); processing (see below, on Food processing and value addition); and accessing markets. Access to financial services (see below) can also be critical for enabling women’s access to equipment and technology.

A climate service delivery system, such as the Participatory Scenario Planning ([PSP](#)) tool, responds to a time specific information need and provides locally downscaled, interpreted and contextualized climate science information, forecasts and advisories to the target audience. Both climate services and risk management depend on selection of relevant communication channels which will not only reach producers, but also make sense to those producers and prompt action. Producers give most value to seasonal or daily to weekly information for decisions related to annual crops – especially what and when to plant.



## Finance

In developing economies, women are 20 percent less likely than men to have an account at a formal financial institution and 17 percent less likely to have borrowed formally in the past year ([World Bank, 2013](#)). Even if they can gain access to a loan, women often lack access to other financial services, such as savings, digital payment methods, and insurance. Restrictions on opening a bank account, such as requirements for a male family member's permission, restrict women's access to accounts. Low levels of literacy and lack of financial education can also limit women from gaining access to and benefitting from financial services. Ultimately, insufficient capital keeps women producers or processors from being able to scale up operations, limiting their productivity and profitability.

CARE's **Village Savings and Loan Associations (VSLA)** approach is a proven model to enabling access to financial services for women, reaching [15 million people](#), nearly 7m through CARE. Training programs for VSLA members in Selecting, Planning and Managing ([SPM](#)) income generating activities helps strengthen capacities to make a success of the loans that VSLA members take for their businesses. A [study](#) of CARE's VSLAs in Ghana, Malawi and Uganda showed statistically significant increases in women's access to savings and loans, in women's business income and ownership, in food provision, and in women's influence over household and business decisions. But existing coverage of VSLAs is very far from the 605 million women CARE estimates could benefit from participating in savings groups ([CARE, 2018](#)). SFtW therefore promotes deliberate strategies to scale up the coverage of VSLA groups, across our programs, through CARE and partner programs, through embedding VSLAs in government social protection programs and policies, and through engaging the private sector as scaling partners (Access Africa Scaling Strategy, forthcoming).

While VSLAs are a hugely powerful platform, not all of women producers' financial needs can be met from the resources mobilized within the group, and some members need access to a broader range of financial services. SFtW facilitates access to financial services for small-scale producers aimed at increasing working capital, creating basic infrastructure investments, boosting asset formation, and promoting a savings culture. This can include the creation of market [linkages](#) between VSLAs and Microfinance Institutions (MFIs) and Banks. VSLA members may also benefit from linkages with MFIs and Banks to access **digital platforms and cell phone applications** that significantly reduce transaction costs, save time, help increase productivity, and reduce risks associated with cash handling. Group members could access inputs on credit at local shops and have their sales payments automatically transferred to mobile accounts deducting the repayment value of their inputs loan. In absence of credit scoring systems, this type of technology may provide the opportunity to financial service providers to use algorithms to instantly score clients and share that credit information with other lenders.

**Buyer and supplier credit** is the primary source of value chain financing for agricultural production in many countries. In order for small-scale producers in remote areas to access financial services, associations of agricultural producers or cooperatives can provide access to input and output markets as well as credit. These associations may also negotiate a **loan guarantee fund**<sup>3</sup> to provide producers credit guarantees from buyers and processors until crops are cultivated and products sold. CARE has used both credit schemes in Ethiopia, Zimbabwe and Kenya. Access to micro-insurance is another important area where innovation is needed for reaching women small-scale producers.

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<sup>3</sup> Loan Guarantee Funds (LGF) need to be professionally managed by a certified financial service provider and should be used conservatively (and with donor consent), as a mechanism to promote economic growth rather than as a subsidy source that may distort market dynamics by decreasing competitiveness among actors.

### 3. Inclusive markets

SFtW improves [women's access to markets](#) to unlock greater production, profits on small-scale agriculture, and food security. It also promotes women small-scale producers' ability to participate and make decisions in market systems. CARE and partners apply a market systems and value-chain lens to our agricultural programming with the aim of enhancing food and nutrition security. We ensure that thorough market systems analysis is at the forefront of selection and engagement in selected [value chains](#). This includes looking upstream to ensure producers can access inputs, and downstream to connect producers to more profitable market opportunities.



In countries or contexts where there is crisis and fragility due to conflict and chronic crises, food value chains and market systems undergo significant destruction to agriculture assets, energy, water resources, and infrastructure. At the same time, market system actors, including farmers and consumers, get displaced. As such [resilient food market systems](#) are critical means for people to generate income, earn livelihoods, buy and sell food, as well as exercise more control over their situation and build dignity, social capital, and self-worth, while also reducing dependency on imported food and/or on food aid.



#### *Inclusive Value Chain and Market Systems Analysis*

CARE's approach to inclusive [value chains](#) begins with value chain mapping and market systems analysis exercise that allows the identification of all the actors within the value chain and an understanding of their roles and responsibilities, as well as the connections between actors that can strengthen markets, particularly for women small-scale producers. This includes producers selling into local markets, like Bangladesh's [Strengthening the Dairy Value Chain](#) project, or those connected to international suppliers, like the work in the cocoa value chain in Cote d'Ivoire and Ghana with [Cargill](#), [Mondelēz](#) and others. Market systems analysis helps identify those areas that require special attention, with either provision of technical assistance on specific topics or the creation of horizontal linkages between producers or vertical linkages with suppliers, transformers, aggregators, intermediaries, financial service providers or other actors, that form the critical path between producers and the end market. These analyses depend on a deep understanding of women's roles in the market and how we can improve access and production for women producers and for businesswomen.

SFtW identifies concrete market requirements for each agricultural value chain (normally related to quality, quantity and distribution frequency) and ensures this information is passed along the different value chain links, all the way to the small-scale producer. Where traditional models focus exclusively on producers' ability to improve production (the "push" approach), CARE uses a "[push-pull](#)" model. This combines a focus on producers' abilities with activities that change the way other market actors relate to producers, taking into account the particular needs of specific market opportunities. Where possible, diverse market opportunities are promoted, to avoid dependence on one purchaser or one crop, where power imbalances and fluctuating prices create significant risk for small-scale producers.



#### *Food processing and value addition*

To increase incomes and meet nutritional needs of small-scale women and youth producers, value addition and food processing present significant off-farm and non-farm opportunities. They can help address the significant losses and waste from post-production and harvest activities, while also meeting the needs of rapid urbanization and evolving food tastes. In addition to [reducing post-harvest loss](#), food processing improves quality, efficacy, longevity of agricultural produce, and increases opportunities to develop new value-added products and enterprises for better income and nutrition. SFtW works with women, men and youth to develop sustained capacity to engage with and benefit from value

addition and processing opportunities. CARE and partners help establish linkages to access resources, finances, information and appropriate equipment/technology for harvesting, threshing, drying, storage, processing, packaging, transportation, marketing and retailing, for both perishable and non-perishable agricultural commodities. This includes investing in **storage**, like the community seed banks in Niger's [Adaptation and Learning Program](#), which enable communities to significantly increase the value of their crop harvest by selling much later than at harvest time, with a profit beyond the loan refund.



### *Collective marketing skills and structures*

**Market literacy** is a key part of CARE's approach to ensure that women producers are empowered to negotiate with traders, wholesalers and retailers. CARE strengthens women's [marketing and business skills](#) to understand the market systems in which they operate, and helps aggregate groups to establish direct relationships with buyers, service providers, and input suppliers. Some of the training topics include marketing basics, business plan development, and negotiation skills. SftW helps women producer groups understand how to make business decisions based on a **cost-benefit analysis**, to help women decide whether to undertake a proposed activity or to choose between different alternatives. SftW facilitates **market linkages** between larger producer platforms and formal markets that may offer higher prices for products that respond well to market requirements and that are negotiated through formal contracts. Producers who access markets, whether local or global, on a competitive and sustainable basis will serve as reference for smaller producers to replicate the use of a market-led value-chain approach. SftW emphasizes that a **collective marketing approach** is needed to ensure producers aggregate consistently to be able to attract larger buyers. CARE and partners train producers, provide group strengthening approaches, empower producer groups to understand the processes of group business development, and help them select natural leaders who can negotiate better, fairer prices with buyers on behalf of the entire group. Although we aim to strengthen existing groups, occasionally we will help form new producer associations and cooperatives. Such actions need to be driven by women producers themselves, in the marketing committees of producer groups, based on participatory market opportunity identification and decision-making.

Women often lack access to informal business networks that facilitate sales opportunities, and so tend to sell their goods to local intermediaries without exploring wider market opportunities. **Market research units** embedded within these groups act on behalf of producer groups to obtain market intelligence about prices, products and required quality of end products. They use this intelligence to inform production decisions of other community members and help interact with buyers. This also includes work with **market information systems**, such as connecting producers to SMS alerts about commodity prices in the local market, or training women producer groups to get several bids for their goods before selling to one vendor. Mobilizing **value chain financing** can also help cover the costs of collective marketing, helping women access higher value markets beyond the local level, as in [FBS financing](#) in Malawi.

Efficient **cooperatives** also have the capacity to empower their members economically and socially and to create sustainable employment through equitable and inclusive business models that are more resilient to shocks. Cooperatives can also play important roles in overcoming the barriers faced by women and in supporting small-scale producers, so long as deliberate strategies are taken to promote women's participation in decision-making and access to services. For at least the last 20 years, CARE and partners have been working in implementing programs aiming to support the competitiveness of small-scale producers via establishing and strengthening such business-oriented farmer cooperatives. The cooperatives that we support offer small-scale producers a range of services, aimed at improving, knowledge and skills development to improve self-confidence and human capital. Supporting [micro-enterprises](#), or [social enterprises](#) (such as [Living Blue](#), in Bangladesh) can also provide important channels for collective engagement with more inclusive markets. We also promote changes to national policy and legislation, to create a more conducive environment for cooperative, micro-enterprise, or social enterprise development.

## 4. Nutrition

Reduced chronic malnutrition (also referred to as “stunting”) is one of CARE’s main measures of success for our work in food and nutrition security. As a proxy for many aspects of well-being, freedom from stunting reflects success on many fronts: food systems, health systems, education, WASH infrastructure, and safety nets, to name a few. Since it arises during the first 1,000 days — from conception through the child’s second birthday

— and essentially cannot be reversed thereafter, prevention by ensuring adequate growth and nutritional status is critical for the fulfilment of rights, across people’s whole lifetime. CARE’s programming thus promotes the **integration** of [nutrition-sensitive approaches](#) into our work in WASH, economic development, food security, education and health, to provide the foundations for good nutrition. We also focus on maternal and adolescent nutrition, as important outcomes in their own right, and for the nutritional status of their children in the future, should they choose to have any. Given the imbalance in domestic and care work between women and men, SFtW promotes a **gender-transformative** approach to nutrition, engaging with men and boys to recognize, reduce and redistribute domestic work, to help reduce women’s time poverty, and increase the quality of time spent on child feeding and stimulation.



Some programs additionally focus on nutrition-specific approaches, that address the immediate determinants of fetal, child and maternal nutrition and development. These programs focus on the key home-based practices that produce good nutrition outcomes, and as such they employ social and behavior change strategies to encourage the adoption of these behaviors, including access to supplements, such as Iron Folate, Vitamin A, or Zinc, or Micro-Nutrient Powders (MNPs). In our programs CARE and partners implement an **integrated model**, developed through 10 years of programming across multiple countries, where key nutrition-sensitive interventions support a core nutrition-specific behavior-based approach, ensuring not only the promotion of improved nutrition practices but also helping to provide the necessary foundation for adopting them. This integrated model is grounded in the interventions endorsed in the [2013 Lancet nutrition series](#).



### *Promoting positive nutrition practices*

Consuming a diverse, nutritionally adequate diet throughout the year is essential for a child’s proper growth, and so SFtW emphasizes the importance of a nutritionally diverse diet, especially during the first 1,000 days. A diverse diet comes from a variety of sources including animal sourced foods, legumes, staples, grains, and vegetables, including green leafy vegetables and those rich in vitamin A. Increased knowledge of good nutrition practices is promoted based on a variety of curricula, developed from a combination of the FFBS [nutrition](#) module, CARE’s ‘[Growing the Future](#)’ module for integrating nutrition topics into VSLA groups, care group modules, counseling cards, and women’s and peer support groups. Improved knowledge empowers households to address negative social and gender norms and practices related to food choices, intra-household food distribution, and consumption patterns. Training focuses on women of reproductive age, including adolescent girls, but also includes strategies for engaging men and boys, grandmothers, and community leaders. Training topics include: optimal breastfeeding; knowledge of the different food groups (staples, vegetables, legumes, fats, animal protein and fruits); affordable and locally available nutrient-dense foods as well as healthy recipes; complementary feeding practices (6-23 months) that adhere to Age-appropriate Frequency, Amount, Texture (thickness), Variety, and attention to Responsive Feeding and Hygiene ([aFATVRH](#)); dietary diversity and women’s nutrition; basic food hygiene; and reducing children’s exposure to both animal and human feces, through improved sanitation.

CARE and partners work with frontline staff from all relevant line ministries (including health, agriculture, WASH and education) to strengthen government systems for improved access to and delivery of quality

services. Platforms such as cooking and feeding demonstrations, community groups (such as care groups, or VSLAs), festivals, radio and drama, gender champions, as well as house-to-house counselling, serve to spread knowledge of positive nutrition practices. Other social and behavior change tools such as food cards, videos or discussions can be employed to promote consumption of a more diverse diet for optimal health and growth. SFtW also stimulates dialogue to challenge negative power, gender and social norms around nutrition, through CARE's Social Analysis and Action ([SAA](#)) for FNS approach.

In **humanitarian contexts**, CARE's programs promote screening of children and women for acute malnutrition, treatment of severe and moderate acute malnutrition, targeted supplementary feeding, provision of micronutrient supplementation, counselling and support for Infant and young child feeding in emergencies (IYCF-E), and nutrition surveillance activities. A set of five gender equality practice (minimum commitments for inclusive and efficient humanitarian nutrition services) have recently been developed and are currently being piloted.



#### *Homestead food production*

To support increased practice of healthy nutrition behaviors, SFtW promotes household production of diverse foods as an integral component to improve access to a nutritious and balanced diet. Integrated homestead farming includes cultivation of home gardens, fruit trees and small animal rearing practices, which allow households to supplement diets with easy-to-access nutritious foods. SFtW supports caretakers in learning household food production techniques and the benefits of consuming a diverse diet.

**Home gardens** enable caregivers of children to produce fruits and vegetables and provide a diverse diet for their families year-round, even during the periods when food is not available on the market. This approach prioritizes consumption at home and preserving vegetables in the lean season. Demonstration gardens can be used to show improved agriculture practices taught by lead farmers, with technical back-stopping by agriculture extension workers. These plots are placed in target communities, so caregivers and producers can access the plot easily. On these demonstration gardens, participants are provided a hands-on opportunity to learn and practice cultivating a variety of nutritious foods. These techniques can be transferred to their own home gardens. Some suggested techniques to demonstrate are mulching, intercropping, crop rotation, setting up a nursery, and proper plant spacing. CARE and partners also promote the use of **bio-fortified foods**, like the orange fleshed sweet potato, or zinc and iron-fortified beans.

**Small livestock** rearing activities increase the availability and access to animal sourced foods (ASFs), that provide an ample source of an assortment of micronutrients needed for optimal growth. High bioavailability of animal source foods allows for the body to readily absorb these nutrients. For this reason, animal sourced foods including but not limited to eggs, fish, and chicken, are promoted to increase dietary diversity at the household level. These activities are implemented in conjunction with government agriculture extension workers to ensure timely vaccination of small livestock and to provide technical support on animal care practices. Before starting a small livestock rearing activity, it is important to assess the animal foods which are acceptable to include in the local diet. Thorough analysis of local preferences and context to identify the most effective ASF is essential during the [formative research](#) phase. Along with small animal rearing activities, SFtW incorporates discussions and training on strategies to separate children from animals, to reduce risk of developing environmental enteric disorder (EED), especially among children under two years of age. EED is a condition which develops with repeated exposure to fecal-pathogens in the environment and damages gut health, decreasing the body's ability to absorb essential nutrients. This condition results in a greater risk of stunting and long-term development problems.



### *Improved sanitation and water access*

Clean water and household sanitation are essential to improved nutrition: access to safe water and improved sanitation explains 35% of the variation in stunting rates across countries and time periods ([Smith & Haddad, 2015](#)). Clean water, free of contaminants that cause diarrhea, is especially important for babies (over 6 months) and young children. Household sanitation includes both the use of latrines or toilets, disposing of baby/child feces in latrines/toilets, and keeping the home and compound free of animal droppings and feces so exposure is reduced for kids that are crawling or playing. Given this critical importance of WASH for nutrition, CARE seeks to integrate WASH situational analysis and actions into all nutrition programs, and nutrition analysis and actions into all WASH programs, with joint measures of success (in stunting, and access to WASH services).

CARE and partners' water, sanitation and hygiene (WASH) programs at the community level focus on engagement, education and piloting. We engage with existing community groups to understand their rights, demand improved water access and sanitation services – or promote improved sanitation through Community Led Total Sanitation (CLTS) - and explore how males and females can have equal roles in WASH. We use existing platforms to promote handwashing at key times, increase adoption of handwashing facilities and latrines made from locally-available materials, and discuss the benefits of clean water and improved sanitation. Our programs pilot new ways to clean the home environment and protect children from the harms of feces, while still promoting animal rearing to improve nutrition. CARE and partners also work closely with other organizations and projects that can provide clean water or improved sanitation to households, and promote coordination between WASH service providers and other sectors.



### *System strengthening and coordination*

Different sectoral service-delivery systems intervene to improve the nutrition and health status of pregnant and lactating women and children under five years of age, through preventive, promotive and curative services. These include healthcare systems, water and sanitation services, agriculture support and extension, education (including [school-based nutrition](#)), and [social protection](#) services, both in public and private domains. SFtW strengthens the capacities of these systems to play their roles in improving nutrition outcomes, through:

- 1. Linking community groups** to existing systems of service delivery. For example, CARE and partners, together with local health providers, create community/village level maps or lists of all currently pregnant and lactating women, and children under two/five, and what services each has availed of, encouraging referral of those who have not received the complete set of services to local health centers or other providers. CARE's [SATH](#) approach in Nepal, for example, includes identification and referral of visibly malnourished children, and is being scaled up nationally. Linking health, nutrition, women, VSLA, WASH or farmer groups to health or agriculture systems, also helps increase demand for quality services;
- 2. Strengthening capacities of front-line service providers** to deliver nutrition-specific and nutrition-sensitive approaches. Frontline workers and their supervisors get training on a variety of critical topics around child nutrition, while supportive [supervision, mentoring and monitoring](#) curricula ensure different nutrition service providers are supported with regular supervision and ongoing training;
- 3. Applying social accountability tools**, such as the Community ScoreCard ([CSC](#)), to promote shared analysis and planning by communities and service providers, and so improve the quality of services for nutrition;
- 4. Establishing or strengthening multi-sectoral coordination mechanisms** for nutrition, at community, local government or provincial and national levels. CARE Bangladesh's Nutrition Coordination Committee [model](#) at Upazila (sub-district) is now being scaled up across the country, in the new National Nutrition Action Plan. Learning and Practice Alliances for Advocacy ([LPAA](#)) are platforms that bring together multiple stakeholders to conduct joint action research in order to inform future advocacy and practices;

5. Targeted **advocacy for scale up** of successful models at national and international levels, including platforms such as the Scaling Up Nutrition (SUN), completes the virtuous cycle. This can include influencing national plans of action or strategies for nutrition, drawing on CARE and partner experiences and learning.

## 5. Social protection

CARE and partners assist vulnerable households find a sustainable pathway toward food security, including at times of crisis or in periods of chronic poverty where additional support is required to enable food and nutrition security. Major interventions in this space include food aid, school feeding, vouchers, cash and safety net programs. The aim is to use such support to create improvements in sustainable capacities, sustainable motivation, resources, and to the extent feasible, links to market or governance systems, enabling households to “graduate” from social protection schemes as livelihoods are transformed.



### *Food aid*

Although the preceding elements of the She Feeds the World underline ways in which women can address food insecurity for themselves, their families, and their communities, many women small-scale producers may need supplemental food aid to address crisis-induced or chronic hunger and malnutrition, in emergency or non-emergency contexts. This can include blanket supplementary feeding programs in humanitarian crises, or distribution of fortified Corn-Soy Blends (CSB+) and supplemental nutrition rations (Plumpy’Sup) to vulnerable women and their children to prevent erosion of food insecure situations into emergency food insecurity. Cooking demonstrations and recipe books can help demonstrate cooking techniques using food aid commodities. In FY17, CARE had 29 projects in 16 countries and 6 regions that carried out food distribution, collectively reaching 5.5 million people.

CARE sources food aid locally as a first option, to support local small-scale producers and build market linkages while simultaneously meeting the food and nutrition needs of vulnerable populations. CARE and partners carefully select beneficiaries for food aid, and assistance is accompanied by a package of interventions to stabilize food security for women, and to prime them to move towards sustainable, self-sufficient food production and security.

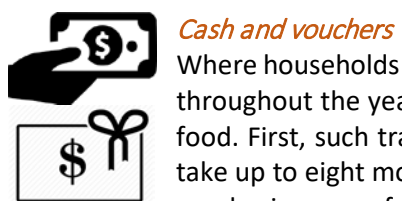


### *School feeding*

CARE and partners support school feeding programs to give vulnerable girls and boys from impoverished communities the opportunity to learn and grow to their fullest potential, increasing equality and empowerment, especially for girls. Learning is not possible without adequate nutrition; many studies have demonstrated that undernourished children have lower attendance, a shorter attention span, lower performance scores, and more health-related problems than their well-nourished peers ([World Bank, 2016](#)). Cost-effective approaches to school feeding support both education and health. SFtW focuses on four primary areas: 1) Increasing the capacity of government agencies, school administrators, and community-based organizations to better manage, fund, and monitor school feeding; 2) Improving tools, techniques, and learning environments to increase literacy skills; 3) Overcoming social norms to increase gender equality and ensure equal learning opportunities for girls; and 4) Increasing food production, income generating activities, and the practice of optimal nutrition, health and WASH behaviors, both at home and at school.



Wherever possible, school feeding programs procure nutritious foods from [local sources](#) – especially women small-scale producers - in order to support local economies and strengthen women’s economic empowerment. CARE and partners also ensure sustainable change by influencing governments to enact legislation and policies that guarantee future funding for school feeding programs, or incorporate [proven models](#) into national programs.



**Cash and vouchers**

Where households have adequate access to markets, and markets have adequate food supplies throughout the year, CARE prefers to provide [cash](#) or [vouchers](#) to household in lieu of in-kind food. First, such transfers are less expensive and arrive more quickly. In-kind US food aid can take up to eight months to arrive in a community after purchase ([CGD, 2013](#)). Also, the cost of purchasing many foods in the US can be much higher due to the cost of purchasing and shipping the food. In addition, imported food aid may not provide a choice to women as to the types of food they want to consume. Finally, food aid is not sustainable as it does not depend on local resources and capacities.

Over the past few years, the use of [Cash Based Interventions](#) within CARE has gradually gained momentum and has been recognized as a suitable response by donors as a modality in appropriate contexts. In FY 17, CARE and partners distributed an estimated \$224.3 million in cash transfers and vouchers to reach more than two million people. Beyond FNS, cash and vouchers are increasingly used for water and sanitation, shelter, and Sexual Reproductive Health (SRH) needs, as well as to implement multi-sectoral and multi-purpose responses. Using cash and vouchers can increase both the supply of food in countries and markets, and increase access to poor women and households. They inject much-needed cash into market systems, creating markets for food products that would not exist otherwise, and protecting the livelihoods and businesses of producers and vendors so that they do not themselves need to depend on safety-nets.



**Safety net programs**

Government-run safety net and social protection programs are an increasingly important source of support to vulnerable households, but more than 70 per cent of the world population are not adequately covered by social protection ([ILO, 2014](#)). CARE and partners are increasingly working with Government cash-transfer and other safety net programs, whether [piloting](#) schemes with Government, supporting [graduation](#) from Government programs, or [transferring](#) safety net programs from CARE projects to Government.

**6. Multiplying Impact**

SFtW aims to transform agriculture and market systems far beyond the communities where CARE and partners work directly, via alliances and partnerships, inclusive policies and advocacy, and research and innovation that account of the needs of women small-scale producers. Evidence and learning from our work around the world will be fed into improved practice, and efforts to work with others to take proven practices to scale. At national, regional and global levels, CARE and partners work to make change in relevant policies and institutions, as well as the interpretations and application of policies and norms.





### *Advocacy and influencing for scale*

For CARE to fulfil its ambition in SFtW, to contribute to improved food and nutrition security and climate resilience for 50m people, we must significantly increase our impact, prioritizing interventions like policy change that can contribute to change at large scale. [Advocacy](#) – from grassroots mobilization, to civil society and government capacity-strengthening, to direct lobbying – is thus a powerful, complementary tool to other interventions. CARE’s global advocacy is the collection and aggregate of our national advocacy work. Our national level engagement informs our multilateral and regional advocacy and our multilateral and regional advocacy, in turn, is intended to influence policy frameworks that can shape national advocacy, and to which we hold national governments accountable. We seek a world in which national to global policies empower women small-scale food producers to realize their right to nutritious food and support their resilience to climate change. We target national, regional (e.g. the African Union’s commitments under the Comprehensive Africa Agriculture Development Programme ([CAADP](#)), [Malabo](#) & [Maputo](#) Declarations), and global (UN climate negotiations & Scaling Up Nutrition) policy processes.

Advocacy at national or regional levels focus on regional and/or national government policies, plans, and (increased) investments, to enable the scale up of gender-transformative, nutrition-sensitive, and climate-resilient approaches to agriculture, in line with CARE’s SuPER principles. Specific advocacy and influencing actions under SFtW are developed with regional and national partners, focusing on the most critical constraints in local contexts and the greatest potential for impact at scale. CARE particularly focuses on working with movements and organizations that represent women or youth small-scale producers, linking networks of women’s groups at local levels to sub-national or national or international alliances that are influencing the policy and practices of power-holders. These can include policies regarding women’s access to land, extension services, or inputs; national agriculture, nutrition, or climate plans and programs; or donor or national budgetary allocations to agriculture, food security or nutrition. Influencing for scale also includes working with Government, the private sector or civil society to adopt, adapt and expand the coverage of proven CARE and partner models and approaches, through a combination of different [pathways to scale](#).

Our [global food and nutrition security advocacy](#) reflects a prioritization of those areas where we believe policy change can best support impact at scale and where external landscapes present the most opportunity for change. This includes influencing the UN climate negotiations and engaging more deliberately with the Scaling Up Nutrition (SUN) Movement, as the most strategic opportunities to shape policy frameworks that significantly inform national plans, priorities, and policies. CARE seeks to leverage all our assets to influence policy, tailoring our approach to each context. We prioritize evidence-based advocacy, drawing on [policy analysis and evidence](#), like that captured in the [Beyond Productivity report](#), to inform our advocacy priorities and the change we seek. CARE rarely undertakes advocacy alone, strategically engaging in coalitions through which we amplify our voice, identifying key NGO or research partners with whom we realize strength in numbers, and playing a convening or capacity-strengthening role among partners to foster collective impact. We cultivate relationships with key international and national policymakers, engaging them in a number of ways, from activist to advocate to ally. We mobilize citizens to engage their governments; we directly lobby governments to craft policies; and we partner with governments to share learning and evidence to help achieve shared goals.



### *Partnerships and platforms*

In all our programs, CARE works with partners, from local civil society, international NGOs, the private sector, academia, and government. These partnerships serve as important sources of learning for CARE, as well as opportunities to strengthen local capacities, and expand levels of coverage of proven interventions, and ultimately the impact we contribute to. CARE proactively promotes [multi-stakeholder alliances](#) to advance small-scale women producers' rights and better nutrition policies. There are many types of policy changes where alliances can make a difference: incorporating the views of the civil society in a new public strategy or program; advocating for a bigger allocation of resources for specific activities in the national budget; jointly implementing pilot projects with Government or private sector, to demonstrate how a certain policy change may work in practice; or mobilizing public opinion or campaigning for a legislative reform. Collaboration among different organizations can produce previously unimagined solutions and have an immense transformational power, especially when they are clearly purpose-oriented, inclusive, participatory and energized with enthusiasm and commitment. The purpose of any collaborative effort is solving a significant policy issue of the interest of those collaborating. Therefore, a certain basic level of consensus amongst like-minded organizations on the importance of addressing the issue must be in place.

#### **Some of CARE's Key Global Partnerships**

- **CCAFS:** CARE has a strategic partnership with the Climate Change, Agriculture and Food Security (CCAFS) research program of the global network of CGIAR research centers. CARE and CCAFS work on technical and policy initiatives to inform the climate-smart agriculture agenda and collaborate to support the upscaling of gender equitable CSA/SuPER approaches with small-scale women producers.
- **CORNELL UNIVERSITY:** CARE and Cornell University have [partnered together](#) in nearly a dozen countries through the CARE-Cornell Collaboration, to apply Cornell's research rigor to CARE's food and nutrition security and climate change programs.
- **IFAD:** CARE recently partnered with the International Fund for Agriculture Development to develop [guidelines for gender transformative programming](#) in climate-resilient agriculture.
- **IFPRI:** In 2016, IFPRI and CARE International signed a [partnership agreement](#) to formalize and build on their already strong collaboration. CARE and IFPRI look for opportunities to apply IFPRI's research rigor to CARE's deep experience in food and nutrition security programming.
- **WAGENINGEN UNIVERSITY:** CARE is partnering with Wageningen University and Research (WUR), Sokoine University of Agriculture and CCAFS, to explore the connections between savings-led financial inclusion, farmer field and business schools and the adoption of climate smart agriculture practices.
- **WWF:** [CARE and WWF Alliance](#) promotes integrated solutions that contribute to broader livelihood options for vulnerable women and men and the conservation of globally important biodiversity.



### *Innovation and Research*

While SFtW is built around a set of proven models and interventions, there is a constant need for new solutions to be found, to new and emerging problems, or issues affecting specific local contexts, or to areas of work where there is still the need for models that can work at scale, such as access to land, or micro-insurance for women small-scale producers, or “baby WASH” interventions to tackle environmental enteric disorder (EED). CARE defines innovation as a new solution, designed and developed with communities and other stakeholders, to disrupt and transform the systems of oppression that perpetuate exclusion, poverty and vulnerability. CARE's innovations aim to contribute to greater impact than existing solutions (where they exist), demonstrating clear added value through being more feasible, scale-able, inclusive, effective or sustainable than other approaches. CARE and partners are constantly developing and testing new approaches, and innovation is always developed to respond first and foremost to the specific challenges of local contexts. SFtW seeks to ensure these local innovations are tested effectively, and shared widely once evidence on what works – and what doesn't – is available. Wherever possible, specific budgets

for research and innovation are included in project and program budgets, and prioritized in workplans or logical frameworks. A small set of global priorities for innovation will be set each year, based on areas under the SFtW framework where existing solutions for small-scale women and youth producers are not sufficient, or not based on strong-enough evidence.

CARE's broader research agenda under SFtW is focused on generating research evidence, grounded in specific programs with identified sources of funding to support ongoing research. Priority thematic areas of research include:

- **Gender and resilience:** The overarching focus of most of CARE's FNS programs is the role gender equity and women's empowerment (GEWE) plays in building individual, household and community resilience. Specific research unpacks the individual and collective elements of GEWE that contribute to resilience outcomes, with a deliberate focus on policy level change, tied to CARE's advocacy priorities.
- **GEWE in resilient market systems:** SFtW is based on the premise that promoting women's access to the resources, training and knowledge needed to increase productivity and incomes also affects the resilience of the systems in which they operate. This research theme focuses on how women's access to productive resources, and the policies that govern their lives, facilitates their integration into market systems.
- **GEWE and household nutrition:** how does women's time poverty and high labor burden affect nutrition sensitive and nutrition specific interventions?

Specific research questions under each theme will be developed with the CARE and partner teams implementing those programs through which research is conducted. Funding for research needs to be integrated into the program's budget from inception, and carried out in partnership with a local or global research partner (see box, under Partnerships and Platforms, above). Ensuring our research not only meets local needs, but can also generate peer review quality research that CARE can disseminate and publish, will help apply sufficient rigor to be able to understand the relation between interventions and impacts, and also elevate the profile of CARE's research within and beyond the development community.



#### *Evidence and Learning*

Applying a common set of [Annex 3: Metrics and indicators](#) enables CARE to present a coherent, global picture of the impact our work contributes to, and generate learning about what interventions are proving most effective in generating transformation for women small-scale producers. Applying and adapting similar tools, with similar metrics, across our work can also help identify the most cost-effective combination of interventions, or intensity or "dosage" of external support to achieve certain outcomes. This learning, in turn, feeds into improved programming and our advocacy and influencing work, so contributing to greater quality and scale of impact throughout our work.

Highlights from specific program evaluations will continue to be shared through CARE's [5 minutes of inspiration](#) series. Learning from across CARE's portfolio about what works to increase [food security](#), or reduce [stunting](#), or increase [resilience](#) to climate change, will be documented each year, based on ongoing evidence from evaluations. An Annual Learning Event will bring practitioners together, from CARE and partners, to share experiences around a specific theme and develop new guidance or recommendations (e.g. nutrition in [2016](#), climate change in [2017](#), or SFtW in [2018](#)). Annual FNS reports will document progress made over the last year, and focus on a specific aspect of learning (e.g. [sustainability](#) in 2017).

## E) Key tools for different areas of change

The table below outlines the different proven tools that can be used and adapted, around the six areas of change:

Tools and practices	Women's empowerment	Productive resources	Inclusive markets	Nutrition	Social protection	Multiplying impact
Farmer Field & Business Schools (FFBS)	<a href="#">Agriculture &amp; Gender</a> tools	<a href="#">Agriculture</a> tools	<a href="#">Marketing</a> tools	<a href="#">Nutrition</a> tools		<a href="#">M&amp;E</a> tools
Village Savings & Loans ( <a href="#">VSLA</a> )	✓	✓			✓	
Adaptation Good Practices <a href="#">Guidelines</a>	✓	✓				
<a href="#">Design Guide</a> to Gender Transformative Small-scale Agriculture Adaptation	✓	✓				
<a href="#">Engaging men and boys</a>	✓					
<a href="#">Guidance</a> for integrating GBV prevention	✓					
Social Analysis & Action ( <a href="#">SAA</a> )	✓			✓		
Gender Sensitive Climate Vulnerability and Capacity Analysis ( <a href="#">GCVCA</a> )	✓					
Community Score Card ( <a href="#">CSC</a> )	✓			✓	✓	
Community Action Planning ( <a href="#">CAP</a> )	✓					✓
Water Smart Agriculture ( <a href="#">WaSA</a> )		✓		✓		
<a href="#">Agro-dealers</a> & <a href="#">micro-franchises</a>		✓				
Delivering <a href="#">formal financial services</a> to savings groups		✓	✓			
<a href="#">Push-pull</a> model	✓	✓	✓		✓	
Participatory Scenario Planning ( <a href="#">PSP</a> )		✓				
Adding value to <a href="#">value chains</a>			✓			
Strengthening <a href="#">micro-enterprises</a> in value chains			✓			
12 <a href="#">recommendations</a> for nutrition				✓		
UNICEF nutrition counselling <a href="#">cards</a>				✓		
Growing the Future <a href="#">manual</a> – nutrition into VSLAs				✓		
Learning & Practice Alliance for Advocacy ( <a href="#">LPAA</a> )				✓		
Multi-sectoral nutrition coordination ( <a href="#">Bangladesh</a> )				✓		
<a href="#">Cash-based</a> assistance					✓	
<a href="#">Vouchers</a>					✓	
CARE's advocacy <a href="#">manual</a>						✓
Advocacy <a href="#">power tools</a>						✓
Formative research <a href="#">toolkit</a>				✓		✓
CARE's global FNS indicators – <a href="#">here</a> and <a href="#">here</a>						✓

## F) Impact

### Monitoring and Evaluation

SFtW aims to contribute to the realization of rights to food and nutrition security for 50m people, among small-scale women and youth producers, and their families, in food systems that are **Sustainable, Productive, Equitable and Resilient**. This includes a core set of metrics, to be applied consistently across our work (see Annex 3: Metrics and indicators), to enable CARE to tell a consistent global story about its contributions to impacts. CARE's set of [indicators](#) for Food and Nutrition Security programs cover the four key technical pillars of small-scale agriculture, sustainable economies, nutrition, and humanitarian action. These indicators are built to harmonize with the [Sustainable Development Goals](#) to make it easier to use SFtW's evidence in national and global conversations with partners, donors, and governments, who have bought into the Sustainable Development agenda. SFtW's monitoring, evaluation and learning (MEL) system goes beyond measurement against targets, incorporating practices to advance learning, knowledge building, and accountability to women producers and internal and external communications to improve program quality.

**Monitoring** combines both quantitative and qualitative data gathering, on the volume and quality of activities completed, with participatory monitoring and evaluation practices. **Evaluations** for projects and programs contribute to the overall evaluation for SFtW. Each project or program establishes the baseline values (measured and reported prior to the start of project activities) against the relevant indicators for the intervention, and targets, which are then used to regularly measure performance. Mid-term internal reviews are conducted, and the findings used to improve understanding of program performance and make adjustments and improvements on program activities and strategies to ensure programs achieve optimal outcomes. End-line or final evaluation are carried out by an independent evaluation team in order to evaluate the performance and impact of the program. The final evaluation is a comprehensive assessment of the overall program, implementation strategies, and the intended impacts on project/program participants.

Within individual programs, SFtW will adopt **participatory approaches** for MEL, as fundamental for mapping comprehensive outcomes and ensuring accountability. Participatory MEL facilitates behavior change that CARE and partners promote in the communities by putting project participants in charge of assessing their own behaviors, identifying gaps, and finding solutions to address those. To promote participatory MEL, CARE has developed simple tools that communities can understand and use for their own course corrections. At the same time, this helps project staff to generate data and analyze both at the local as well as global level to identify and adapt to trends.

Amongst the main MEL tools applied in SFtW:

- **Participatory Performance Tracker (PPT):** CARE's [PPT](#) tool enables producer groups to self-assess progress, create transparency, as well as put social pressure to ensure practice adoption. PPT was developed for a [Dairy Value Chain](#) project in CARE Bangladesh and was used in the six-country Pathways to Secure Livelihoods program reaching more than 50,000 women small-scales. Using the PPT tool, SFtW tracks both individual farmer's adoption of improved practices as well as the performance of their groups. Individual performance focuses on adoption of key production and marketing practices within prioritized value chains, while the indicators for group performance include groups' governance, gender, and financial health. This data is aggregated at district, regional, national and global level to analyze how groups progress over time. Data is also disaggregated by the year that groups participate in the program to determine success at different time points, and to compare cohorts to learn what is working in the field and where there may be gaps in program implementation. Data can also be analyzed according to practice

area, such as agriculture, financial inclusion, or nutrition, to identify high and low performing groups which would allow CARE to study what makes them successful or what causes them to struggle.

- **Participatory Monitoring, Evaluation, Reflection and Learning in community-based adaptation (PMERL)**, to provide community members a platform for community-based adaptation (CBA) initiatives, articulating their own needs, priorities and vision of change around climate change.
- CARE’s **Women’s Empowerment Index (WEI)**, which was adapted from IFPRI’s Women’s Empowerment in Agriculture Index. This captures changes in women’s mobility, decision-making control, men’s and women’s attitudes towards gender-equitable roles in family life, women’s participation in public life, and men’s participation in domestic tasks – along with changes in women’s productivity, incomes, and access to and control over resources, markets and services. CARE also places heavy emphasis on identifying differential factors – such as age, ethnicity, caste, marital status – that intersect with and exacerbate gender-based inequities.
- **Outcome Mapping** has proven a powerful and participatory tool for tracking progress: for a set of categories of change (such as workload sharing, control of income, self-confidence, and intimacy and harmony in the relationship), project participants define the changes they would expect, like and love to see, and collectively track the progress they are making towards these “progress markers”.

## Sustainability

Sustainability is the likelihood of a continuation in the stream of benefits produced by a project or program after the period of external support has ended. This is mainly determined by four different types of factors: social, environmental, financial and institutional. [Sustainability](#) is at the core of the way we work on food security and nutrition at CARE:

We promote **social sustainability** promoting community ownership of our interventions and participatory monitoring and evaluation systems to ensure that communities can see and maintain positive changes. We also know that the likelihood for sustaining the positive results of all our programs increases massively when our investments prioritize the redress of gender inequality.

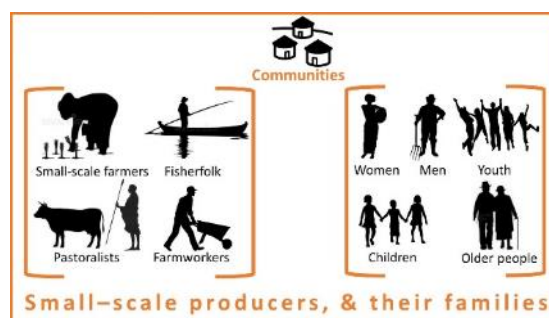
We ensure **environmental sustainability** by developing sustainable agriculture systems that address climate and environmental impacts, and which are grounded in healthy ecosystems.

We build **financial sustainability** through better financial and market linkages

We support **institutional sustainability** by working with and through government, private sector, local actors and other organizations, providing capacity building and working on their managerial capacities.

## Impact populations

SFTW applies to all CARE FNS programming, in all countries where CARE works. But different contexts require different combinations of interventions and priorities. Humanitarian contexts require a stronger emphasis on Social protection, for example, and work in fragile contexts<sup>4</sup> requires particular strategies to ensure resilient market systems. SFTW is intended to be an adaptive framework, to be tailored to the



<sup>4</sup> The share of global poor living in fragile states is projected to reach 62% by 2030 ([OECD, 2015](#)).

needs of the local context, the priorities of different donors, and the change areas where CARE can add value, compared to the work of other organizations. For specific funding opportunities, different countries would be prioritized, based on donor interest, and CARE expertise and added value.

SFtW also needs to be adapted to address the specific and diverse needs of different impact populations, whose food and nutrition security CARE and partners are seeking to improve: working with pastoralists requires an adapted set of interventions compared with working with women small-scale agricultural producers, or fisherfolk. Working with indigenous populations, or marginal urban or peri-urban populations, requires different adaptations of the SFtW framework. We also recognize the need to adapt SFtW to working with young people, ensuring they have access to the information, resources and support to engage in productive and sustainable agriculture activities. This is outlined below, to illustrate how SFtW can be adapted to a specific impact population.

### *Youth*

By 2050, youth (aged 15-24) are expected to account for 14% of the global population, amidst stagnant, limited, poorly remunerated and poor-quality employment and entrepreneurial opportunities, particularly in the global South (FAO, 2014). Although agriculture remains the greatest source of employment, youth face a myriad of specific challenges including: Insufficient access to knowledge, information and education; limited access to land; Inadequate access to financial services; Limited access to markets; and Limited involvement in policy dialogue. All these are spurring ever-increasing rural-urban migration. In addition, they lack skills and capacity to effectively engage in off-farm and non-farm economic opportunities. To tackle these challenges, SFtW works with youth not only as beneficiaries, but also as partners and leaders, including *Positive Youth Development* approaches (strengthening skills, assets and competencies, safe spaces, fostering healthy relationships; strengthening the environment and transforming systems).

Some of the specific adaptations to SFtW to focus on youth include:

- **Knowledge, information and education:** promoting approaches that improve young rural women's access to education (numeracy and literacy), vocational training and extension services, incorporating agricultural skills into rural second-chance education more generally, and adapted trainings and illustrative training materials to ensure that graduates' skills meet the needs of rural labor markets.
- **Land:** facilitating engagement and influencing of inheritance laws and customs that often make the transfer of land to young women problematic, and promoting avenues for access to finances to assist youth in acquiring land (including leasing arrangements through which youth gain access).
- **Finances:** working with formal financial service providers to promote financial products and services that are catered to youth, including savings, credit, insurance and startup funding. Forming [youth VSLAs or savings clubs](#) and collectives, and training and mentoring in financial literacy and entrepreneurship, enhances collateral and increases the confidence of service providers to cater for young women. This also facilitates youth engagement in both on-farm and off-farm economic activities.
- **Markets:** young rural women face additional constraints in accessing markets, due in part to the fact that their freedom of movement is sometimes limited by cultural norms. Improving access to education, training and market information can all facilitate youth access to markets, with niche markets offering particularly significant opportunities for young producers. Facilitating their involvement in (youth) producers' groups can be similarly beneficial.
- **Youth Voice:** too often the multifaceted needs of young people are not met, as their voices are not heard during policy process. SFtW develops the requisite skills and capacities amongst youth producers for collective action to ensure that their voices are heard, and actively creates opportunities where policymakers themselves engage youth in the policymaking process.



- Youth Migration: SFtW needs to better understand rural youth migration, better integrate migration into development policy and implementation, create and promote employment opportunities in areas of origin, and support migrants' investments in sustainable agriculture.
- Youth Centered Approaches: promoting proven innovative approaches such as Youth Led Systems Mapping, Junior Farmer Field and Life schools, Safe Spaces, Youth VSLAs, Intergenerational Dialogues and others that put youth/young women at the center.

## G) Implementation: from framework to practice

SFtW will increase CARE's impact to the degree that it changes **how** we work, in projects and programs around the world.

To support this shift from programmatic framework to action, the global FNS team will:

- Develop a SFtW reflection guide, to enable CARE Members', Regional, Country Office and project teams to review their current FNS interventions against the SFtW framework, in order to increase the quality, alignment, and cohesion of the programming, and determine additional actions they could include in current or future work to address important gaps;
- Develop guidance for areas of the SFtW framework where documentation or tools are not yet consolidated (e.g. land, or including nutrition in non-nutrition programs), drawing on evidence and learning from our program work;
- Launch a series of country and regional workshops to introduce the SFtW framework, and reflect on how to adapt it best to the local/regional context;
- Design SFtW-based e-learning modules and other knowledge management and sharing tools;
- Consolidate a global agenda for innovations and research;
- Apply SFtW as the organizing structure for global learning, and reporting, on our Food & Nutrition Security work.

## Annex 1: CARE's evidence of success, across the six areas of change

### 1. Women's Empowerment

#### Building women's capacities and agency

In the initial six countries where the [FFBS](#) has been tested in the [Pathways](#) project, this model has yielded impressive outcomes for women and their families. For every \$1 CARE invested, communities saw \$31 of return. **Access to extension** more than tripled. 70-90% of producers **adopted** at least 2 recommended practices. **Yields** increased substantially, even doubling in some cases. The number of women overall reaching the **empowerment threshold** doubled in Ghana, Mali, and Tanzania, and increased from 21% to 29% for women in Malawi. Given the climatic shocks and economic crises that producers face, producers applying the FFBS experienced relatively low values of stress, showing that households were better able to cope and adapt. In places like Malawi, where national yields were dropping by 30-50%, yields for FFBS producers largely stayed constant or went up (2015).

In Rwanda, at less than \$10 per job created, CARE and the Hand-in-Hand Foundation worked with entrepreneurs to create nearly 100,000 jobs and improve business profits by 75% with the [Job Creation](#) project. 75,000 people got financial literacy and entrepreneurship training. 93% of participants were confident that they can keep their businesses open for at least the next 3 years. The project doubled the number of men in enterprises and tripled the number of women. Women actually made more money than men.

#### Relationships and Social Norms

Women in [CARE collectives](#) across several Gates-funded projects ([SDVC](#), [Pathways](#), and Link Up) got up to an additional 4 hours of help with work at home, compared to women who were not a part of the projects. These impacts were strongest when the collectives had both men and women in the group, and women in leadership roles.

In the USAID-funded [Agriculture Extension Support Activity](#) in Bangladesh, women were 69% more likely to be involved in production decisions and more than twice as likely to participate in expenditure decisions than they were before the gender dialogues.

#### Influencing Structures

CARE also focuses on getting groups involved in **community analysis and planning** because it leads to better project impacts and much higher sustainability. CARE's [DryDev](#) project in Niger worked with women's VSLA groups to reduce the cost. Promoting community diagnoses and planning around regenerating desert land, communities were able to regenerate 5,352 hectares of land at 20% the cost of traditional cash-for-work programs. Working with community groups in Vietnam on [Building Coastal Resilience](#) allowed the project to replant mangroves 9 times more effectively than traditional models. The [PROSPECT](#) project in Zambia showed that working through water collectives to identify problems and implement solutions led to project sustainability 10 years after donor funding ended.

In the Democratic Republic of the Congo's [Tufaidike Wote](#) Project, women became community leaders. The number of peace committees that were at least half women more than tripled—up to 75% at the end of the project. Women were 21% more likely to hold leadership positions in those committees than non-project committees.

The [Coffee Industry Support Project](#) in Papua New Guinea increased women's participation in coffee-related extension services from less than 5% to 33-55%. Companies started rearranging the setup and timing of extension sessions to make sure that women can participate, and extension agents now work with men and women together. Many of the partners also got CARE's help to conduct gender audits, and adopt better HR policies to get women involved.

[Foundation for Peace](#), in Afghanistan, organized 6,504 women into 95 savings groups and 300 advocacy groups, so that they could support each other and build solidarity and skills together. Then they connected those groups to local government and other groups to increase their ability to make change. 55% of women in the project said that there was less violence in their homes than before the project, and religious leaders say their communities had 'more peaceful and more harmonious households'.

In Nepal, CARE and its partners were able to help the government of Nepal include the [Right to Food](#) across the whole government, from the new constitution to the guidelines for frontline agriculture staff. Partners changed their structures to get more women involved in leadership and in activities. They also worked with families to make sure that men and women were included on land registers.

## 2. Productive Resources

### Land

“When CARE said we should give a field to women, and that they could make the soil better, we gave them the worst land in the village. We didn’t think they could do it. Now, that land and those techniques are more productive than anything else we do.” --Brahima Famanta, volunteer extension agent, [Pathways project](#) Mali. Pathways helped mobilize more than 9,000 additional acres of land for women in 6 countries around the world.

### Water

In the Linking Agriculture, Nutrition, and Natural Resources Management ([LANN](#)) project in Laos, better water management increased rice production by 40%.

The [Global Water Initiative](#) supported governments in Ethiopia and Uganda to expand their irrigation policies and investments to promote more sustainable water use through moisture retention and rainwater harvesting. Ethiopia allocated \$65,000 to test and implement water-smart technologies in Dera woreda, and the Uganda national government incorporated small-scale irrigation into their national irrigation strategy.

### Inputs

Producers in areas covered by Bangladesh’s [Krishi Utsho](#) project had an 81% increase in their incomes, and vendors were able to earn \$1,480 per month. Producers cut the time they spent going to get inputs in half (a 58% reduction), and dropped their cost on items like feed by 92%.

The [seed bank](#) model that [Tatweer](#) in West Bank Gaza uses got higher quality seeds to farmers for 20% less than the costs they face trying to get seeds from other businesses. Added to services like renting tractors and selling fertilizer, this meant that every \$1 invested in the seed bank turned into \$4 of returns for farmers. The seed bank has grown from serving 250 farmers to 2,500.

### Information and Technologies

[Research from Niger](#) demonstrated that for every \$1 invested in PSP, governments saved \$4 in responding to disasters later. These approaches were so successful that governments and donors scaled them to at least 135 communities and 8 countries that were not a part of the original project.

Malawi’s [Enhancing Community Resilience Program](#), communities were 53% more likely to have gotten early warning of the floods that non-participants. They also had access to more sources of information, and were more than twice as likely to use more than one source of information to prepare for emergencies.

In Vietnam’s [Integrated Community Adaptation in the Mekong](#) project, women told us better access to information was one of the best benefits of the project. “As an ethnic minority woman, before I would never have been able to join community meetings—and missed out on a lot of information. Now men and women are more equal, and I am more involved.”

Timor Leste’s [MAKA’AS](#) project more than doubled access to information for participants. They used that information to plan their activities and farming for the year.

### Finance

In countries like [Ethiopia](#), VSLAs have established linkages with MFIs given the similarities between VSLAs and MFI lending methodologies such as Community Banks (CBs) and Solidarity Groups (SGs). In India, market linkages between VSLAs and MFIs have provided the opportunity to 5,000 women farmers participating in the Cargill-funded “Kutch

Livelihood and Education Project” ([KLEAP](#)) to access \$230,000 in loans from formal financial institutions. [Lendwithcare](#)’s partnership with the largest Pakistani microfinance organization, [Akhuwat](#), led to 55% of clients making progress out of poverty, with the poorest people seeing the biggest changes. VSLAs in [Nutrition at the Centre](#) in Benin have been a critical platform for improving nutrition outcomes.

The USAID-funded [Agriculture Extension Support Activity](#) came up with “A-Card”, a credit card that charged less than half the interest rate of a traditional loan, and focused on women producers getting access to finance. In the pilot, 3,100 producers (57% women) accessed loans to improve their production. Retail agricultural input suppliers improved their sales and banks increased their client base.

The [Link Up](#) project in Kenya and Tanzania helped 322,000 people get access to formal bank accounts. People who got a formal account earned \$40-\$55 more than those without an account. There was also a 45% increase in women’s control over financial resources, and a 19% increase in being involved in household decisions.

Cajas Rurales or [CRACs](#) in Honduras are formal entities aimed to provide financial services in rural areas. CARE recognized the potential of these institutions for more inclusive market systems and women’s economic empowerment through providing technical training, improving financial literacy and business skills of their members and with a particular focus on guaranteeing equal opportunities for women.

In the [Mekong region](#), participating in savings groups improved food security and increased confidence: In Cambodia, the number of households with food shortages dropped 90% after joining the VSLA. In Myanmar, families saw a 59% drop. In Vietnam, there was a 19% increase in women’s willingness to speak in public, and 93% of women in Cambodia listed increased self-confidence as the primary non-economic benefit they saw.

### 3. Inclusive Markets

#### Value Chains

In Honduras’s [Cargill project](#), 28 producer associations representing 1,213 producers (55% women) sold products from different value chains, including: maize, grains, coffee, banana, tomatoes, lettuce, red and green pepper, avocado, tilapia and pork to formal markets. These producers sold their products at a profit because they are connected to buyers. Many small-scale producers formed new producer associations to combine their efforts and sell their products on a competitive and sustainable basis. When project ends, producers will have developed solid links to end markets so they can continue selling to formal markets and increasing significantly their incomes, productivity and nutrition.

#### Food processing and value addition

Community seed banks in Niger’s [Adaptation and Learning Program](#) mobilized a stock of 1,446 50kg bags of millet, sorghum, cowpea and sorrel in 2017. These enabled communities to significantly increase the value of their crop harvest by selling much later than at harvest time with a profit beyond the loan refund. It also includes processing and value addition. [CARE Ghana](#) trained women to produce soy cheese and soy-enriched flour so they can increase the impact and shelf life of their soy crops.

#### Collective market skills and structures

India’s [KLEAP](#) project connected 4,132 households to milk markets, selling 5,159,910 liters of milk, and increasing milk producers’ salaries by 182%.

Bangladesh’s [Sustainable Dairy Value Chains](#) project saw women producers move from being 2% of BRAC’s supply chain to 55% over 5 years by building collective sales, reducing distance to markets, and connecting women to private sector buyers.

Egypt’s [El Shams](#) project created 883 food export contracts for producers so they had somewhere to sell their produce. Working with Danone, CARE was able to help producers increase their production 2,500% in 10 months, up to 5 tons of milk produced a day.

CARE's [ENPARD](#) program in Georgia promoted 1,500 producers' cooperatives as a model for small producers to improve their production and access to markets. Producers in the supported cooperatives increased their incomes by 27% and profit by 30% on average. One of the milestone achievements of the program was the adoption of the law on agricultural cooperatives and the establishment of the Agricultural Cooperatives Development Agency (ACDA) – a key institution under the Ministry of Agriculture that now works towards improving productivity and competitiveness of agricultural cooperatives in Georgia.

The [SEED](#) project in Sudan increased market interactions between farmers and pastoralists. 56% of people reported that there is more and better quality food available in the market, 42% had higher incomes, and 51% were able to access more natural resources because of the project.

In West Bank and Gaza, by leveraging cooperatives, 100 [social enterprises](#) created economies of scale for scattered farmers to 1) improve economy of scale of production through the creation of aggregation hubs for seeds, sheep and goat dairy, cold storage, etc.; and 2) improve negotiation power of small scale farmers their increasing their supply power relative to large private sector buyers.

#### 4. Nutrition

##### Good Nutrition Practices

Bangladesh's [Food Security for the Ultra Poor](#) saw antenatal-care visits rise from 14% to 50%, and women getting Vitamin A nearly triple — from 32% to 82%. The number of women getting Iron supplements (IFA) during pregnancy went from 36 to 64%.

[AINA](#) in Madagascar contributed to a 28% increase in food consumption. Women were 30% more likely to have acceptable diets than at baseline—and 70% more likely than in any other district where the program operated. This was in a year where food production dropped in CARE's target area because of an extreme drought. The number of children who ate enough healthy food went up more than 6 times, from 11% to 70%. There was a 21% reduction in severe malnutrition.

In India's [Madhya Pradesh Nutrition Project](#), there was a 30% reduction in underweight between intervention and comparison groups. They were also 23% more likely to have good nutrition than the control group in 2017. Kids were 40% more likely to be exclusively breastfed up to 6 months and 67% of families reported initiation of complimentary feeding after the age of 6 months in the direct intervention areas, compared to 54% in comparison areas.

In the [Muskoka](#) program, exclusive breastfeeding in Ethiopia increased by just under 10%, from 65.3% to 76.2%, and by nearly 6% in Zimbabwe (from 23% to 28.5%), using the Social Analysis and Action method that focuses on changing the way communities think about supporting women.

In Mali's [IFONS](#) project, the number of women who had acceptable diets increased 66%, up to 99.6% at the end of the program.

##### Homestead Food Production

In Niger, in the context of the [Maman Lumière program](#), CARE developed a model to deal with the non-medical aspects of moderate acute malnutrition. The model is managed by the community and uses locally available, low cost foods

Bangladesh's [Food Security for the Ultra Poor](#) project worked specifically with adolescent girls to grow gardens, and saw that girls got an additional \$10.50 to spend during the growing season, as well as 3.7 more kilograms of vegetables for home consumption.

##### Systems Strengthening

The [Growing Nutrition for Mothers and Children \(GROW\)](#), implemented in Ethiopia, and the [Southern African Nutrition Initiative \(SANI\)](#) programs aim to improve the nutritional health of women of reproductive age and children under with a focus on working with local health authorities and communities to strengthen governance and accountability of gender-equitable nutrition policies and programs.

The government of India announced a \$1.38 billion nutrition initiative that builds on successes from [CARE India's Bihar program](#), which strengthens state and local health care workers, and provides training and tools for front-line staff.

[N@C](#) in Bangladesh piloted a successful multi-sector nutrition program at the sub district level to improve malnutrition in Sunamganj district. 12 government sectors and 6-7 NGOs/CSO met fortnightly to plan and execute their collective vision for reduction in malnutrition. This multi-sectoral nutrition program has been incorporated into the Government's National Plan for action in Nutrition (NPAN2) for the next decade.

## 5. Social Protection

### Food Aid

In CARE Bangladesh's [SHOUHARDO II](#) program, pregnant and lactating women (PLW) are receiving a combination of wheat, yellow split peas and vitamin A-fortified vegetable oil each month. These rations are intended to stabilize the consumption of nutritious food for PLWs, children aged 6-23 months and also offer supplementary family rations to mitigate sharing of rations designed for children under two with other family members. The ration size and the composition of the food package have been carefully designed to close the calorie and nutrition gap of target participants. The selected food rations are known to be culturally acceptable, easy to store and are easily integrated into the local diet. SHOUHARDO showed a reduction in stunting of 4 percentage points a year—nearly double what other projects achieved.

### School feeding

CARE's Cargill-funded [Nourishing the Future](#) project in Guatemala used 63 schools as a platform for nutrition promotion, training teachers and students on optimal nutrition practices and providing opportunities for broader community engagement. 5,688 schoolchildren got training in good nutrition practices, and the project developed school gardens that grew more than 50,000 servings of vegetables. The project also created a nutritious foods cookbook for school lunch programs that can reach 115,000 children.

### Safety Nets, Cash, and Vouchers

In Haiti's [Kore Lavi](#) program, 96% of fresh food vendors who accepted vouchers from safety net recipients saw their profits increased, and 32% said that they doubled or higher. Staple food vendors saw a 4-5 times improvement in working capital (up to \$4,500). These local businesses are 85% women-owned. 89,209 households and 386,490 people have directly benefitted from program interventions, more than 17,000 of them as part of the voucher program.

Zimbabwe's [Cash First](#) program gave vouchers to families to respond to the El Nino crisis in 2016. Families reported getting more and better food as the primary impact, and that now they are "glowing with health". About 88% of the cash transfers went into purchasing food. There was a 69% drop in the number of families who had to reduce food intake, and an 84% drop in households suffering from food insecurity.

The [cash transfer](#) program in Wadi-Fira in Chad increased the proportion of households with adequate food consumption scores from 25% to 80%, with those adopting negative coping strategies falling from 97% to 16%.

## 6. Multiplying Impact

### Partnerships for Advocacy and Scale

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. CARE Peru and its partners 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 2016 elections, 80% of the candidates made commitments to reduce anemia, and focus on gains to the poorest communities. Working to scale this work up through the government allowed CARE to contribute to reduced stunting for 600,000 children, with the same successful integrated models that had previously reduced stunting for just over 3,000 children, when working directly at community level.

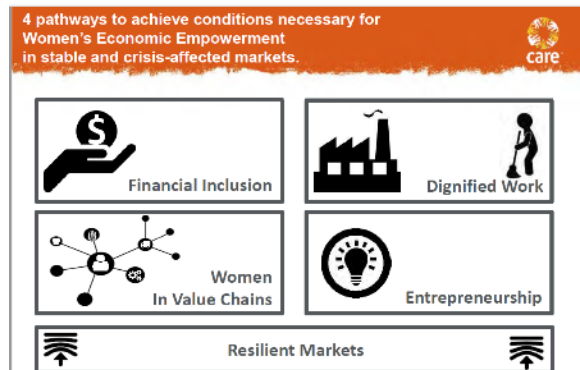
## Annex 2: SFtW and CARE's global strategies

SFtW is a programmatic framework, not a strategy: we already have a global CARE 2020 [Program Strategy](#), and a global FNS strategy ([CARE, 2015](#)), with its four technical pathways for CARE's FNS programming: sustainable agricultural systems, sustainable economies, nutrition, and humanitarian food & nutrition security (see right).



These map closely to the change areas in She Feeds the World: Agriculture Systems to Women's empowerment, Productive resources and Inclusive Markets; Sustainable Economies to Women's empowerment and Inclusive Markets; Nutrition to Nutrition; and Humanitarian Action to Social Protection and Nutrition. SFtW is designed to connect this global strategy with the over 600 different projects that work on Food and Nutrition Security and Climate Change Resilience in CARE, serving as a common framework for presenting and analyzing our global work.

CARE's Women's Economic Empowerment (WEE) [strategy](#) and framework also has significant overlap with SFtW, with both promoting financial inclusion (Women's empowerment, Productive resources and Inclusive markets), Women in Value Chains (Women's empowerment, Productive resources and Inclusive markets), and Entrepreneurship (Women's empowerment), in both stable and fragile contexts.



SFtW has an explicit focus on Nutrition and Social protection, that is not stressed in CARE's WEE strategy, while the WEE pathway on Dignified Work falls outside the framework of SFtW. But in practice, there is significant connection between these areas of work, requiring close collaboration between teams working on both areas.



## Annex 3: Metrics and indicators

The table below outlines the main indicators used to measure progress under SFtW, in terms of the overall impact on Food and Nutrition Security, and Resilience to Climate Change, as well as in relation to CARE's approach, the SuPER principles and the six areas of change. Links to guidance on individual indicators are included, where available.

Overall impact: realization of rights to food and nutrition security					
% with moderate or severe <b>food insecurity</b> , based on the Food Insecurity Experience Scale (FIES) - CARE <a href="#">indicator 13</a>		Stunting among girls and boys under the age of five - CARE <a href="#">indicator 14</a>		# of people better able to build <b>resilience to the effects of climate change</b> and variability - CARE <a href="#">indicator 15</a>	
Sustainable	Productive	(profitable)	nutrition-sensitive)	Equitable	Resilient
<ul style="list-style-type: none"> <li>Area under sustainable agricultural and natural resource management practices – <a href="#">SAS 1</a></li> <li>Months of Adequate Household Food Provisioning (MAHFP) – <a href="#">SAS 4</a></li> <li># of policies, norms and practices changes – <a href="#">SE 3</a></li> </ul>	<ul style="list-style-type: none"> <li>% increased yield or productivity per unit area – <a href="#">SAS 2</a></li> <li>Women with access, control or ownership of productive assets – <a href="#">SAS 3</a></li> </ul>	<ul style="list-style-type: none"> <li>% increase in household income – <a href="#">SE 1</a></li> <li>Amount of savings – <a href="#">SE 2</a></li> </ul>	<ul style="list-style-type: none"> <li>Mean household dietary diversity scores – <a href="#">HUM 2</a></li> <li>Children 6–23 months of age who receive a minimum acceptable diet (MAD) – <a href="#">NUT 2</a></li> <li>% of women (15-49 years) who consume at least 5 out of 10 defined food groups – <a href="#">NUT 3</a></li> </ul>	<ul style="list-style-type: none"> <li><a href="#">WEI</a> (women's 5 domains of empowerment score)</li> <li>Women reporting equal participation in household financial decision-making – CARE <a href="#">indicator 17</a></li> <li>% reporting gender equitable attitudes (GEM Scale) – <a href="#">GEWV 5</a></li> </ul>	<ul style="list-style-type: none"> <li>Coping strategies index (% households adopting negative coping strategies) – <a href="#">HUM 3</a></li> <li>% households using adaptation strategies to reduce the impact of future shocks – <a href="#">SAS 5</a></li> <li>% of people actively engaged in reducing vulnerabilities to the shocks that affect them – CARE <a href="#">indicator 21</a></li> </ul>
Gender Equality & Women's Voice					
<ul style="list-style-type: none"> <li>% of projects scoring at least 2 (sensitive) on CARE's <a href="#">gender marker</a></li> <li>% of projects scoring 4 (transformative)</li> </ul>		<ul style="list-style-type: none"> <li>% of projects scoring at least 2 (accommodating) on the <a href="#">governance marker</a></li> <li>% of projects scoring 4 (transformational)</li> </ul>		<ul style="list-style-type: none"> <li>% of projects scoring at least 2 (sensitive) on the <a href="#">resilience marker</a></li> <li>% of projects scoring 4 (transformative)</li> </ul>	

Women's empowerment	Productive resources	Inclusive markets	Nutrition	Social protection	Multiplying impact
<ul style="list-style-type: none"> <li>• Women with increased capability to perform economic activity – <a href="#">WEE 2</a></li> <li>• Weekly hours spent on unpaid domestic and care work, by sex – <a href="#">GEWV 1</a></li> <li>• Confidence in own communication and negotiation skills – <a href="#">GEWV 4</a></li> <li>• Collective actions by women's movements to present demands to powerholders – IG 3</li> </ul>	<ul style="list-style-type: none"> <li>• Women who own or control productive asset and have skills to use them productively – <a href="#">WEE 3</a></li> <li>• Women active users of formal and informal financial services – CARE <a href="#">indicator 16</a></li> </ul>	<ul style="list-style-type: none"> <li>• # of new employment – <a href="#">SE 5</a></li> <li>• # of sustainable enterprises supported – <a href="#">SE 4</a></li> </ul>	<ul style="list-style-type: none"> <li>• Wasting in children 0-59 months – <a href="#">NUT 1</a></li> <li>• Exclusive breastfeeding under 6 months – <a href="#">NUT 5</a></li> <li>• % women and children with anemia – <a href="#">NUT 4</a></li> </ul>	<ul style="list-style-type: none"> <li>• #s obtaining adequate food quantities and quality – CARE <a href="#">indicator 4f</a></li> <li>• #s adopting adequate nutrition practices – CARE <a href="#">indicator 4g</a></li> <li>• Women with access to universal social protection services – <a href="#">WEE 4</a></li> </ul>	<ul style="list-style-type: none"> <li>• New or amended policies, legislation, public programs, and/or budgets – CARE <a href="#">indicator 20</a></li> </ul>