



Linking Initiatives, Stakeholders and Knowledge to Achieve Gender-Sensitive Livelihood Security (LINKAGES) Program

FINAL EVALUATION REPORT

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CONTENTS

Executive Summary	5
1. Introduction	15
1.1 Expected Results	15
2. Purpose of the Evaluation	16
2.1 Evaluation Approach	17
2.2 Evaluation Methodology.....	17
2.3 Evaluation Framework.....	18
3. Limitations.....	19
4. Program Background.....	20
4.1 Program Description.....	20
4.2 Strategies to Achieve Expected Results	21
4.3 Planned Reach and Targets	23
5. Evaluation Findings.....	24
5.1 Relevance.....	24
5.1.1 Theory of Change.....	24
5.1.2 Relevance of Activities	27
5.2 Effectiveness.....	36
5.2.1. Country Specific Ultimate Outcome Results	36
5.2.1 Outcome 1: Increased quantity and quality food production and consumption by women, girls, men and boys	39
5.2.2 Outcome 2: Women, men, and male and female youth are better able to manage and control their economic enterprises	43
5.2.3 Outcome 3: The policy and regulatory environment supports poor women and men's more equal control of agricultural resources and market processes.....	51
5.3 Efficiency	55
5.3.1 Internal and External Factors Influencing Implementation	56
5.3.2 Program Management and Organizational and Staffing Structure	56
5.3.3 Timeliness.....	56
5.3.4 Utilization of allocated resources	57
5.3.5. Language	59
5.3.6 Training and capacity building	59
5.3.7 Internal communication - Opportunity for exchanges among countries	60
5.3.8 Monitoring, Evaluation and Learning	60
5.4 Reach and Impact	63

5.4.1 Achieved Reach	63
5.4.2 Impact	64
5.5 Sustainability	74
6. Key Learnings.....	76
6.1 Operational Learnings	76
6.1 Programmatic Learnings.....	76
7. Recommendations	78
8. Conclusion	80
Appendix 1 – Evaluation Terms of Reference.....	82
Appendix 2 – Evaluation Matrix.....	87
Appendix 3 – Project description, Strategies and Partner Organizations	92
Appendix 4 – Summary of Final Results and Variances	95
Appendix 5 – PROMISE Production Data Details	101
Appendix 6 – Documents Reviewed	102
Appendix 7 – List of Interviewees and Participants in Online Survey	106
Appendix 8 –Semi-Structured Interview Schedule	108
Appendix 9 –Online Survey Questions	110
Appendix 10 – Detailed Breakdown of Reach Figures	113
Appendix 11 – Modified Inception Report Outline for Final Country Evaluations.....	115

LIST OF FIGURES

Figure 1: Total Program/Project Costs, Year 1-4	24
Figure 2: Total Remuneration Costs & Figure 3: Total Reimbursable Expenses	24
Figure 4: Changes in Coping Strategies - Ethiopia	37
Figure 5: Soybean Production, Ghana (2012-2015)	40
Figure 6: Cowpea Production, Ghana (2012-2015)	40
Figure 7: Kg/Ha of basic crops, IFONS	49
Figure 8: Human and Financial Resources - Online Survey Results	58
Figure 9: Decision Making at HH Level - Ghana.....	68

LIST OF TABLES

Table 1: Program Strategies	21
Table 2: Planning Reach and Targets.....	23
Table 3: Bolivia Results, Ultimate Outcome	36
Table 4: Ethiopia Results, Ultimate Outcome.....	37
Table 5: Ghana Results, Ultimate Outcome.....	38
Table 6: Mali Results, Ultimate Outcome	38
Table 7: Ethiopia Results, Intermediate Outcome 1	39

Table 8: Ghana Results, Intermediate Outcome 1.....	41
Table 9: Mali Results, Intermediate Outcome 1.....	41
Table 10: Ghana Results, Immediate Outcome 1.1.....	42
Table 11: Ethiopia Results, Immediate Outcome 1.2.....	43
Table 12: Ghana Results, Immediate Outcome 1.2.....	43
Table 13: Bolivia Results, Intermediate Outcome 2.....	44
Table 14: Ethiopia Results, Intermediate Outcome 2.....	44
Table 15: Ghana Results, Intermediate Outcome 2.....	45
Table 16: Mali Results, Intermediate Outcome 2.....	45
Table 17: Bolivia Results, Immediate Outcome 2.1.....	46
Table 18: Ethiopia Results, Immediate Outcome 2.1.....	46
Table 19: Mali Results, Immediate Outcome 2.1.....	46
Table 20: Bolivia Results, Immediate Outcome 2.2.....	47
Table 21: Ethiopia Results, Immediate Outcome 2.2.....	47
Table 22: Ghana Results, Immediate Outcome 2.2.....	48
Table 23: % increase in yield per hectare for basic crops on women/men land (kg/ha) - Mali.....	49
Table 24: Ghana and Ethiopia Results, Immediate Outcome 2.3.....	50
Table 25: Bolivia Results, Intermediate Outcome 3.....	51
Table 26: Ethiopia Results, Intermediate Outcome 3.....	52
Table 27: Ghana Results, Intermediate Outcome 3.....	52
Table 28: Mali Results, Intermediate Outcome 3.....	53
Table 29: Bolivia Results, Immediate Outcome 3.1.....	53
Table 30: Ethiopia Results, Immediate Outcome 3.1.....	53
Table 31: Ghana Results, Immediate Outcome 3.1.....	54
Table 32: Ghana Results, Immediate Outcome 3.2.....	55
Table 33: Mali Results, Immediate Outcome 3.2.....	55
Table 34: Total Direct Beneficiaries of LINAKGES by Country.....	63
Table 35: Proportion of women to men with access to assets (physical, social, economic) that are key to resiliency - Ethiopia.....	66
Table 36: Proportion of women to men with control over productive assets - Ethiopia.....	67

ACRONYMS

AC	Area Councils
AMAPROS	Association malienne pour la promotion du Sahel
ASACO	Association de Santé communautaire
AWP	Annual Work Plan
BDSP	Business Development Service Providers
CBEA	Community- Based Extension Agent
CFIW	Chronically Food Insecure women
CO	Country Office
CAPs	Community Action Plans
COMEPS	Consejo Municipal Económico Productivo
CP	Cowpea
CSCOM	Centre de santé communautaire/ Community health center
CSI	Coping Strategy Index
DA	District Assemblies
DoA	Department of Agriculture
EARS	Entidades asociativas Rurales /Rural economic cooperatives /associations
FGD	Focus Group Discussion
GAC	Global Affairs Canada
GAM	Gobierno Autonomo municipal
GTP	Agricultural Growth and Transformation Program
GFDRE	Government of Federal Democratic Republic of Ethiopia
KII	Key Informant Interviews
IGA	Incoming generating activities
LINKAGES	Linking Initiatives, Stakeholders and Knowledge to Achieve Gender-Sensitive Livelihood Security
LDE	Local and Economic Development
OMC	Operations Management Committee
MFI	Microfinance Institution
MTDPF	Medium Term National Development Policy Framework
PARED	Partners in Rural Empowerment and Development
PAS-G	Presbyterian Agricultural Station, Garu
PNSP	Productive Safety Net Program
PMF	Performance Measurement Framework
SARI	Savannah Agricultural Research Institute
SAA	Social Action and Analysis
SP	Service Providers
ToR	Terms of Reference
VC	Value Chain
VSLA	Village Saving and Lending Associations
UPF	Unidad productiva familiar / Family Productive Unit
WEE	Women's Economic Empowerment
WIAD	Women in Agricultural Development

Executive Summary

Background and Context

The Linking Initiatives, Stakeholders and Knowledge to Achieve Gender-Sensitive Livelihood Security (LINKAGES) is a four-year program which aimed to improve livelihood security and resilience for vulnerable women, girls, men and boys in Bolivia, Ethiopia, Ghana and Mali. The ultimate outcome of LINKAGES is the improved livelihood security and resilience for vulnerable women, girls, men and boys in Bolivia, Ethiopia, Ghana and Mali. In order to achieve this, the project is centred around three components: food security and nutrition, livelihoods and economic development, and lastly supporting the creation of an enabling environment, comprising of the elaboration of inclusive government policies and regulations, the implication of the private sector and civil society to actively promote the elaboration and adoption of strategies that address gender inequalities. The program executed by CARE Canada with funding support from Global Affairs Canada (GAC) has a budget of CAD 8,2 million.

LINKAGES was expected to reach approximately 23,042 direct beneficiaries over the course of its operations and 123,503 indirect beneficiaries. The majority of direct beneficiaries (70%) were expected to be women and children under 5 years.

This final evaluation was conducted between March and June 2016 by Advisem Services Inc. commissioned to examine the relevance, effectiveness, efficiency, impact and sustainability of LINKAGES for the period extending from August 2012 to May 2016. The final consolidated evaluation is summative in nature with an objective of synthesizing results and learnings to inform future CARE Canada programs related to WEE programming. Findings were generated through an exhaustive desk review, key informant interviews, and an online survey with country office staff.

Relevance

LINKAGES design was inspired by a theory of change that postulated that women and men cannot be equally resilient, with equally sustainable livelihood options unless changes happens in agency (acquisition of knowledge, assets), and structure (land, property, ownerships, norms and regulation). development have taken place. Key informants see the theory of change as relevant, coherent, leading to important social changes and conducive of more equal opportunities for women. Evidence from the desk review and KIIs suggest that LINKAGES's theory of change also meets a wide consensus within CARE Canada program team and Country Offices representatives. 86.4% of all online survey respondents felt that the overall theory of change was either extremely relevant or relevant to their country programming.

Moreover, LINKAGES is considered highly relevant as all four are closely aligned with national government policies and strategies. In Bolivia this is the National Development Plan supporting the strengthening and expansion of rural economic development of small farm holders and in the case of Ghana, the Government's Medium Term National Development Policy Framework (MTDPF) 2010-2013 toward thematic area #7 focusing on poverty reduction and income inequalities. In Ethiopia, this project met several of the Government of Federal Democratic Republic of Ethiopia (GFDRE)¹ and contributed to

¹ Promote potential of Ethiopian Women through targeting of women and gender mainstreaming (pillar strategy# 7) create employment opportunity (both on and of farms) and push for the acceleration growth in the agricultural sector through improved financial products and services (Pillar Strategy #1 and #2) promote women's participation

several components of the Government of Ethiopia's Agricultural Growth and Transformation Program (GTP), including the strengthening of agricultural production, promoting the potential of Ethiopian women and managing risks through diversification of livelihoods. The project was also designed to contribute to improving the livelihoods of Chronically Food Insecure Women (CFIW) by assisting the productive Safety Net Program (PNSP) beneficiaries lacking access to other food security and microfinance programmes to acquire assets through entry into viable markets and microfinance services.² In the case of Mali, the initiative was aligned with the Government Strategic Framework for Growth and Poverty Reduction 2012-2017 which aimed to accelerate economic growth through the development of rural production sectors, the development of the financial sector to benefit the poorest, and the strengthening of access to social sector.³

The desk review and interviews also confirmed that each of the countries activities and outputs focused on reducing gender gaps identified (cultural and systemic barriers) by supporting simultaneously the acquisitions of information, knowledge and skills through training (agricultural techniques, diversification of crop, climate resilient agriculture,) access to and control of productive assets (land, agricultural inputs, equipment and extension services) and market opportunities all of which they need to have equal opportunities to develop livelihood options. Interventions sought to get at the root causes of gender discriminations and inability of women to harness, use or benefits from the means of production. The vast majority of key informants corroborated that the gender transformative approach building all at the same time on the change levers (access, control, decision making and organizational transformation) has in one hand contributed to create an enabling environment influencing social changes at different degree in each country; and on the other hand supported the development of interventions and mechanisms allowing women and men to play a more inclusive role in the planning and development of food security and economic development.

Effectiveness

Overall, LINKAGES achieved the majority of their results as outlined in the Performance Measurement Framework (PMF) at all result levels. The overall salient findings include:

- In Bolivia, the project has had positive results in facilitating the securing of income for members of rural associations (EARs). Overall, 70% of female members from 10 groups reported increased income while 72% of males equally reported increased income
- Abdishe in Ethiopia was successful in moving approximately 66% of households from requiring external food support, surpassing the project target by 6% and measurements from the Coping Strategy Index shows that coping strategies have increased at the household level.
- PROMISE in Ghana, saw 63.0% of households reporting the consumption of diverse diets. The main shift experienced by households relates to eggs, vegetables and fruit consumption with 57.0%, 37.3%, 34.2% more households consuming these groups respectively.
- IFONS in Mali witnessed decrease in the prevalence rates of chronic malnutrition by 28.2 percentage points overall, and the project surpassed its target of 33.8% by 7.6 percentage points. By sex, chronic malnutrition for girls decreased by 18.8 and for boys 16.4 percentage points.

in household decision-making, community development and economic activities (pillar strategy #5) and build implantation capacity for government actors at the Woreda level and for private sector (pillar strategy #6)

² Ethiopia Abdishe PIP, p.7-9

³ LINKAGES Semi-Annual Report August to December 2012, p.7

Intermediate Outcome 1: Increased quantity and quality food production and consumption by women, girls, men and boys

Country	Results
Ethiopia	In Ethiopia, positive change towards the achievement of food production and consumption. Most notably, are the increase in dietary diversity of households from an average of 3 food groups consumed to 6 of 9 food groups consumed. Second to this is the reduction in the number of months of food shortages experienced by households. This dramatically decreased from 8 months an average of 3.7 months, despite the drought crisis.
Ghana	<p>In Ghana, positive changes have equally occurred in terms of both production and consumption of soya and cowpea by women. Data collected through the Agricultural Tracking tools (2012-2015), indicates a consistent increase in average yields of soybean were experienced overall with a mean increase over three years of 32.4 kg. In terms of yield coverage, women saw a greater increase with 0.10 kg/ha compared to men at 0.06 kg/ha.</p> <p>Additionally, 86.5% of women and girls report consuming processed soya and cowpea and consumption of soya and cowpea increased by 3.0kg/week and 2.1kg/week respectively. The project has seen an increase of 29 percentage points of male household heads who encourage female family members (as indicated by women) to consume more soy and cowpea products.</p>
Mali	<p>Consumption profiles since baseline have increased remarkably with almost the entire population (99.6% women/girls, 95.8% men/boys) who is considered to have acceptable diets. This represents a change of 39.9% over the course of the project. For women of reproductive age, specifically pregnant and lactating women, results indicate the change in dietary diversity by 16.9 percentage points.</p> <p>Exclusive breastfeeding of girls and boys increased by 25.7 and 3.8 percentage points respectively from baseline (36.6% girls; 13.8% boys).</p> <p>Millet and sesame yields increased by 516 kg/ha for millet and a mean increase of 8.5 kg/ha for sesame. By sex, increases were more prevalent for female producers with four of five crops experiencing increases (except cowpea, which decreased by 158 kg/ha since baseline). Conversely, for male producers, millet and cowpea were the only crop that experienced increases with 775 kg/ha and 75 kg/ha differences respectively since baseline.</p>

Intermediate Outcome 2: Women, men, and male and female youth are better able to manage and control their economic enterprises

Country	Results
Bolivia	21 UPF(family productive unit) and rural association (EARs) were supported in administrative, business and associations management in all the four targeted municipalities. As a result of capacity building on management processes, as well as gender awareness discussions on roles and responsibilities of the different economic actors (producers, input providers, services and raw material processors and traders), 20 EARs developed business plans through participation in various management training and 15 of 18 EARs now have detailed business plans, which are co-financed, both of which aim to improve profitability of these organizations in the future.
Ethiopia	Since baseline, annual household savings have increased by 768 Birr (\$46.80) annually and average household income increased by 1496 Birr (\$91.00), indicating an increase of 80.8% and surpassing the target by 40.8%. In terms of women engaged in economic enterprises, the project has seen considerable shifts since mid-term with 63.7% of women engaged in economic enterprises (an increase of 14.2 percentage points)

Country	Results
Ghana	46.2% of women reported profit equally from soya and cowpea production and marketing activities with slightly more women (47.6%) generating profit from the production stage than marketing stage (44.9%). In terms of control along the soya and cowpea value chains, women have relative control in production, processing and marketing, particularly in processing where women have complete control in this domain. Finally, in terms of out of school girls benefiting from soy and CP value chains, the project has successfully established gender and nutrition clubs focusing on personal hygiene, nutrition, development of home gardens, sanitation and gender equality issues with a membership of 493 girls, surpassing the original target by 293 girls.
Mali	63.0% of women report increased income because of participation in VSLA activities. 38.0% also report daily incomes of over \$1.25 USD/day, which has remained constant since baseline

Intermediate Outcome 3: The policy and regulatory environment supports poor women and men's more equal control of agricultural resources and market processes

Country	Results
Bolivia	Significant progress achieved in strengthening the integration of gender equality into public-sector promotion of local economic development. The involvement of mayors, municipal councils, municipal technicians and private sector actors have led to an increased capacity of these groups to analyze the local reality and distinct contributions of men and women to local economic development. This increased knowledge resulted in changed practices when municipal government actors evaluate municipal by-laws for gender equality issues. To date, four municipal laws have been elaborated to promote SME innovation and local economic development. In addition, the project facilitated the adoption of a gender sensitive Guide to LED at the national level by the Ministry responsible for decentralization. In addition, the PTY effectively engaged different stakeholders in development planning and implementation process, leading to the establishment of four Productive Economic Municipal Council - COMEP (Consejo Municipal Economico Productivo))
Ethiopia	Growing trend in the Woreda administration which have gender sensitive development activities vis-a-vis sectoral mandates. The project has also established a long lasting platform for mobilizing, coordinating, synergetic planning and gender sensitivity among different stakeholders, including governmental and non-governmental; formal and informal; local and higher levels. The project strengthened partnership with women and child affairs and provided training on situational analysis approach (SAA) and gender equality relying on them to be advocates for changes towards gender equality. The multi-stakeholder's platform (MSP) regrouping key government, private sector representatives and project beneficiaries increased awareness on gender-sensitive value chains and linked beneficiaries with potential business partners and middle services providers. Government sector offices and community-based institutions have become more gender-sensitive and responsive.
Ghana	The project was instrumental in establishing three core mechanisms- "Agbadeeya Ma" (literally meaning "the mother of Soya and Cowpea Producers") which is the Soya and Cowpea Apex body in the East Mamprusi District; it also facilitated processes for the inclusion of project beneficiaries to the Garu Cooperative Farmers' Association, which engages the District Assemblies (DAs) on decision making relative to farmers' interest in the district (including lobbying for the inclusion of soya to the list of crops of advocacy interest to the association); and finally supported the establishment of two Operations Management Committees (OMCs) comprising solely women to oversee the running of the soya threshing machines provided by the project. The need for an extended period of support to these platforms will be paramount to guarantee their functional sustainability
Mali	Significant changes in the number of women who are participating in the elaboration of village food security conventions with 64.7% reported supporting such conventions. Overall, 2 507 people have participated in village fora (62.5% women), surpassing the target by 377 people. The increased

Country	Results
	number in women is explained by the mobilization of GMJT, which are positioned to influence food security priorities of community members.

Efficiency

External and Internal Factors - Several external factors have influenced the program implementation. Among the most important ones, the onset of a drought in Ethiopia and poor rainfall patterns during the last two agricultural campaigns in both Ethiopia and Mali affected agricultural production. In Ghana, the slow decentralization process impacted work with District Assemblies. In Mali to compensate for the lack of support from governmental authorities the project developed close collaboration with the village and municipal authorities as well as saving groups (MJT). This helped minimize the absence of State decentralized technical services. Finally in Bolivia, the pre-electoral climate and following elections have influence interventions and processes that involve municipal government partners and obliged the project to work with new elected officials (municipal actors). Internal factors affecting program include the staff turnover, particularly in Ghana, the exchange rate losses due to the fluctuation in the Canadian dollars (versus US dollar 2014-2015) and administrative delays from Country Offices procurement side due to bureaucratic procedures in place impacting on the beginning of activities. Despite all odds measure have been taken to identify the best alternatives to achieve the objectives.

Program management and organizational structure – Key informants interview revealed, that there is some concerns about the design of the staffing structure for LINKAGES. While CARE Canada has tried to leverage its existing expertise in house with the use of technical advisors (gender, food and nutrition security, monitoring and evaluation) and officers at the program level, these staff appeared stretched (several priority projects to manage in their portfolios) in terms of available time to provide needed support to Country Offices. Despite this, technical expertise provided by CARE-Canada at the country level is viewed as effective and timely.

Utilization of allocated resources – Based on desk review, the program was overall cost-efficient in its implementation and the program management made effective use of funds.

Communications and opportunities to exchange among countries – CARE Canada put considerable effort into maintaining internal communication among country offices and should be commended for their consistency and frequent follow up. However, the opinions on the opportunity for exchanges between countries are divergent. Some considered the annual learning event as relevant and an ideal opportunity to meet face-to-face to discuss the program and in some instances conduct field visits. Others, however believe that the exchanges should go beyond this event, but more importantly require clearer focus in terms of the outcomes.

Monitoring and Evaluation – Overall, LINKAGES has put much effort into the establishment of systems to monitor and assess results. Gender tools were developed to measure gender equality changes and its contribution to livelihood security and resilience as well as standardized outcome data collection tools to ensure systematic use of data collection instruments. Several suggestions for improvements have emerged from key informant interviews, online surveys on monitoring and evaluation processes. Among them, the importance of having a resource dedicated to more rigorous data quality control throughout the project. This would have greatly improved the quality and consistency of data, particularly in ensuring sex-disaggregated data.

Research and learning – One of the unique features of the project, was the individual implementation research activities in each of the countries, used to explore the best ways to address deeply rooted gender inequality issues which are seen as a barrier to achieving livelihood security, resilience and sustainable futures for households and communities. Overall, it was perceived as a good mechanism for staff to learn about the research processes, build analytical and reflection skills, and sensitize the team at the same time around gender equality.

Sustainability

LINKAGES has impacted positively in the lives of the target communities, women, men, boys and girls. Evidence from the desk review and the interviews suggest that community buy-in, achieved through prior sensitization efforts, constitutes a major scalability factor. More so, community sensitization efforts made by the program have proven most useful not only to engage women and men, boys and girls, but also to secure proper institutional support from local authorities, elected officials to test new approaches, strategies model addressing gender divide in access to and control over productive resources. It is also envisaged that the public-private platforms created during the program will remain to push forward advocacy in favor of inclusive development and to leverage other financial resources after project completion. Specifically:

In Ethiopia – partnership with government and community structures is the corner stone to ensuring sustainability beyond the project. The strengthened relationship with the Keeble administration and Afosha (community local structure) is considered as very promising in terms of continuing the to support project communities in the future.

In Mali – the 173 community relays (of which 100 are women) are considered a cost-effective strategy to achieve rapid scale-up while maintaining a standardized level of quality for dissemination of information and to keep tight links with the community as they leave in or nearby the village. This pool of resources in each village is a key asset for the sustainability beyond project closures. In addition, based on interviews carried out and survey results the cereal banks and caisse de prevention nutritionnelle are sound mechanisms that will continue beyond project completion. Theses mechanisms are well adapted to respond to food security and nutrition especially bank of cereals that provide an important safety net for community during the lean season

In Bolivia – A municipal law recently enacted supporting an inclusive local economic development is quite an achievement. The enacted law represents a change of mindset with authorities and norms and regulations to support women's economic development will be sustained through this regulatory achievement. Knowledge of national legislation, from women and men and leaders in decision-making, ensures now that advocacy for changes in inclusive local economic development will continue and be consolidated in the future

In Ghana, – the mechanism of the gender champion, is in itself a sustainability strategy although the continued work of these champions is unknown without project intervention and post project evaluation or research. Regardless, these champions are critical and evidence points to their involvement with resolving community and domestic disputes and serving as a role model for others. The strong male engagement component equally is a best practice and key for sustaining some of the transformations.

Key Learnings

Operational Learnings

- A sound understanding of the country socio-economic context and a good knowledge of the national language are critical assets for communicating effectively with Country offices and developing a good understanding of the programming. Based on challenges highlighted in Efficiency, technical communication in local operating languages is key to improvement of quality of data and programming.
- Investments in developing a consolidated and common M&E system across multi-country projects, necessitates greater allocation of staff time in M&E, as opposed to stretching across multiple portfolios, with the aim of strengthening the use of a multiplicity of M&E tools and to develop a coherent and robust M&E system at country level to inform overall program level results. In addition, close monitoring improves the coordination of interventions and the effectiveness of interventions.
- LINKAGES has experienced turnover both in HQ and at the country level. As human resources are the backbone of the organization, and as country-level staff are its eyes and arms in the field, retention of personnel should to be a major concern. To this end, the capacity to identify and retain high-quality personnel in the Country offices is critical. Addressing staff retention problems by acting on salary scales, performance appraisals, professional development and other incentives could be considered. Transition and/or handover processes should equally be established and enforced to properly debrief new personnel to ensure the proper pursuit of operations.
- The delays in procurement and disbursement can seriously hamper the project implementation and achievements of results considering the simplification of administrative and financial procedures could ensure that interventions are carried out as planned to sustain the achievement of results.
- Organizational learnings and knowledge management (i.e., mapping and archiving of information, documents) are key to documenting, communicating and improving the quality of CARE CANADA interventions.
- It is essential to develop strong relationships with government authorities, not only to ensure they are informed, but also to foster their collaboration in planning efforts; this way, buy-in can be secured, and responsibilities can be formalised and handed out beyond the programme completion period, thus promoting greater sustainability.

Programmatic Learnings

- Interventions implemented through governmental structures like in Ethiopia enables the project to have a wider reach and to train and draw on experts and government authorities that may facilitate the adoption of approaches and or model intervention that can be scale-up beyond project completion. This is a clear success factor.
- The learning research agenda initiative intended to explore gender inequality issues has provided evidence-based findings to bring out new understanding of the barriers to achieve livelihood security, resilience and sustainable results for household and communities and bring out change in

perceptions and thought on solutions to reduce existing gender gaps. Nonetheless they would have gained from a wider dissemination beyond those directly involved in the project as researchers and participants to ensure these learning may contribute to other programs and continue to be integrated into CARE's work beyond the end of this initiative.

- Farmers Field Business Schools (FFBS) have proven to be a very effective platform to disseminate extension messages to a larger number of farmer at a lower cost. Through FFBS farmer not only learned about agricultural practices but also about other issues such as gender equality and nutrition.
- In a context of chronic food shortage, the combination of several approaches is most appropriate. Addressing problem of malnutrition (sensitization to improve nutrition practices, diversification of food consumption) while developing interventions to protect households during the lean season (bank of cereals, surplus storage) and developing productive and income generating interventions is improving the long term availability, accessibility and proper utilization of food by beneficiaries.
- Climate adaptation strategies require more concentration and integration into food security and productivity activities. While conservation agriculture is one such approach, interviews reveal that a more concerted effort in this area is required. Vegetable gardens equally proved difficult due to their water-intense nature and the promotion of this needs to be rethought to a certain degree. The mapping of these lessons are necessary so that strategies around improving food security within a climate sensitive environment can be sustained.
- Cooking demonstrations have proven to be very effective mechanism to introduce nutrition concepts as well as teaching beneficiaries how to prepare food in better hygienic conditions and using local ingredient. This is a positive departure from traditional training and assistance in nutrition that provide external package where supplementary food is provided. This is however only one key success factor in improving child nutrition under 5 years and equally requires more integrated work within the health sector through health workers and other MNCH topics.
- VSLAs are a critical entry point in information dissemination, however the importance of linking VSLAs groups to Microfinance institutions with adapted financial services (interest rate, repayment period) to ensure their financial inclusion is key to ensure sustainability of their financial inclusion.
- Considering the low level of literacy of women beneficiaries in VSLA or SMEs to be able to manage their operations and benefits, requires the provision of functional literacy and alternative adult education and may be worth considering for future programing. As this component may be costly the development of partnership with existing governmental program or specialized organizations may be considered.
- Linking beneficiaries with central markets is essential to help beneficiaries get better price for their produces and to ensure their profitable engagement in their economic enterprises.
- Access to best practices and lessons learned is important when CO team needs to plan new actions or make adjustments to existing interventions, south-south exchanges would allow to build on past experience to improve the quality of programs, achieve better results and/or avoid repeating mistakes from the past.

Recommendations

MERL Recommendations

- CARE needs to invest in staff to support quantitative design, collection and more importantly processing and cleaning, both in Canada and within field teams. This would result in the improvement of data quality. This is especially the case for multi-country programming which equally requires sufficient in M&E training, coaching and supervision to ensure that team members have all the required skills, especially with respect to gender equality data collection tools and study planning.
- M&E staff time needs to be allocated to correspond with the level of effort required for rigorous monitoring systems.
- Greater effort is required to ensure all indicators are disaggregated by sex and age group (where relevant), and more importantly that data is collected, analysed and reported in this way. Technically, indicators at outcome levels should also maintain a unit of percentage, not #s as it would allow for a more meaningful information. CARE is also encouraged to explore approaches of extrapolation of core indicators to get a better handle on demonstrating reach.
- It is recommended that future multi-country programs of a similar nature use common and standardized indicators at intermediate and ultimate outcome levels in order to facilitate reporting as one coherent program as opposed to four individuals projects. Within WEE, and based on internal capacity in gender, this approach should not be difficult. Core indicators and their measurements should be also drawn from global standards on dietary diversity, food security, and economic empowerment. It would be worthwhile for CARE to adopt a standard tool for the measurement of dietary diversity (i.e. HDDS) across all programs in order to better demonstrate organizational impact. There was equally a missed opportunity to look at household food allocation across the three countries focused on food security and should be coupled with any HDDS-type tool utilized. Moreover, it is recommended that indicator definition sheets are developed for all indicators to ensure consistency in measurement.
- Data interpretation processes, on an annual basis is a best practice in program learning and it is highly recommended that CARE in future programs, design and plan for these processes to facilitate in the articulation of trends, but more importantly to facilitate in programmatic adjustments based on evidence. An alternative to this is for CARE to explore Contribution Analysis as a way to determine the effect of its interventions to results⁴. It is understood that CARE has already integrated this learning and data interpretation processes into other projects since LINKAGES which is commended, however LINKAGES has not benefited from this model.
- As CARE is committed to the use of qualitative methodologies, more appropriate timing and planning of its use needs to be considered, primarily in terms of complementation to quantitative results. One core example are related to findings from baseline and end line on coping strategies (ETH) whereby patterns in coping strategies shifted, however as qualitative component was planned during the survey itself, there was little time to analyze the quantitative data and explore

⁴ John Mayne (2011)

more qualitatively after. It is recommended that future programs of this nature should stagger its quantitative and qualitative components and planned accordingly.

- Implementation research initiatives in CARE programs should continue. As it is concerned with the end users of the researchers and not solely in the production of knowledge, these initiatives can over the life of a program improve strategies, re-define interventions and be a catalyst for learning. At the same as time, it would be advised to document and disseminate findings of the research so other countries can benefit.

Programmatic Recommendations

- VSLA is a tested mechanism for entry points into multi area input programming, yet remained secondary in terms of the documented impact of the model (i.e. no indicators) and undermined in terms of. It is recommended that CARE puts this at the forefront of its model and contribution to the theory of change and that core indicators on average savings, average loans, use of loans for productive purposes are included.
- Funds disbursement: project activities were sometimes delayed because of Country Office procurement bureaucratic process. To ensure timely implementation of project activities, it is recommended that funds should be released on time to partners to conduct activities and the transfer mechanisms reviewed to ensure timely disbursement.
- Even though Annual fora have been created and mechanisms have been set up to exchanges information lessons learned between countries sources consulted for the evaluation have, underlined the necessity to foster south-south exchanges for instance between gender advisors, M&E officers to provide spaces to advance discussion on specific technical issues. This could be fostered through learning labs or working sessions.
- In future programming CARE- Canada should consider applying clear exit strategy and processes that shift responsibilities to appropriate governmental authorities once the programme is finished. These processes should be discussed early on in the programme, planned during implementation preparation phases, with a view to ensuring the viability of interventions.
- CARE-Canada, and Country offices should ensure proper induction of new staff filling positions to ensure they have access to basic knowledge on the status of the programme and access to key information pertinent to their field of expertise. Orientation packages and schedules should be integrated into induction of new staff.
- CARE-Canada should consider the addition of a quality assurance specialist (quantitative) in the HQ office that provide for accurate data collection, supervise the data entry and support M&E country office staff
- Finally, it is the recommendation of the evaluators that in order to improve corporate memory, document and management information systems need to be examined and used more carefully. It is equally worth exploring innovative and extremely low-cost alternatives for evaluation processes such as Open Data Kit (ODK) platforms (or more mainstream such as CommCare) particularly when it comes to evaluation data storage and analysis.

1. Introduction

The following report presents the consolidated findings of the final evaluation of the Linking Initiatives, Stakeholders and Knowledge to Achieve Gender-Sensitive Livelihood Security (LINKAGES). LINKAGES is a four-year program executed by CARE Canada and implemented in four countries (Ethiopia, Ghana, Mali and Bolivia), with funding support from Global Affairs Canada (GAC).

The final evaluation was conducted between March and June 2016. A team of two evaluators (Maryvonne Arnould and Erica Stillo) from Advisem Services Inc., a Canadian consulting firm, were commissioned to examine the relevance, effectiveness, efficiency, impact and sustainability of LINKAGES for the period extending from August 2012 to May 2016, as per the Terms of Reference (ToRs) in Appendix 1.

As set out in the ToRs, the objective of the final evaluation was to take stock of the program to date and compare it to its original intent, ascertaining progress made relative to LINKAGES's original goals, work plans and learning agenda. The evaluation also sought to provide strategic thinking on the relevance of LINKAGES' theory of change to sustain the programmatic approach; the extent to which LINKAGES achieved its planned outcomes; to what extent have the country gender equality strategies contributed to a more equitable access to assets, control and benefit of productive resources and secure income resources for women and men and nutrition and food security; supporting the development of an enabling environment that enhances equitable participation in decision-making for development; potential impact that can be logically derived from LINKAGES; and lessons learned from the implementation of the program.

This report presents an independent assessment of progress during the four-year period based on an exhaustive desk review, interviews and survey to Country Offices (COs) and CARE Canada personnel. It serves both to inform CARE Canada and CO's of results achieved, and allows LINKAGES to learn from its gender- focus approaches. The main sections of the report are structured as follows:

- Section 2 outlines the scope and methodology of the evaluation
- Section 3 highlights methodological and process limitations to the evaluation
- Section 4 provides background and contextual information on LINKAGES and on the final evaluation.
- Section 5 presents the findings and results of the evaluation.
- Section 6 identifies lessons drawn from the LINKAGES experience.
- Section 7 presents a series of recommendations for future programming.

The evaluators are grateful for the support and assistance provided throughout this assignment by CARE-Canada program team in Canada and to CARE country office representatives that willingly participated in interviews as well as online surveys administered during the evaluation.

1.1 Expected Results

The ultimate outcome of LINKAGES is the *improved livelihood security and resilience for vulnerable women, girls, men and boys in Bolivia, Ethiopia, Ghana and Mali*. In order to achieve this, the project has three intermediate outcomes:

- Intermediate Outcome 1: Increased quantity and quality food production and consumption by women, girls, men and boys
- Intermediate Outcome 2: Women, men, and male and female youth are better able to manage and control their economic enterprises
- Intermediate Outcome 3: The policy and regulatory environment supports poor women's and men's more equal control of agricultural resources and market processes.

At the immediate result level, a series of outputs will contribute to the following:

- Immediate Outcome 1.1: Decreased gap between men's and women's control over resources necessary to ensure sustainable food production
- Immediate Outcome 1.2: Women, men, boys and girls more equally consume nutritious food
- Immediate Outcome 2.1: Women, men, boys and girls have increased and more equal access to the knowledge, skills and services needed to strengthen and diversify their economic activities
- Immediate Outcome 2.2: Decreased gap between men's and women's access to and control over a variety of processes in select value chains
- Immediate Outcome 2.3: Collectives and Business Development Service Providers (BDSP) provide more equally relevant support to male and female owned enterprises
- Immediate Outcome 3.1: Local value chain (VC) actors (women's groups, collectives, suppliers) have increased role in the formulation of policies and regulations that enhance men's and women's food, nutrition & income security
- Immediate Outcome 3.2: Local government structures have increased capacity to effectively and transparently engage different stakeholders in development planning and implementation processes.

In addition to this, LINKAGES established five gender equality objectives: a) More equal quantities of quality food produced and consumed by women, girls, men and boys; b) Each LINKAGES project decreases a gender gap in the control over at least one value chain or marketing process or means of production, or over profit control at the household level; c) At least two key enabling environment actors in each project demonstrate one strategy, skill or piece of knowledge necessary to address gender issues in their portfolio; d) program quality assurance activities and program management processes support country offices to achieve gender equality result; and e) LINKAGES answers two key learning questions related to decreasing gender gaps to promote livelihoods resilience.

2. Purpose of the Evaluation

The overall purpose of the evaluation was to carry out a consolidated and synthesized final evaluation based on four country final evaluations being carried out by independent consultants. Overall, CARE was interested in:

- Assessing to what extent the program has achieved its intermediate and ultimate outcomes, and to what extent an improvement in gender equality and women's economic empowerment (WEE) has been achieved.
- Understanding the overall program theory of LINKAGES and how the results of each of the four individual projects that make up the program feed into, modify, and/or highlight learnings to the original program theory of change.

- Assessing the program's overall relevance, efficiency, effectiveness, sustainability, impact, reach and gender equality goals, as they relate to the program theory, and based on the results documented by each of the four individual projects.
- Analyzing the different approaches used by each of the four countries as an approach to WEE (Bolivia: inclusive governance; Ghana: nutrition and value chains; Mali: agriculture productivity and nutrition; Ethiopia: village saving and loans (VSLAs) and value chains).
- Providing insight and recommendations on how the LINKAGES program has contributed towards WEE objectives at the CARE Global level

Specifically, to assess progress and results achieved in implementing LINKAGES as planned, the final evaluation examined:

- Original implementation plans and subsequent adjustments made to these plans, if any;
- The degree of achievement of planned program outcomes, with reference to the CARE programme PMF taking into consideration country social fabric and factor contributing to the achievement of the five gender equality objectives as outlined in the LINKAGES Gender Strategy or constraints limiting their achievement;
- The execution of key program activities;
- Overall lessons learned so far from the CARE experience and action research
- Early evidence of program impacts, if any, especially those reflecting visible effects of the underlying theory of change that inspired the design of LINKAGE' economic and livelihoods/ food and nutrition security, to reduce gender gaps. Special attention to the enabling environment necessary to operate behavioral changes would be also considered

2.1 Evaluation Approach

The final consolidated evaluation is summative in nature with an objective of synthesizing results and learnings to inform future CARE Canada programs related to WEE programming. This was carried out based on a consolidation of existing documentation and data, supplemented with interviews and online survey from five countries, and which takes advantage of data already gathered through monitoring and evaluation activities performed during the four years of project implementation by each of the projects and their respective Country Offices as well as local consultants. In addition, the approach has built upon collaborative approaches with country evaluation teams to inform, to some extent, individual designs in a coherent way.

2.2 Evaluation Methodology

The final evaluation, undertaken by ADVISEM, is a consolidation of four individual country evaluations carried out by local consultants engaged by CARE country offices. For the latter, each country engaged in data collection on key evaluation areas and of performance indicators outlined in their individual PMFs. The final evaluation, herein called the global evaluation, is a consolidation of these four individual evaluations. A mixed methods approach was used to carry out the evaluation at the global level.

Technical Support Provision

Prior to the commencement of country evaluations, the evaluation team provided technical input and suggestions to the evaluation designs and plans of country teams in Ethiopia, Mali, and Ghana. The Bolivia final data collection process had already been completed prior to Advisem entry into the process. The support component of the global evaluation allowed, to some degree, influence of key design considerations and specifically to ensure full coverage of data collection against indicators in the PMF and

facilitate final presentation of findings. Specific support involved the review of end line study designs and data collection tools. Templates for inception report outlines and final evaluation report outlines were shared with country consultants, where possible to improve on planning (See Appendix 11).

Document and Data Review

The primary method for this evaluation involved the summative consolidation of the four individual country evaluations, documentation and qualitative and quantitative data supplied by CARE's monitoring and evaluation mechanisms. As such, a detailed document review of project documents and secondary data was utilized to bring together and respond to key evaluation questions at a program level. Sources included, but not be limited to, semi-annual and annual progress country reports, rolling profiles, gender equality research papers, baseline and mid-term evaluation reports, and final country level evaluation reports. (See Appendix 6 for list of documents reviewed).

Key Informant Interviews

To complement findings from country evaluations and reviews of existing documentation, a series of key informant interviews with identified program staff in Canada and the four CARE countries were conducted in order to gain further insight and perspective around the aforementioned evaluation questions. 23 interviews were planned; however, a total of 15 interviews were conducted in the end across the five countries (See Appendix 7 for list of interviewees). This variance was due conflicting schedule and or connexions problems with Country Office representatives⁵. These interviews were all conducted via Skype or telephone and followed a semi-structured interview schedule as presented in Appendix 8.

Online Survey – To supplement evidence gathered through other means an online survey using Google Forms was developed in English, French and Spanish and administered to 22 project staff (27.2% female) across four countries who were directly involved with the program focusing on key evaluation questions outlined in the evaluation framework. This method allowed country office staff to actively participate in the program evaluation by seeking their opinions and perceptions on the program, and who may have not had the opportunity to participate in telephone interviews. The survey also provided staff more confidentiality and space to respond openly. Data generated from this survey has been de-identified to maintain anonymity. The final survey questions are featured in Appendix 9.

2.3 Evaluation Framework

In line with standard evaluation practices, an evaluation framework (matrix) was developed to guide the evaluation around core evaluation questions as identified by CARE Canada based on criteria for international development project evaluations⁶. The evaluation framework, found in Appendix 2, outlines the main areas of inquiry, as well as questions and sub-questions to be answered and specifies the nature of answers/evidence, data sources, and data collection methods, to guide these questions, (either by the Canadian evaluators, or country evaluation teams). This matrix served as the cornerstone of the evaluation.

⁵ In cases where connection issues persisted, interviewees were invited to complete online surveys.

⁶ As per the Principles for Evaluation of Development Assistance (1991) issued by the Development Assistance Committee of the Organisation for Economic Co-operation and Development.

While the evaluation team used this matrix to guide areas of inquiry, it equally took an iterative approach in question development as the evaluation proceeded and interviews were conducted.

3. Limitations

Like with all evaluations, challenges and limitations are faced. LINKAGES is no exception to this. Some key limitations should be noted, which have affected the overall quality of final results in the evaluation, and which need to be considered when reading findings, particularly around effectiveness. Most notably, evaluation findings can only be based on data and information which is documented, or which is obtained through key informant interviews, as the role of the evaluation team was to synthesize evaluation findings from country level evaluators. It is important to recognize that some gaps may be present, but the evaluators have aimed to minimize these gaps as much as possible and where not possible, have indicated where missing data occurs. Other limitations include:

Provision of timely technical support: In some instances, (Bolivia) data collection was completed prior to the evaluators coming on board and thus, they were unable to influence the quality of the data collected. In other cases, detailed feedback was possible (Ethiopia), while in others such as Mali; minimal influence could be provided considering the timeframes of inception report receipt and data collection. As a result, gaps exist in full reporting against indicators, sex disaggregation data, and utilization of qualitative information generated from Focus Group Discussions (FGDs) to explain results.

Comparability between Baseline and Endline data: Consistency of data collection tools, computations and data collection methodologies differ, in some cases, between baseline and end line studies posing a limitation of comparability between these two data points. Namely, this has occurred with dietary diversity indicators, knowledge indicators, and indicators related to Outcome 3 for lack of proper definitions. Moreover, the evaluators were limited in complementing the high quality gender analysis conducted at mid-term as only 1 of 4 countries administered Universal Tool 1 in time for the final evaluation (analysis of access and control). Comparability was also limited due to different time periods utilized by country evaluators in survey questions (e.g. last month versus last 24 hours). For results which are dependent on seasonality (e.g. food security and agriculture production), the end line studies did not necessarily take place both in similar periods (e.g. both during lean seasons or alternatively both during non-lean seasons) to determine more accurate comparability and results should be read with some caution. Where applicable, these data challenges are noted with a series of footnotes.

Data and Reporting Quality: It was not in the purview of this assignment to validate or re-process raw data and as such, Advisem was limited to consolidate already reported results. In some cases, apparent data quality issues, including gaps of data to inform indicators, presented themselves, making description and interpretation somewhat challenging. One example is related to household decision-making scores whereby based on the data collection tool used at baseline and end line, results indicate a decrease, however evaluators note this as an increase, however without raw data exploration of this is not possible. Additionally, some documents provided were in draft form with CARE Canada comments and Advisem did not have access to final reports. Again, where applicable, a series of footnotes outline the various caveats.

Minimal Common Standard Measurements: While LINKAGES was a multi-country program with individual measures, in areas where there was coherence (e.g. dietary diversity, income and food security) the consultants were limited in speaking programmatically, where there was opportunity to do so due to lack of some minimal common indicators (i.e. dietary diversity, food security, income). The exception to this is in gender equality outcomes and results, where the program has successfully designed standard

indicators. The limitation however remains in the availability of data for these standards. Please see recommendations section for further information.

4. Program Background

4.1 Program Description

LINKAGES is a four-year program (August 2012 to May 31, 2016 - \$8.2 CAD) and a multi-country initiative funded by Global Affairs Canada (GAC) with 25% match funding from CARE- Canada and operational in four countries— Bolivia, Ethiopia, Ghana and Mali. It aimed to improve the livelihood security of vulnerable women, girls, men and boys.

Its goal is to improve women's and men's livelihoods and resilience and reduce the incidence of poverty by closing gender gaps and improving equal access, control over resources and opportunities as well as participation and decision making to carry out livelihood strategies⁷ in food security and nutrition and enterprise development. This was to be achieved through the design, implementation and monitoring of projects in 104 selected areas⁸ of the four participating countries.

Individual projects are managed by CARE's Country Offices (COs) and supported by CARE-Canada core program team⁹ in each of the four participating countries, and carried out in partnership with implementing agencies and local and national stakeholders (Appendix 3).

The centrepiece of LINKAGES features three key components/outcomes:

- *A food security and nutrition* component focusing to increase the quantity and quality of food production and consumption by women, girls, men and boys using different strategies (training, and knowledge transfer strategies ¹⁰
- *A livelihoods/economic development* component intended to improve the skills of women, and to increase women's and men's access to financial resources, productive assets and incoming generating activities (IGA) or micro-enterprises opportunity through means such as village savings and loans associations (VSLAs), access to value chains and business development services.
- *Support in the creation of an enabling environment*, comprising of the elaboration of inclusive government policies and regulations, the implication of the private sector and civil society to actively promote the elaboration and adoption of strategies that address gender inequalities which prevent women from providing services and participating to the implementation of policies and/or norms and regulations that support economic development.

⁷ Care Canada, LINKAGES Theory of change, n.d, n.p.

⁸ 20 Villages in 2 districts of Ghana, 71 villages in 4 communes of Mali, 4 municipalities of Bolivia and 9 Kebeles in Ethiopia

⁹ This consists of a lead programme manager, project officer, and technical specialists in food security, gender and M&E, in addition to a consultant dedicated to the learning research agenda) the financial (Contract Management Unit- CMU)and Fund raising Marketing and Communication (FMC) teams.)

¹⁰ Refer to table 1 page 12 for more information

It is important to underline that in all four contexts, gender inequalities were evident – both in the way women and men were affected by the issues and in the manner in which these were addressed. The LINKAGES project, through its various interventions in all four countries, aimed to address some of these issues both as practical needs women face in the communities and as longer-term strategic interests in order to achieve lasting social change. Addressing gender inequalities is a preoccupation for all four countries; this is reflected throughout program documents.¹¹

In addition, to explore the best ways to address deeply rooted gender inequality, which are seen as barriers to achieving livelihood security, resilience and sustainable futures for households and communities, the program collaboratively developed with participating countries a research learning agenda. Each country selected a theme of investigation pertinent to its socio-political realities and programmatic priorities, as outlined below:

- *Ethiopia*: How can women’s engagement in economic activities be realized without being overburdened?
- *Mali*: How can gendered power relations that allow women to manage and control lands affect household food and nutrition security?
- *Ghana*: What needs to change or to be different in gender roles and relations in order for women to experience equal participation and benefits (equal access, ownership and control) in the soy and cowpea value chains?
- *Bolivia*: What are the signs that would show change in productive and reproductive roles among women and men involved in family productive units and rural economic cooperative/associations (EARs) and, what is the economic value of women’s work (paid and unpaid) in family productive units & SMEs

These components tie into LINKAGES ’s underlying theory of change which builds on change levers to modify gendered patterns of access to and control over productive resources, assets and market opportunities and build the capacity of project partners (NGOs, government stakeholders, private sector, civil society) to work and support gender equal outcomes in food security and market support processes. This is more specifically achieved through inclusive participation to the decision-making process. The theory of change is covered in more details in Section 5.1: Relevance.

4.2 Strategies to Achieve Expected Results

As outlined in the PMF (Appendix 4), LINKAGES aimed to improve livelihood security and resilience for vulnerable women, girls, men and boys in Bolivia, Ethiopia, Ghana and Mali. Three of the four countries work in nutrition and food security. Achievement of these outcomes depend largely on good gender equality mainstreaming that recognizes pre-existing gender imbalances and seeks to address and reduce those gaps and the adoption of strategies supporting the achievement of the outcomes.

Table 1: Program Strategies

Intermediate outcome	Immediate outcome	Strategies to achieve the outcome
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¹¹ CARE- Canada, Project Implementation Plan, November 2012

Intermediate outcome	Immediate outcome	Strategies to achieve the outcome
1. Increased quantity and quality of food production and consumption by women girls, men and boys	<ul style="list-style-type: none"> Decrease gap between men's and women's control over resources necessary to ensure sustainable food production W/M/B/G more equally consume nutrition food 	Promotion of: diversified crop production, dietary diversity and improved food preparation methods; good and safe food processing and storage techniques; good hygiene in order to reduce the impact of underlying causes of malnutrition; access to financial resources so as to increase food acquisition capacities; and good feeding practices for children. To impart this knowledge, used a number of training and knowledge transfer strategies (community based resource trainers, group training including through VSL platforms, demonstrations)
2. Women, men, and male and female youth are better able to manage and control their economic enterprise	<ul style="list-style-type: none"> W/M/B/G have increase and more equal access to the knowledge, skills and services needed to strengthen and diversify their economic activities Decrease gap between men's and women's access to and control over a variety of processes in selected value chains Collective and Business Development Service Providers (BDSP provide more equally relevant support to male and female own enterprise 	Promotion of village savings and loans methodology in order to increase access to financial services/resources and thus, IGA and/or micro-enterprise development opportunities. In the process, participants will be trained in various aspects of enterprise management and linked to various business development services necessary to support their initiatives. Financial inclusion will be see by facilitating links to MFI
3. The policy and regulatory environment supports poor women's and men's more equal control of agricultural resources and market processes	<ul style="list-style-type: none"> Local Value Chain actors (women groups, collectives, suppliers) have increase role in the formulation of policies and regulations that enhance men's and women's food, nutrition and income security Local government structures have increased capacity to effectively and transparently engage different stakeholders in development planning and implementation processes 	Creating and/or supporting the creation of an environment (policy and regulatory), specifically through the burgeoning of local enterprises; the production and marketing of a variety of crops; ensures the promotion of GI in public and private spheres. New and existing policy and regulatory frameworks (legal and traditional) will be reviewed, negotiated, lobbied and implemented. In addition, strategies to strengthen linkages between duty bearers and communities will be implemented. Through those linkages, community participation, in particular women participation, sought and strengthened in policy discussions / formulation forum opportunities.

Source: LINKAGES Consolidated Program PMF – and Linkages PIP

Interventions designed around these outcomes aim to address the root causes of poverty by taking an empowerment approach that focuses on addressing women's access to information and relevant training, participatory processes in decision-making in the household, community or local level. Such interventions include: design and delivery of information (EIC) and outreach products: delivery of training programs; business development services establishment and/or support to VSLAs; support to agricultural production, introduction of improved seeds, diversification of food groups for household consumption and diet, nutrition support, value chains and inclusive market processes; market analysis, development of business plan, research and studies; support to public policies development and support to local economic development. Based on the LINKAGES PMF, country-level PMFs have also been developed for each of the four participating countries. Countries differ in their selection of intermediate/immediate outcomes, and activities and are context-specific.

4.3 Planned Reach and Targets

LINKAGES was designed to reach approximately 23,042 direct beneficiaries over a period of four years (see Table 2), with 70% of these beneficiaries expected to be women and children under 5 years. This includes a broad range of beneficiaries including women, girls, boys, men, their families, female-headed households, boys and girls under five years old, and local government officials, technicians (municipalities). Moreover, LINKAGES project was designed to reach 123,503 beneficiaries (39.5% women) who are regarded as indirect beneficiaries of the program. Discussion of the achievement of reach is found in Section 5.4.

Table 2: Planning Reach and Targets

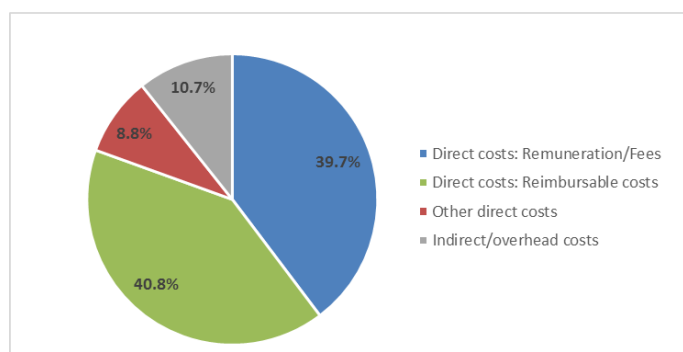
Direct Beneficiaries	Bolivia	Ethiopia	Ghana	Mali	Grand total
# of communities			20		
Women	774		1980	5470	8224
Men	774				774
Girls			2500		2500
U5 boys				2577	2577
U5 girls				2525	2525
PSNP female headed households		900			900
Non-PSNP female headed households		350			350
PSNP married women		3697			3697
Non-PSNP married women		1453			1453
Municipality technicos (agents)	28				28
Association technicos	4				4
Private sector organisation technicos	10				10
Sub Total	1590	6400	4480	10572	23042
Indirect beneficiaries					
Women	26800		5250		32050
Men	26000		6125	9768	41893
Boys			7000		7000
Girls			7000		7000
PSNP female headed households		3600			3600
Non-PSNP female headed households		1400			1400
PSNP Married women		14788			14788
Non-PSNP married women		5812			5812
Other women and girls	300			9660	9960
Sub total	53100	25600	25375	19428	123503
Grand Total	54690	32000	29855	30000	146545

Source: CARE- Canada. LINKAGES Project Implementation Plan & First Annual Work Plan, November 2012.

Resourcing

The total budget outlined in program documentation is CAD 8,272,000, most of which is taken up by the Overseas Program. LINKAGES is jointly funded by GAC and CARE-Canada following a partnership agreement that provides for a 3:1 cost share ratio (i.e. GAC CAD 6,204,000 million versus CARE CANADA CAD 2,068,000 million). A review of planned costs by category reveals that remuneration/fees were to account 39.7% of total project costs as shown in Annex 9 of the PIP. Financial data reported by CARE Canada also suggests that nearly all of the Overseas Program's budgeted resources will be spent in the field.

Figure 1: Total Program/Project Costs, Year 1-4



Planned financial data supplied by CARE Canada also suggest that nearly all of the Overseas Program's budgeted resources were to be spent in the field. As well, local employee remuneration was to account for nearly 68% of direct costs (67.9%; See figure below), compared to less than 9% for subcontractor fees. Figure 3 also provides a breakdown of planned reimbursable expenses. It shows that training was to account for nearly half of the latter (48.7%), compared to approximately 23% for internal and international travel, 16% for assets and supplies, and 12% for administration fees.

Figure 2: Total Remuneration Costs

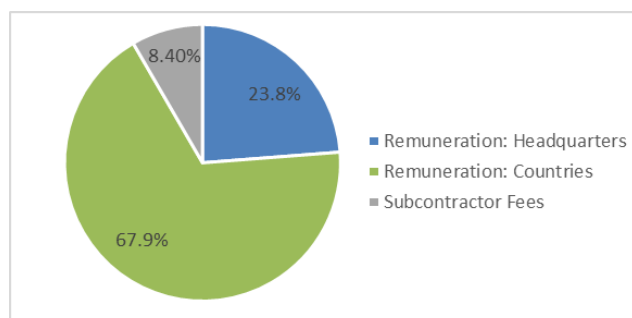
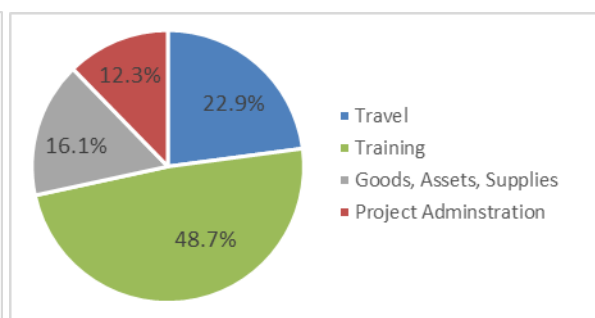


Figure 3: Total Reimbursable Expenses



5. Evaluation Findings

The following section outlines the main evaluation findings around the five OECD-DAC criteria of relevance, effectiveness, efficiency, impact and reach and sustainability.

5.1 Relevance

5.1.1 Theory of Change

The theory of change is a conceptual framework that links outcomes and activities, as well as the assumptions and risks which may affect these outcomes, to explain how and why desired changes are expected to come about. This framework is supposed to relay a common way of thinking about how projects or programs are expected to work. LINKAGES theory of change postulates that women and men cannot be equally resilient; with equally sustainable livelihoods options unless changes in agency (Acquisition of new knowledge, assets, land, division of labour), relations (equal access and control to the

mean of production) and structure (land and property ownership, norms and regulations, etc.) related to food security and economic development have taken place.

All four projects are closely aligned with national government policies and strategies. In Bolivia, the project was aligned with the National Development Plan by supporting the strengthening and expansion of rural economic development targeting small farmers. In the case of Ghana, the project contributed to the Government's Medium Term National Development Policy Framework (MTDPF) 2010-2013 toward thematic area #7 focusing on poverty reduction and income inequalities. In Ethiopia, this project met several of the Government of Federal Democratic Republic of Ethiopia (GFDRE)¹² and contributed to several components of the Government of Ethiopia's Agricultural Growth and Transformation Program (GTP), including the strengthening of agricultural production, promoting the potential of Ethiopian women and managing risks through diversification of livelihoods. The project was also designed to contribute to improving the livelihoods of Chronically Food Insecure Women (CFIW) by assisting the productive Safety Net Program (PNSP) beneficiaries lacking access to other food security and microfinance programmes to acquire assets through entry into viable markets and microfinance services.¹³ In the case of Mali, the initiative was aligned with the Government Strategic Framework for Growth and Poverty Reduction 2012-2017 which aimed to accelerate economic growth through the development of rural production sectors, the development of the financial sector to benefit the poorest, and the strengthening of access to social sector.¹⁴

Evidence from the desk review and KIIs also suggests that LINKAGES's theory of change meets a wide consensus within CARE Canada program team and Country Offices representatives. 86.4% of all online survey respondents felt that the overall theory of change was either extremely relevant or relevant to their country programming. Key informants also see the theory of change as coherent, leading to important social changes and conducive of more equal opportunities for women and men.

Based on document review and KIIs, the theory of change does not seem to act as a federating concept to guide CO personnel efforts to foster changes as it does for key informants. This is probably due to a lack of understanding as the program had personnel turnover and it may be that the relevance of the theory of change was not necessarily shared and reinforced with the change of personnel. Moreover, the workload of the country team may have relegated the theory of change to focus on on-going interventions, rather than change areas. Other key informants reiterated the need to reinforce the different components of the theory of change and the need to work on all the fronts on an ongoing basis.

Interviews also confirmed that LINKAGES formal theory of changes adopted a social transformative model that build on the premises that women have a major role to play in household revenues, sustainable agriculture, food security and economic development. Nonetheless, cultural and systemic barriers prevent women to fully participate and benefits from information, knowledge, services, market opportunities and control of productive resources and assets all of which they need to be successful. As a consequence, women often suffer greater poverty and hunger than men.

¹² Promote potential of Ethiopian Women through targeting of women and gender mainstreaming (pillar strategy# 7) create employment opportunity (both on and of farms) and push for the acceleration growth in the agricultural sector through improved financial products and services (Pillar Strategy #1 and #2) promote women's participation in household decision-making, community development an economic activities (pillar strategy #5) and build implantation capacity for government actors at the Woreda level and for private sector (pillar strategy #6)

¹³ Ethiopia Abdishe PIP, p.7-9

¹⁴ LINKAGES Semi-Annual Report August to December 2012, p.7

LINKAGES' baseline evaluation also examined the extent to which gendered agency, relations and structures in Chuquisaca (Bolivia), Fedis (Ethiopia), Northern and Upper East regions (Ghana) and Ségou in Mali were sufficient to afford women and men equal livelihoods options and resiliency. The baseline did confirm women's relative inability to harness, use or benefits from the means of production. It found that gender stereotypes related to the division of labour and that existing social mindset and traditions hampered women from owning land, taking on productive work, managing farms and businesses and participating in governance process¹⁵. In terms of governance, governing authorities are also dominated by men. As such, policies at all levels (household, community, national) often do not adequately reflect the needs and aspirations of women. Where they have, it is often perceived as policies to satisfy quotas or maintain political positions. Such unequal power relations have for a long time provided a tributary to the marginalization and discrimination of women and children.¹⁶ These findings underlined the relevance of the holistic LINKAGES theory of change structured around key change levers contributing in the long-term to develop a more inclusive and resilient livelihood in the country of interventions.

The vast majority of key informants corroborated that the LINKAGES theory of change is relevant and that the gender transformative approach building all at the same time on the change levers (access, control, decision making and organizational transformation) has in one hand contributed to create an enabling environment influencing social changes at different degree in each country; and on the other hand supported the development of interventions and mechanisms allowing women and men to play a more inclusive role in the planning and development of food security and economic development.

Moreover, the theory of change is considered wide-open enough to capture the diversity of the programming conducted in each country. It basically allows to structure the key elements needed to make the change gender equal. Given that, gender inequalities causing insecurity and vulnerability differ from country to country in this program (Box 1). Each country interventions focused on reducing gender gaps identified by supporting training and knowledge (agricultural techniques, diversifying nutrition) access to productive assets (land, equipment, extension and financial services) and decision-making processes to reduce the gender divide. For instance, interventions in Ghana focus on agriculture and use the VSLA model, farmer field and business school work as a platform to introduce changes. Mali focused more on nutrition through, training on good nutrition, exclusive breast-feeding for under 6 months, cooking demonstrations on supplementary feeding for children under 5 and, "caisse de prévention nutritionnelle with malnutrition cases referred to Community Health Center(CSCOM)", Bolivia on governance and Ethiopia on governance and agriculture. Key formants interviews have confirmed that the gender transformative model adopted by LINKAGES proposed a program pathway with different strategies nonetheless and was an opportunity to tie the four projects together with a gender focus.

Key informants also underlined that the theory of changes is well aligned with CARE COs' strategies and the respective national development agenda's strategy, as outlined previously, to ensure a proper fit with national priorities and ensure adequate synergies with local and national partners and COs other programming.

Among arguments sustaining the relevance of the theory of change, Bolivia stakeholders consider that now more than ever there is a strong correlation and relevance between the project Tukuy Yanapana (in short TY) and the theory of change as the interventions have so far enabled the adoption of municipal

¹⁵ CARE-Canada LINKAGES Mid-term Gender Analysis, Annex1 Equally resilient? A mid-term review of LINKAGES gender Equality results, September 2015, p.1

¹⁶ CARE-Canada Project Implementation Plan

legislation integrating gender considerations, paving the way to reduce gender inequality in the means of production and purchasing power, a more inclusive economic development for women and men. In Mali, key informants insist on the change of mindset on women's role and capacity operating in the household and at the community level as a key change lever conducive to women greater access to collective land ownership and the management of bank of cereals as a tremendous step forward towards secure and resilient livelihoods.

Because the social norms that constrain poor women's and men's opportunities need to be better understood, LINKAGES theory of change is supported by a gender equality research and learning agenda developed in collaboration with targeted countries to generate evidence and information on country specific constraints. The conclusions of the learning project have feed COs overall understanding of gender gap and in some cases such as Mali enable the program to develop pilot interventions to respond to specific constraints identified in particular with access to agricultural equipment. The results of the research have been instrumental in developing women's group equipment and rental scheme (animal traction, agricultural tools and harvester). This not only fills a critical gap in access to and control over agriculture equipment on time but also provides women with one more income generating activity.

5.1.2 Relevance of Activities

The following brings together summary information of the contribution of activities and outputs to assess their relevance around the three key components as well as addressing locally-relevant gender-based barriers. Some activities are equally outlined in Section 5.2: Effectiveness as evidence contributing to the achievement of results. Final outputs achieved are also highlighted below.

Production and Food Security

The desk review has underlined that since the beginning of LINKAGES interventions targeted a variety of activities to diversify agricultural production and curb malnutrition by, including:

- Seed distribution (vegetable¹⁷, fruit (cereal papaya, guava, gishta seed) and improved agricultural staples, (Troniou mille in Mali) and adapted seeds to local environment, drought resistant) and development of plant nursery;
- Diversification of crop production (vegetable, Sorghum, Maize and wheat)
- Provision of agricultural inputs (equipment, threshers, ploughs insecticides, fertilizers, small ruminants, ox),
- Promotion of dietary diversity with local nutritious local plant and improved meal preparation methods (cooking demonstration, recipes with nutritious local plant (Moringa in Mali) soy fortified stew in Ghana, gender and school nutrition clubs in Ethiopia)

All these interventions have been combined with training activities in agriculture and the development of knowledge dissemination strategies to modify nutrition habits

- New agricultural techniques (prevent soil erosion, Climate Resilience Agriculture)
- Dietary diversity, equitable food allocation, good feeding practices (enriched porridge) to curb malnutrition
- Improved food preparation methods (cooking demonstration, recipes, nutritious local plants - moringa (Mali) – soy porridge, soy fortified stew (Ghana), gender and school nutrition clubs (Ethiopia), Caisse de prevention de la malnutrition (Mali) to curb malnutrition;

¹⁷ Carrot, onion, tomato, lettuce chard, cabbage, red root depending of the country

- Good and safe food processing and storage techniques
- Grain storage techniques (cereal banks in Mali) to reduce the effects of lean season;
- Access to financial resources so as to increase food acquisition capacities;
- Good feeding practices for children (enriched porridge) to reduce malnutrition.

Several examples highlight the contribution of the activities to LINKAGES global results on food and nutrition security and reduction of gender barriers by allowing women to access information, training, agricultural inputs to be actively participating in economic development. For instance, in Mali the training of 578 pilot volunteer farmers (109 women- 459 men) on agricultural techniques, the provision of seeds to test on 40 hectares of pilot sites served as platforms for sharing with other men and women farmers, experiences relating to newly adopted techniques (e.g. early growth, stem length, yield differences, incidence of root parasites). The application of some of the new agricultural techniques learned contributed for women to a sharp increase in millet production (11%) and 29% for sorghum in the 2015-2016 harvest compared to the 2014-2015 one.

In Ethiopia, distribution of vegetable seeds has enabled 1173 women¹⁸ to grow vegetables. In addition, 1331 farmers (mostly women) have been trained in improved crops and livestock and apiculture technologies. The project has distributed a total of 2,113 kg of improved seeds to chronically food insecure households and trained 1139 people of which 66% were women to plant maize. Based on documents reviewed, women and men have reported that the training combined with receiving better seeds, resulted in an increase in their household's agriculture production. To reduce post-harvest loss and take advantage of improved seeds at community level, eight seeds multiplying groups have been created. The seed advisory board certified the quality of the seeds and they were sold at very good prices. This activity has scaled up to other community members in five other Kebeles to engage in similar activities so that an additional 540 households (345 women) benefitted from training on seed multiplication.

In Ghana, women farmers have received certified seeds, insecticide, fertilizer and traction service on credit. The 53 Farmers Field and business Schools (FFBS) have been instrumental in building soy and cowpea farmer's technical capacities in climate resilient agriculture. The FFBS allowed to reach a large number of farmers with minimal resources as this activity has been supported technically by the Savannah Agricultural Research Institute (SARI) and MoFA who provided technical training to 120 Community Based Extension Agents (CBEAs), including 90 women farmers (75%). In addition, 2,183 women were trained (218% of target) in post-harvest management of soybean and cowpea crops. As of 2015, 2226 soybean farmers (78% women) and 1,137 cowpea farmers (53% women) have received agricultural production supports. The collaboration of SARI who analyzed the performance of the FFBS was to provide expert advice and training on specific issues such as management of pests and disease affecting harvest. As a result of the interaction, farmers have had access to 8 modern and scientifically proven technologies for soybean and cowpea production – extension services that were not available to them previously. The FFBS and CBEAs have proven to be effective ways of extension delivery at the community level.

Online Survey results concur with the desk review and generally, all confirmed that the majority of planned activities were relevant in contributing to improved food security, even despite experienced drought in Ethiopia for instance, and reducing local gender barriers limiting women access to

¹⁸ CARE Ethiopia, Project Final report, August 2013, August 31, 2016 p. 16

knowledge, agricultural inputs and fuller participation to economic activities but also provided additional insights to the impact of some activities. Respondents in Ethiopia have equally highlighted that activities contributing the most to improve food security have been the provision of improved variety of seeds (as of 2015 – 42,113 kilos) to chronically food insecure households, all the techniques learned and support to increase crop production and productivity in both quantity and quality, the provision of productive assets (goat, ox, seeds, bee husbandry) and the value chain approach. Other activities mentioned include the training on seed-multiplication and the creation of seeds multiplying farmer groups to reduce post-harvest loss and take advantage of improved seeds at community level to produce good quality and quantity of grains (i.e. maize and wheat). In 2015, the Seed Advisory Board certified the quality of the grains produced as very good and it was sold for very good price. This success has inspired other community members in other Kebeles to engage and benefit from similar initiatives.

Respondents in Mali, have highlighted, the training received in conservation agriculture and the testing of new techniques to prevent/reduce soil erosion and or rehabilitate agricultural land. They also underlined the benefits of the cereal banks to store grain and avoid a lean season period by allowing beneficiaries to obtain grain through a loan scheme with an in-kind repayment with interest and the market gardens (“périmètres maraîchers” enabling household to plant and access nutritious vegetables. Exchanges visit among farmers to share experiences (peer-to-peer knowledge sharing) relating to newly adopted techniques were also mentioned as key activities.

Respondent in Ghana commented on the training received especially in agronomic practices including field demonstrations and direct support provided by LINKAGES with agricultural equipment (threshers, ploughs, etc.). The support provided for the cultivation, processing and marketing of soya and cowpea by vulnerable women and girls was the opportunity to farm soya and cowpea, adding to the food baskets of Ghana and thus improving food security. The Farmer Field and Business Schools (FFBS) was also mentioned as an important activity, creating a platform for a lot of women to acquire knowledge on good agricultural practices (such as early planting, planting in rows, timely weed control, etc.) which they have adopted and practiced on their own plot. As a consequence, women farmers have seen not only their production of soya and cowpea increased, but also their income. The role of Community Based Extension Agents (CBEAs) in the dissemination of extension messages to women soya and cowpea farmers was underlined a success factor contributing to the daily dissemination of good farming practices.

Nutrition and Dietary Diversity

The support to improve nutritional practices has taken many forms. For instance,;

- Group training through VSLA platforms
- Capacity building on diet diversity and nutrition of extension workers (Ethiopia), Community Based Extension Agents (CBEAs) and male champion (Ghana) and village relays (in Mali).
- For Mali specifically, training in exclusive breast-feeding for children under 6 months old and therapeutic feeding for children
- Community-based/ village forum, to reach a greater number of beneficiaries and increase awareness on nutrition issues
- Creation of school nutrition clubs, Mother to Mother (M2M), Father to Father (F2F) club (Ethiopia) Gender nutrition clubs, processors groups, food bazars to promote soybean and cowpea recipes (Ghana) and Home visit, Caisse de prévention nutritionnelle (Mali) to improve knowledge, attitudes and practices of the community towards woman, men nutrition and infant and young child feeding (exclusive breastfeeding and enriched porridge)

- Cooking demonstration using local recipes and adding substitutes or ingredients to improve nutritional composition (i.e use of the Moringa plant in Mali)

In Ghana, 40 Community Health and Nutrition Volunteers (CHVs) were trained in nutrition best practices and these have been cascading interventions in the community. As in Ethiopia, school nutrition clubs were established. Furthermore, 40 community-based forums were organized on nutrition and food hygiene for volunteers to increase awareness on innovative use of soybean and cowpea. Several recipes were disseminated among 20 processor groups and gender and nutrition clubs (ensuring that out-of-school girls are participating in benefitting from information and knowledge). The recipes include among other things, soy kebab, soy porridge, soy fortified stew. Four food bazaars were also conducted during the project to demonstrate soybean and cowpea recipes. These bazaars created the platform for communities to put into practice the knowledge acquired by participating in the cooking demonstration sessions with the Ministry of Food and Agriculture (MoFA)¹⁹.

In Mali, training was delivered on good nutrition, exclusive breast-feeding for children under 6 months old, therapeutic feeding for children and the importance of attending health facilities. Cooking demonstrations focused on supplementary feeding (enriched porridge for children under 5 and on use of Moringa plant to curb household malnutrition) were done through VSLAs and the 173 community based volunteers (relais villageois) to reach a greater number of women of which women of child-bearing age were an important target. 30,791 vulnerable women, men, female and male youth (15- 49 years old) have received training and information on best nutritional practices²⁰. The demonstrations not only provided recipes to the participants but also highlighted food preparation in better hygienic conditions. VSLAs were also encouraged to create a social fund to support malnourished children in their community which led to the creation of 26 “*caisses de prévention et gestion de la malnutrition*”, which represent an efficient mechanism through which cereals are collected (in 2014, 1807 kg of cereals were collected) and money raised (\$700 in 2014) to purchase sugar and other ingredients necessary for the production of the enriched porridge²¹.

Survey results concur with the desk review and overall it is confirmed that several of planned activities were relevant in improving nutrition knowledge but also in sensitizing men to the importance of good nutrition practices. Respondents in Ethiopia have highlighted the training on appropriate feeding practices and equitable food allocation at household level were critical in achieving this, despite the drought crisis. Other respondents underlined that, the malnutrition has decreased (refer to section on Effectiveness for validation and counter findings). The training of extensions agents and experts is also mentioned as a ‘nice to have’ for the project. In Mali, they have confirmed that the food demonstrations contributed in improving food preparation, while in Ghana staff underline that the training of Community Based Extension Agents (CBEAs) facilitated the dissemination of information on good nutrition practices to farmers and that the community level cooking demonstrations on soya bean utilization introduced new and nutritious recipes to communities. The use of the nutrition counseling cards to disseminate nutrition messages by community health volunteers worked very well in improving nutrition of women and girls in the communities and ensuring that households cook meals containing all three food groups. Finally, the food bazaar was recognized as an effective tool to showcase the nutritional value of soy and cowpea. 33 different recipes prepared from the soya and cowpea during the food bazaars educated the communities

¹⁹ LINKAGES Project Final Report : Ghana- Promise 2012-2016, May 20 2016, p.17-19

²⁰ Rapport final de projet LINKAGES Mali- IFONS, 2013-2016, May 16, 2016 p.21-27

²¹ LINKAGES Annual report July 2013-2014, p.

that a lot can be obtained from the soya and cowpea. In every household in a day, at least a meal is prepared from one of the 33 different recipes.

The key informants interviewed have stressed the importance of communications and sensitization (IEC) activities to ensure that all beneficiaries and private and public actors are well aware of the project in an effort to build strong collaboration and foster participation during implementation. Of particular interest for Mali has been the cereal banks which have been considered as an effective mechanism to mitigate and compensate the effects of the lean season and enable community members and VSLA to purchase grain thus building the beneficiaries' capacity to cope with shocks. In Ghana the practical training with farmers on improving farming practice on cowpea and soybean is considered as the activity contributing the most in improving food security and nutrition. As for Ethiopia, interviews have emphasized the introduction of agricultural extension technologies (improved seed provision (in terms of Sorghum, Maize and wheat adapted to local environment drought resistant introduced in the Woreda) and capacity building on production as key activities to support resiliency. The establishment of seed multiplication groups to multiply the seeds, which are adaptable to drought prone region, is also perceived as an important activity.

The triangulation of the different lines of enquiry (desk review, key informant's interviews and survey) confirmed that the various activities /and knowledge strategies carried out have contributed to reduce gender barriers in terms of knowledge and access to agricultural inputs and the introduction of improved agricultural staples to farmer-based organizations has improved the supply of nutrition crops, and diversify food production

Economic development and financial inclusion

The support to foster economic development and financial inclusion has taken many forms such as:

- Capacity building activities (business, management, market identification,) to better prepare women and men to develop incoming generating activities and market access (value chain in Bolivia, Ghana and Ethiopia)
- Community conversations on participation and control in value chain processes
- Support to existing and new Village Savings and Loan Associations (VSLAs) to support savings and loans and development of incoming generating activities
- Gender equality training to foster women participation in local economic development
- Establishment of Consultation Platform for public and private stakeholders
- Assets transfer support and technical training
- Review of internal regulation and status for rural associations (Bolivia)
- Conduct of market studies and business support development
- Support for the development of business plan (Bolivia)
- Linkages to Microfinance institution

The desk review stressed that one of the first steps in supporting economic development has been the delivery of an array of capacity building activities, to better prepare women and men to develop income generating activities at (VSLA) level and market access (value chain in Bolivia, Ghana, Ethiopia) and integrate awareness raising and gender training in the process. In parallel public and private actors have also been consulted, sensitized, trained on different thematic in each target countries to play a more effective role in the adoption of mechanism, norms and regulations facilitating a more inclusive economic development (see section on Policy for a more detailed analysis). A second step involved technical

assistance to conduct market analysis and identify support for business development services with the public and private sectors.

In Bolivia, the Tukuy Yanapana (TY in short) project trained members of family or associative-type production units, UPF and EARS²² in administrative, business and associative management in all the four targeted municipalities of the Department of Chuquisaca (Padilla, El Villar, Villa de Alcalá y Villa Serrano). Capacity building also included awareness raising discussions around gender, such as the characterization of roles and responsibilities of the different economic actors by gender (producers, input providers, services and raw material processors and traders). Technical support was also provided to strengthen the internal systems and procedures of organizations (EARS- municipal level entities) with the aim of promoting greater women participation.

This support focused on updating their organizational status and internal regulations documents and process related to this. It is important to stress the collaboration of the Universidad Privada Boliviana (UPB) which delivered the Business Planning School training module to EARS members and representatives from four municipal governments in order to increase their competitiveness and management capacities. The training module included business model and commercialization; production and organization; and, financial planning. This training led to the formulation of business plans in the majority of the EARS (14 out of 21). The elaboration of the business plans enabled representatives of rural associations (EARS) to analyse and identify specific conditions to increase their competitiveness, (i.e. organizational structure, technology and the equipment needed) to be able afterwards to request financial and technical support from public and/or private institutions (more details in the effectiveness section).

Cumulatively, value chain-related trainings, gender equality, accounting, business management; market identification capacity building activities have now reached 1,047 women and 1,016 men (2014-2015 data 98% of target) from EARS and UPFs²³.

Partnership with SNV - Bolivia

The partnership with SNV facilitated the development of market studies (in peanut, chili pepper, amaranth and honey), actions plans and commercialisation plans for projects in SMEs with a view to support marketing efforts and the development of the production capacity with more value added products. The final evaluation of TY confirmed that the project has been instrumental in improving the access of women and men to skills and increasing management capacity of the EARS directorate. Forty-five public services partners (8 females and 8 male municipal councillors, 2 male mayors and 6 females and 27 male municipal technicians) received training on the Local Economic Development regulatory framework and policy development, roles and responsibilities of the Consejo Municipal Económico Productivo (COMEPS) strategies to promote gender equality and project management. One of the key activities was the organization of a cross learning forum and exchange visits involving the four autonomous municipal government (GAMS) male and female members of EARS and other relevant stakeholders such as NGOs. These exchanges co-financed by SOCODEVI focused on local economic development, public policy development and public investment in rural SMEs. These activities reinforced relationships between public and private actors and leveraged experiences from within and outside the project implementation area and brought together 10 local NGOs and 4 Canadian NGOs. In parallel at the municipal level, private and public actors participated in public-private exchange platform related to local economic

²² Rural associations equivalent of Entidades Asociativas Rurales - EARS) and Family Productive Unit equivalent of Unidad Productivas Familiares (UPF)

²³ LINKAGES Annual Report 2014-2015

development (LED).

In Ethiopia, the Abdishe project reported that 297 VSLA groups (total membership of 6,780 members²⁴) have been established and have generated sufficient savings to disburse loans to more than 1,100 members, enabling the setting of income generating activities. The VSLA platform was also used to provide training in animal husbandry. A total of 2,302 Households received training on the VSLA approach and mechanism and animal husbandry and 4,000 households received input through asset transfer supports and technical training on beekeeping, vegetable production, small ruminates and animal husbandry. The project conducted 56 community conversations with 1,666 community members (44 % women) on participation and control in value chain processes. The Abdishe project has now established and trained 300 Women Assets Groups (6,986 members trained). Much needs to be said about the role and contribution of the Government sector offices of Fedis Woreda (agriculture, women affaires, justice and police, health) in the project. They have been lead implementing partners, delivering project activities, providing technical support and monitoring progress. The project staff is mainly playing facilitation and capacity building roles²⁵. In addition, the Fedis Agricultural Research Center provided drought tolerant and short mature cereal seeds to community members. Moreover, the engagement with Haremaya University, through the integrated seed sector development (ISSD) program, began with a signed an agreement to start the scale up and support of the seed multiplication activity at the community level, including the provision of seed qualification certification.

In Ghana, the PROMISE project trained 2,226 soybeans farmers and 1,125 of these farmers practiced Climate Resilient Agriculture). Using VSLA groups as entry points for improving women's access to agricultural inputs has established strong linkages between women farmers and agro-dealers involved in cowpea and soybean inputs sales. Women were therefore able to timely access agricultural inputs (seeds, fertilizers) acquired in groups. Moreover, input fairs at the community level and open-days where women farmers and SARI or MoFA specialists can discuss crop and animal production are seen by the beneficiaries as useful mechanisms to access adapted information. The Ministry of Food and Agriculture (MoFA) has provided valuable technical support, especially in training of Community Based Extension Agents (CBEAS) and providing extension services to producer groups. As aforementioned, extension services provided via Savannah Agricultural Research Institute (SARI) have provided access to modern and scientifically proven technologies.

In Mali, the IFONS project trained 568 volunteer farmers (109 women, 459 men – 2014-2015 data) on Climate Resilient Agriculture). High interest was generated for these methods as they help farmers cope with negative production impacts of climate variability. The trained volunteer farmers have then shared their knowledge and experience with an additional 2,895 farmers (99% women). The introduction and production of improved varieties of agricultural staples including Troniou millet to farmer-based organizations has improved the supply of nutrition crops. The financial inclusion activities with 6, 438 VSLA members (2014-2015 data) has facilitated access to credit among members and enabled them to identify lucrative businesses opportunities. So far, 45 VSLA groups benefited from micro-projects including 10 gardening perimeters and 21 cereal banks. Public sector partners brought important technical inputs, especially the Direction Régionale des Eaux et Forêts (DREF) which built the capacity of

²⁴ Abdishe Final Project Report, June 2016

²⁵ Ibid p. 15

the project's plant nursery operators. The Direction régionale du Génie Rural and Direction régionale de l'Hydraulique (DRGR/DRH) allocated their agents' time to monitoring fields.

When asked about the most important activities contributing to an increased control and management of productive assets, respondents in Ethiopia underlined that activities associated to the Village Saving and Loan association (VSLA) are key activities to support women's economic empowerment as well as access to assets, provision of agricultural inputs and capacity building in area of income generation, business and household management, women entrepreneurship, and women leadership. In Mali respondents highlighted capacity building, provision of agricultural equipment and seeds and the social dialogue and sensitization supporting women's access to land for the vegetable gardens and the establishment of the bank of cereals. Similarly, respondents from Ghana have underlined the importance of the sensitization of Chiefs, elders and landowners on the need to support women and girls with fertile lands for the cultivation of soybean and cowpea. Other have added that this activity was further boosted by the use of male gender champions who themselves are men and landowners campaigning for women among their peers. The assets provision was also highlighted as a key activity to change mindset on the fact that women could also own assets. Bolivian respondents stressed the support provided to develop management and negotiation skills and increase the knowledge of market regulations and requirements. Other respondents referred to the modifications of the internal regulations and administrative procedures of organizations (EARS- municipal level entities) and the gender approach with the aim of promoting greater women inclusion and participation in economic venture. Finally, the implementation of business plans was mentioned as a key activity to improve access to and control over the means of production and identify secure markets and potential avenue to access co-financing.

The interviews with CARE Canada and CO representatives have underlined for Ethiopia that the focus on economic empowerment (VSLA) is considered a key intervention to enable women to have a greater role in households' decision making especially if they bring money home. In addition, activities to support both the production of soybean and cowpea and the networking of women through value chain associations are other key factors to ensure women's engagement in productive activities. The project also focussed beyond traditional activities by looking at livestock which is definitively a male dominated activity and identifying opportunities, getting access to equipment and technical assistance. Transforming a male dominated activity such as husbandry is quite a gender transformative achievement.

For Mali, all interviewees have confirmed that the access to agricultural equipment has been a key factor to improve women's engagement in productive activities. The garden vegetables are also highlighted by interviewees as an impressive achievement as land owners have agreed to provide land to facilitate cultivation of vegetable gardens as well as the establishment of the cereal banks.

For Bolivia, interviewees agree that the on-going training package related to gender, administrative and financial management at the association level combined to specialized technical support has been the most important contribution. The project has developed a comprehensive training plan focussing on women and men interaction at the family or associative-level (UPF and EAR) as well as the municipal level, looking at normative and regulation issues, creating by-laws that mandate equal pay for W and M for the same job or minimum number of men and women members have opened up process for women participation in decision making process and should ensure with time equal opportunities for women.

Policy

The desk review underlined that efforts to influence the policy environment for gender-responsive local economic development are relevant in contributing to expected changes.

- In Ethiopia, the policy work is considered highly relevant with general improvement in the recognition and support of women and good partnerships established with the government's institutions. For instance, increased engagement with the Woreda offices resulted in the 50 established landless bee keeper's groups to be provided with productive land by the office. Information on nutrition and infant/child feeding practices was transferred from trained Woreda health office experts to 69 beneficiaries (61% women). In conjunction with other programs provided by the government, 2,222 group members (1,311 women) in all project's Kebeles have received training. To strengthen and scale up the seed multiplication activity at community level, training was provided for 44 (6 women) government staff (DAS, Woreda experts and supervisors of DAS). The multi-stakeholder's platforms also assist in linking beneficiaries with potential business partners and middle level service providers. As of now, the Woreda and zonal women and children affairs offices are able to lead, coordinate and organize the gender mainstreaming agenda and the multi-stakeholder's platforms to address gender inequality and promote women's empowerment.²⁶
- In Ghana, partnership with the MoFA and District Assemblies (DAs) facilitated changes in technical and administrative support to women farmers and VSLAs. MoFA district Women in Agricultural Development (WIAD) worked closely with CARE to establish 49 women led-cowpea and soybean value chain associations at the district level. WIAD is also accompanying the process of formal registration at the District level of the four multi-stakeholder's platforms for cowpea and soybean business women. In addition, WIAD unit has conducted trainings at the community level on soybean and cowpea processing and helped support the 53 Farmers' Field and Business Schools (FFBS) plots. Moreover, communities have developed their Community Actions Plan for an eventual incorporation to the District Medium Terms Development Plans (DMTDPS).
- In Mali, advocacy initiatives to reduce gender gaps in accessing and controlling land and agricultural inputs and equipment have been advanced through 355 dialogue meetings targeting decision makers in the community. As a result, village chiefs secured land for VSLA group members and women coordinated community cereal banks initiatives. Nonetheless, in many cases the land parcels secured are of marginal quality requiring additional investments in preparation for harvesting. Meetings to elaborate food security conventions have seen an increased participation of women. However, the participation is much stronger at the village level than at the communal level. Problems of transportation, and husband approvals are still limiting the participation of women.

The survey results in Ethiopia concurred with the desk review and several respondents have highlighted the multi-stakeholder's platforms as one of the most important activities to support the establishment of an enabling policy/regulatory environment for market activities as the NGO legislation doesn't allow International NGOs to explicitly work on Policy/Regulatory environment. Mali respondents stressed the importance of developing partnerships with State agencies and local authorities (entités territoriales). Several respondents mentioned the acquisition of modern agricultural techniques. Ghana respondents stressed the formal recognition of the District soya and cowpea associations by the district assembly as a key activity to support policy development as it enables the associations to petition the district assembly for market opportunities. Other respondents commented on the importance of training women leaders in trade policy, negotiation and lobbying skills thus, enabling them to negotiate for competitive prices for their soybean and cowpea products. Finally, Bolivia respondents underlined as key activities favoring the policy environment the development of comprehensive market studies for different retail products with added value that favours the participation of women and men;

²⁶ LINKAGES, Annual report, July 2014- June 2015, September 21, 2015 p. 26-28

In Mali the elaboration of Food Security conventions: the implication of women at the community level to follow up on the status of these conventions is a new paradigm that illustrates first how the capacity building activities have enabled women to take action and petition for their rights and needs and second, the change of mindset operating at the community level with the inclusion of women's needs in the Food Security Conventions. The evaluation of the Food Security Conventions should provide more insights on the incidence of this tool to influence the PDSEC. In Ghana, Community Action Plans were also mentioned as key activities although some challenges still remain to finalize the project with District Assemblies. Gender based budgeting and Planning are also mentioned as some key activities. Bolivia interviewees underlined the identification of market potentials and the capacity building linked to the market development as key activities. Interviewees in Ethiopia underlined the challenges encountered to convince the government of the benefits of VSLAs, however the major breakthrough came through PSNP program where VSLAs were officially included as a best practice and tool and eventually promoting NGOs to do this work and considered a great success for CARE.

5.2 Effectiveness

The following section outlines the key results achieved by the project against key performance indicators as outlined in the global PMF²⁷, with comparisons made between baseline, mid-term, where available, and end line. Data sources are primarily drawn from these three evaluation studies, unless otherwise noted. Results are disaggregated by country in alphabetical order and sex, where available.

Results against the three core ultimate outcome indicators, where available, of access to assets, control of assets and gender-sensitive organizations are presented in Section 5.4: Impact and Reach. A consolidated summary of results against all targets and baseline values is also presented in Appendix 4.

5.2.1. Country Specific Ultimate Outcome Results

In Bolivia, the project has had positive results in facilitating the securing of income for members of EARs. Overall, 70% of female members from 10 groups reported increased income while 72% of males equally reported increased income. In 2014, CARE's social return analysis on a sample of 6 SMEs, also demonstrated that 90% of FGD participants noted income increases. In terms of these organizations establishing mechanisms for equitable distribution of profits among its members, 15 EARs successfully strengthened their internal systems and procedures with the aim of promoting greater female participation. Targeted technical support focused on updating organizational statuses and internal regulation documents and processes.

Table 3: Bolivia Results, Ultimate Outcome

Performance Indicator	Baseline	Target	End Line
#/% of women who have increased their income. ²⁸	N/A	774 of 1766 (43.8%)	70% women (N=579); 72% men
#/% of men who have increased their income	N/A	774	504 ²⁹

²⁷ The global PMF is not inclusive of all indicators collected by countries and which are contained in individual country PMFs.

²⁸ This indicator is identical to # of women and men who have secured their income sources. This is not reported for the lack of denominator.

# SMEs that have a mechanism for equitable distribution of profits	0	18	15
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Source: PIMS/POMS April 2016

Abdishe in Ethiopia was successful in moving approximately 66% of households from requiring external food support, surpassing the project target by 6%. While mid-term data reveals that 76.0% moved out of support, differentials are primarily due to the different sampling strategies used at these two points and should not be interpreted as a decline in success or results.

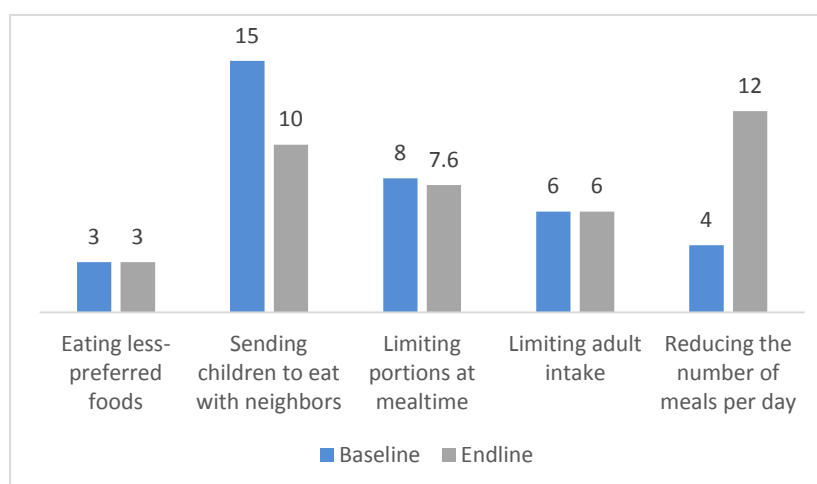
In terms of coping strategies that households use during periods of shock, a set of five standard coping strategies was measured through a Coping Strategy Index including eating less preferred foods, borrowing money from friends and relatives, limiting portions at meals, limiting adult intake and the reduction of meals per day. Weighted, the maximum allocations in the Index would be 60. Overall, results demonstrate that coping strategy has increased by 2.6 points generally indicating a maintained utilization of strategies to reduce shocks.

Table 4: Ethiopia Results, Ultimate Outcome

Performance Indicator	Baseline	Target	Mid-Term	End Line
#/% of CFI beneficiaries who moved out of food support	0.0% (6,400)	60.0% (3,840)	76.0% (4,864)	65.9% (4,218)
Coping Strategy Index - Total	37.1	3.50 (out of 4) on index	N/A	38.6
# of positive coping strategies adopted (CSI Index) Women	37.9%	39.0%	N/A	40.1
# of positive coping strategies adopted (CSI Index) Men	36.9%	38.0%	N/A	38.7

Detailed analysis across the five CSI criteria shows that utilization of two specific strategies shifted, namely the reduction in a reliance in sending children to eat with neighbours, but the strategy of reducing number of meals per day to deal with shocks during lean period (Figure 4). Qualitative data is not available to understand the reason for these shifts in strategies as results at the intermediate level conversely demonstrate that overall the number of meals per day slightly increased.

Figure 4: Changes in Coping Strategies - Ethiopia



²⁹ Lack of denominator to calculate percentage.

In Ghana, consumption of different food groups has positively changed since baseline. Overall 63.0% of households report consuming a variety of food groups. Concretely, however, changes should be examined by food group type as an aggregated comparison since baseline is not available. The main shift experienced by households relates to egg, vegetable and fruit consumption with 57.0%, 37.3%, 34.2% more households consuming these groups respectively.

Table 5: Ghana Results, Ultimate Outcome³⁰

Performance Indicator	Baseline ³¹	Target	End Line	+/-
% of HHs consuming different types of the food groups (carbohydrate, protein, and micro-nutrients) weekly	-	45.0%	63.0%	-
Vegetables	61.7%	N/A	45.0%	+37.3
Grains/Cereals	88.3%	N/A	99.0%	+10.7
Tubers	26.7%	N/A	45.0%	+18.3
Fruits	63.3%	N/A	97.0%	+34.2
Meat	43.3%	N/A	71.0%	+27.7
Eggs	5.0%	N/A	62.0%	+57.0
Fish	80.0%	N/A	88.0%	+8.0

In Mali, results indicate there has been no significant change in acute malnutrition prevalence since baseline (0.7 percentage points); however since mid-term where the prevalence was noted as 14.7%, positive decreases have occurred. In terms of chronic malnutrition, the prevalence rates decreased positively by 28.2 percentage points overall, and the project surpassed its target of 33.8% by 7.6 percentage points. By sex, chronic malnutrition for girls decreased by 18.8 and for boys 16.4 percentage points. These successes are attributed to community based volunteers who promoted good nutrition practices as well as cooking demonstrations for children under 5, particularly in introducing Moringa as a mean to curb households malnutrition. Interestingly, the gap between girls and boys increased since baseline from a 1.3% gap in favour of boys to a 3.7% gap in favour of girls.

Table 6: Mali Results, Ultimate Outcome

Performance Indicator	Baseline	Target	End Line	+/-
Rate of acute malnutrition among children under 5	10.6%	9.6%	11.3% ³²	0.7
Girls	8.8%	7.8% ³³	10.5%	1.7
Boys	12.5%	11.5%	12.1%	-0.4
Rate of chronic malnutrition prevalence among children under 5	43.3%	33.3% ³⁴	25.7%	-28.2
Girls	42.6%	32.6%	23.8%	-18.80
Boys	43.9%	33.9%	27.5%	-16.40

³⁰ The indicator of # and types of assets is reported in Section 5.2.1.1 (Consolidated Global Results).

³¹ Please note that baseline values for food group consumption differs slightly with no significance from initial baseline report. Final values as noted in the end line report are used.

³² Overall total not presented in end line report, therefore the mean of girls and boys taken. This equally applies for indicator on chronic malnutrition.

³³ Targets by sex were not established and 10% reduction has been applied as per the overall target.

³⁴ The initial PMF indicated a target of 38.9%, however it equally noted a reduction by 10%. The latter is used.

5.2.1 Outcome 1: Increased quantity and quality food production and consumption by women, girls, men and boys³⁵

In Ethiopia, all performance indicators show positive change towards the achievement of food production and consumption. Most notably, are the increase in dietary diversity of households from an average of 3 food groups consumed to 6 of 9 food groups consumed. Second to this is the reduction in the number of months of food shortages experienced by households. This dramatically decreased from 8 months an average of 3.7 months. At the same time, 64.2% of survey respondents reported also recalling a period of food shortage in the past 12 months. These changes are likely attributable to the provision of improved seed varieties (vegetables seeds), establishment of Mother to Mother (M2M) and Father to Father (F2F) support groups which received training on good nutrition, food diversification and appropriate feeding practices in order to cascade information to other households³⁶. At the same time the number of meals per day did not change, due to the drought crisis severely affecting the East Hararghe region. Given the severity of this crisis, seeing only a small increase (0.31) from baseline could be seen as a sign of improved resilience,

Table 7: Ethiopia Results, Intermediate Outcome 1

Performance Indicator	Baseline	Target	Mid-Term	End Line
Frequency of food groups consumed by women and men community members	2 meals/day	3 meals/day	2.58 meals/day 64% eat 3 meals; while 30% eat 2 meals	2.31 ³⁷ meals/day 41% eat 3 meals, while 50% of them eat 2 meals 2.9 meals/per day during food sufficient months versus 2.4 for males
Diversity of food groups consumed by women and men community members	3 food groups (low dietary diversity)	30% increase (5 of 9 food groups)	6 food groups (Sorghum, Maize, Barley, Wheat, Meat and Dairy, and Haricot Bean)	6 of 9 food groups
% of HH accumulating productive assets that will lead to graduation from the safety net program ³⁸	8 months of food shortage	5 months of shortage	91.8% of the respondents had enough food to eat all day ³⁹	3.66 months of shortage
% of farm areas planted with recommended varieties of seeds	0	20%	1ha	1.42ha ⁴⁰

In Ghana, positive changes have equally occurred in terms of both production and consumption of soya and cowpea by women. Data collected through the Agricultural Tracking tools (2012-2015), indicates a consistent increase in average yields of soybean were experienced overall with a mean increase over three years of 32.4 kg. The differentials between men and women however clearly indicate that yields for

³⁵ Applicable to Ethiopia, Ghana and Mali.

³⁶ Refer to Section 5.1.2: Relevance of Activities

³⁷ The range of meals is between 1 and 3.

³⁸ The proxy indicator used is # of months household experiences food shortage in a year

³⁹ Data from mid-term is not available to calculate number of months of food shortage and collection focused on % of households that had sufficient food during the month preceding the survey.

⁴⁰ Data for % of total farm area unavailable

men were more successful than women with an average increase over three years of 53.1 kg and 26.0 kg for women. In terms of yield coverage, since 2012 average yield/ha has increased 0.24 kg/ha from 1.10 kg/ha in 2012 to 1.34 kg/ha in 2015. By sex, women saw a greater increase with 0.10 kg/ha compared to men at 0.06 kg/ha (See Appendix 5 for detailed data on production).

Trends for cowpea yields however are less consistent with an overall mean decrease of 12.9 kg, likely due to erratic rain falls. By sex however, female producers experienced less of a shock with a mean decrease of 3.7 kg versus men with a 18.3 kg decrease. In terms of average yields, little change has occurred both overall and by sex with 0.01 kg/ha overall and 0.07 kg/ha and 0.03 kg/ha for women and men respectively.

Figure 5: Soybean Production, Ghana (2012-2015)

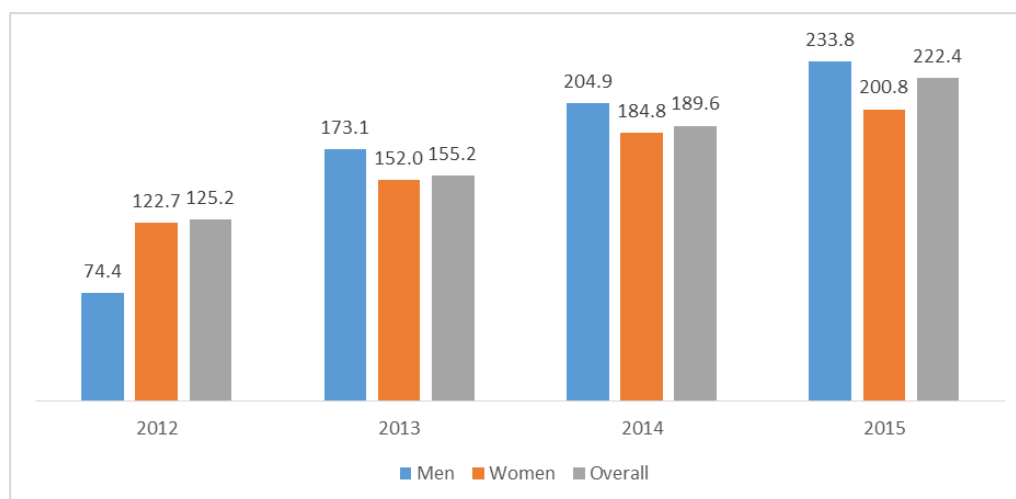
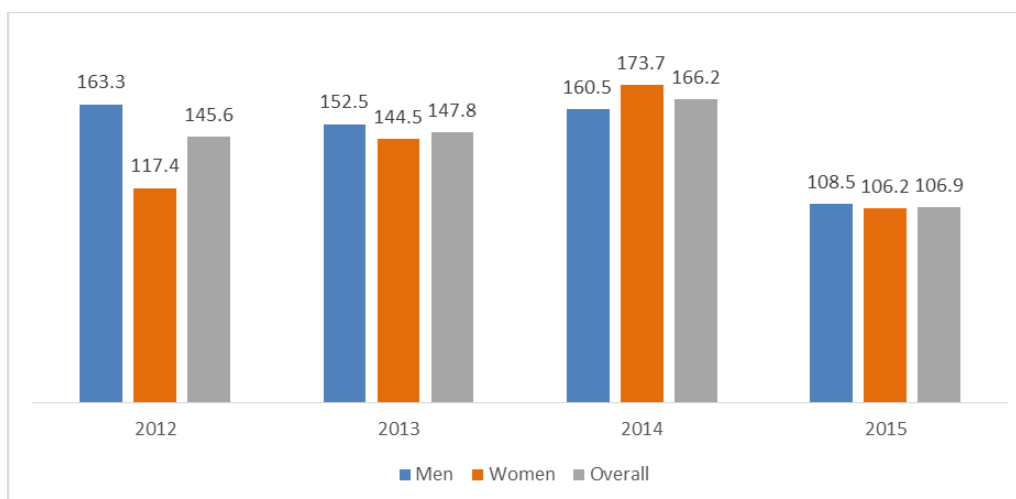


Figure 6: Cowpea Production, Ghana (2012-2015)



Despite the fluctuations in cowpea, 54.9% of respondents felt that increases were due to the combined adoption of improved agricultural practices and new implements and tools (30.3% adoption of improved practices and 24.6% improved tools). 13.1% also noted that they saw a reduction in pests and diseases,

due to interventions, which supported best practices. These were facilitated by Farmer Field and Business Schools (FFBS) and CBEAs which are equally seen as important platforms for the acquisition of knowledge on good agricultural practices (such as early planting, planting in rows, timely weed control, etc.).

In terms of consumption of soya and cowpea, there have been some impressive changes throughout the course of the project. Overall, 86.5% of women and girls report consuming processed soya and cowpea. On average, consumption of soya and cowpea increased by 3.0kg/week and 2.1kg/week respectively. Additionally, the project has seen an increase of 29 percentage points of male household heads who encourage female family members (as indicated by women) to consume more soy and cowpea products.

Table 8: Ghana Results, Intermediate Outcome 1

Performance Indicator	Baseline	Target	Mid-Term	End Line
% of women and girls consuming processed soya and cowpea ⁴¹	30.0%	60.0%	40.1% ⁴²	86.5%
Quantity of soya and cowpea consumed in a week ⁴³	0.19kg Soya 0.39kg CP	N/A	N/A	3.2kg Soya 2.5kg CP
% of male HH heads encouraging their women and girls to consume processed soy and cowpea products.	50.0%	70.0%	N/A	79.0%
% of women increasing production of soy and cowpea for household consumption	N/A	55% Soya 45% CP	N/A	68% Soya 58.5% CP

In Mali, consumption profiles since baseline have increased remarkably with almost the entire population (99.6% women/girls, 95.8% men/boys) who is considered to have acceptable diets. This represents a change of 39.9% over the course of the project. For women of reproductive age, specifically pregnant and lactating women, results indicate to a lesser degree the change in dietary diversity by 16.9 percentage points. Exclusive breastfeeding practices in target areas however do demonstrate that there has been some interesting changes of exclusive breastfeeding of girls with 36.6% compared to 13.8% of boys. CARE is encouraged to examine this data set more closely in order to determine whether it is a result of over-representation of girls in the sample or reverse trends towards breastfeeding⁴⁴.

These changes are likely attributable to the plethora of interventions focused on nutrition including cooking demonstrations for supplementary feedings through VSLAs, social funds to support malnutrition in the community, introduction of Moringa, information dissemination of the network of community relays and widespread sensitization to approximately 30,791 vulnerable women, men, female and male youth.

Table 9: Mali Results, Intermediate Outcome 1

Performance Indicator	Baseline	Target	End Line	+/-
% boys/girls aged 0-5 months exclusively breastfed	10.5%	32.5%	25.2%	+14.7
<i>Girls</i>	10.9%	32.5%	36.6%	+25.7

⁴¹ Adjusted from the PMF from % of processed soya and cowpea consumed by women and girls as the unit of measurement is women and girls. Quantities of consumption are also noted

⁴² PROMISE Annual Report 2014-2015

⁴³ Initial baseline values in the PMF were recorded at 0.8kg/month for soya and 1.65kg/month for cowpea. Values have been converted for comparability with an average of 30 days per month used.

⁴⁴ The country evaluation report did not indicate final sample sizes for children under 6 months, nor did Advisem have access to raw data to determine if the trend is a result of a data issue.

<i>Boys</i>	10.0%	32.5%	13.8%	+3.8
% households having acceptable or good food consumption profile	57.8%	77.8%	99.6% women 95.8% men	+41.8
% pregnant and lactating women having a good diet diversity score	59.8%	79.8%	76.7%	+16.9

Immediate Outcome 1.1: Decreased gap between men and women's control over resources necessary to ensure sustainable food production⁴⁵

In Ghana, PRA exercises demonstrate that approximately 70% of women have accessed extension services, likely through CBEAS. Survey data also shows that 35.3% of women received services from the Department of Agriculture (DoA), Partners in Rural empowerment and Development (PARED), Presbyterian Agricultural Station Garu (PAS-G). In terms of specific services, respondents equate services to the provision of inputs rather than agriculture extension support in the form of training. However, extension services equally included support in the selection of seed varieties, the diffusion of market information to groups and facilitating linkages to buying outlets. As aforementioned, a good range of inputs were provided ranging from new technological inputs such as ploughs and multi-purpose threshers to reduce women's drudgery, as well as improved seeds, insecticides to produce soya and cowpea.

Table 10: Ghana Results, Immediate Outcome 1.1

Performance Indicator	Baseline	Target	Mid-Term	End Line
# of extension services provided to women-led groups at each level of the soy and CP VC.	0	7	8 ⁴⁶	8
% of women in SB/CP value chains reached with extension services	64.5% ⁴⁷	50.0%	-	70.0% through PRA exercises 41.0% from DoA 32.0% from PARED and PAS-G; 33% CBEAS

Immediate Outcome 1.2: Women, Men, Boys and Girls more equally consume nutritious food⁴⁸

⁴⁵ Applicable to Ghana and Ethiopia. However, results for Ethiopia on control over agricultural assets is presented in Section 5.2.1.1 as a global common indicator.

⁴⁶ PROMISE Annual Report (July 2015).

⁴⁷ The Global PMF indicates a baseline of 0%, however PROMISE Baseline report indicates that About 57% of women in Garu Tempane and 72% in East Mamprusi had been reached with extension technology and services (Fig 9, page 29)

⁴⁸ Applicable to Ghana and Ethiopia only

While 52.0% of women in Ethiopia noted at the time of baseline that they felt there was no difference in the frequency and quantity of food, inter household allocation of meals primarily went to adult males, followed by children during food sufficient months. During periods of food shortage, children were served first followed by male adult members. Results also demonstrate that there has been an increase by 8.5% of women who reported eating equal amounts of food to their male family members; although the number of meals per day as per Intermediate Outcome 1 conversely shows that women eat more meals/per day than men with 2.9 meals/day for women versus 2.4 meals/day for men during food sufficient months.

Table 11: Ethiopia Results, Immediate Outcome 1.2

Performance Indicator	Baseline	Target	Mid-Term	End Line
Proportion of women and men who reported more equal consumption of nutritious and adequate food among men and women	52.0% as reported by women	30.0% ⁴⁹	-	60.5% 48.2% in terms of quantity

In Ghana, beneficiaries generally adopted knowledge transfer of soybean and cowpea used in dishes. The project team in collaboration with WIAD developed and promoted eight different soybean recipes and 2 cowpea recipes to women and girls in the project communities. The various recipes included; soy porridge, soy khebab, "Bombiga", "Tokni", soy fortified banku, walsa, soy sauces. Quantitative data shows that approximately 80.0% of respondents knew that there were multiple uses in dishes from cowpea and 97.0% from soybean. Qualitative information also confirms that beneficiaries are sharing new knowledge with family and community members.

"I did not know that soya was used as a spice for preparing food. After I gained knowledge and skills in the use of soya to prepare different spices, I now prepare all my meals with soya spice. I also share this information to my extended family members who are not in this community and have not received this training. Today, my extended family members are preparing meals using soya spices all the time" (Apam Sandow, FGD in Takore).

Table 12: Ghana Results, Immediate Outcome 1.2

Performance Indicator	Baseline	Target	Mid-Term	End Line
# of new recipes adopted	0	5 (3 for soybean and 2 for cowpea)	5 (3 for soybean and 2 for cowpea)	10 (8 for soybean and 2 for cowpea)

5.2.2 Outcome 2: Women, men, and male and female youth are better able to manage and control their economic enterprises

In Bolivia, 21 UPF and EARs⁵⁰ were supported in administrative, business and associations management in all the four targeted municipalities. As a result of capacity building on management processes, as well as gender awareness discussions on roles and responsibilities of the different economic actors (producers, input providers, services and raw material processors and traders), 20 EARs developed business plans through participation in various management training and 15 of 18 EARs now have detailed business

⁴⁹ This target was established before baseline values were available. No official adjustment made.

⁵⁰ Rural associations/cooperative equivalent of Entidades Asociativas Rurales (EARs) and Family Unit equivalent of Unidad Productivas Familiares (UPF)

plans, which are co-financed, both of which aim to improve profitability of these organizations in the future. As aforementioned in the Ultimate Outcome, 70.0% of women and 72.0% of men from these groups have increased their income, surpassing the target by 20.0% and 22.0% respectively.

Table 13: Bolivia Results, Intermediate Outcome 2

Performance Indicator	Baseline	Target	End Line
% increase in profitability of SMEs	N/A	18	15 have business plans (71.4%)
% of men and women who have increased their income (SME Members) ⁵¹	N/A	50% for men and women	70.0% women; 72.0% men
# SMEs that have a mechanism for equitable distribution of profits.	0	18	15 have business plans (71.4%)

In Ethiopia, impressive changes have occurred regarding income and savings among households. Since baseline, annual household savings have increased by 768Birr (\$46.80)⁵². Similarly, for yearly income the increase since baseline indicates that there has been an increase by 1496Birr (\$91.00), indicating an increase of 80.8%, surpassing the target by 40.8%. In terms of women engaged in economic enterprises, the project has seen considerable shifts since mid-term by 14.2 percentage points, indicating a positive effect that the project has had in encouraging women and men to diversify their livelihoods in order to enhance their resiliency.

Table 14: Ethiopia Results, Intermediate Outcome 2

Performance Indicator	Baseline	Target	Mid-Term	End Line	+/-
% of women and men engaged on economic enterprises	53	20.0% ⁵⁴	49.5% women	63.7% women 71.4% men	-
Average household savings ⁵⁵	61.45 Birr	73.74 Birr	1,680 Birr ⁵⁶	830.03 Birr ⁵⁷	+768.58
Average income of households	1851.88 Birr/year	2593 Birr/year (40% increase)	3,648 Birr/year from enterprise income	3,348 from all assets	+1,497

In Ghana, 46.2% of women reported some level of profit equally from soya and cowpea production and marketing activities. Results demonstrate that slightly more women (47.6%) profit more from the production stage than marketing stage (44.9%). The degree of change in terms of profit since the baseline is not possible due to the lack of comparable calculations for net profit. In terms of control along the soya and cowpea value chains, women have relative control in production, processing and marketing, particularly in processing where women have complete control in this domain. Changes however in the degree of control are equally not possible to ascertain in the absence of baseline values. Finally, in terms

⁵¹ Please refer to Ultimate Outcome Indicator 1.

⁵² Conversion rate of 16.4277 based on rates from Oanda.com

⁵³ Data for this indicator not collected at baseline phase, however mid-term report notes 13.2% of women and 33.3% of men engage in off-farm activities at the time of baseline.

⁵⁴ Target for this indicator is cited as 35.0% based on midterm and final evaluation reports, however 20.0% is used based on CARE Canada global PMF document.

⁵⁵ Indicator adjusted from % HHs accumulated increased assets from economic enterprises. Please note saving amounts reported are the total cumulative savings of households

⁵⁶ Saving with VSLA equaled 623.6 birr, while saving in other places including home and RuSSACO was 1056.3

⁵⁷ Savings are inclusive of both VSLA savings and personal savings

of out of school girls benefiting from soy and CP value chains, the project has successfully established gender and nutrition clubs focusing on personal hygiene, nutrition, development of home gardens, sanitation and gender equality issues with a membership of 493 girls, surpassing the original target by 293 girls.

Table 15: Ghana Results, Intermediate Outcome 2

Performance Indicator	Baseline	Target	End Line
% of net profit accruing to women and girls at every level of the soya and CP value chain	10.0% ⁵⁸	-	46.2% (46.3% soya; 46.2% CP)
At production stage	-	40.0%	47.6% (47.2% soya; 47.9% CP)
At marketing stage	-	60.0%	44.9% (45.4% soya; 44.4% CP)
Ratio of women and men controlling the different levels of the value chain	-	6:4 Production 1:9 Processing 3:7 Marketing	3:7 production ⁵⁹ 0:10 processing 8:2 marketing
# of out-of-school girls participating in and benefitting from soy and CP value chain	0	200	493 ⁶⁰

Finally, in terms of changes in income status for women in Mali, 63.0% of women report increased income because of participation in VSLA activities. 38.0% also report daily incomes of over \$1.25 USD/day, which has remained constant since baseline. The variation between women and men's income is unknown due to lack of end line data for men, however the assumption is that men equally improved income sources as a result of interventions focused on livelihood diversification in the project.

Table 16: Mali Results, Intermediate Outcome 2

Performance Indicator	Baseline	Target	Mid-Term	End Line
% of increased income for women	N/A	20.0%	-	63.0%
% of increased income for men	N/A	20.0%	-	-
% of VSLA women with daily income of \geq \$1.25	38.9%	60.0%	36.5% ⁶¹	38.0% ⁶²

Immediate Outcome 2.1: Women, men, and male and female youth have increased and more equal access to the knowledge, skills and services needed to strengthen and diversify their economic activities

In Bolivia, 163 male and female managers (53.9% women) have been noted to increase their management capacity and competitiveness with the development of 20 business plans⁶³ with the support of municipal technicians.

⁵⁸ Comparisons between baseline and end line values are not possible and should be read with caution as baseline did not calculate net profits, but explored the percentage of women who made any profit from their soya or cowpea production.

⁵⁹ Production and Marketing ratios from final evaluation report, however processing ratio taken from PROMISE Final Project Report 2016 due to a likely error in women's overall control of the entire processing process.

⁶⁰ PROMISE Annual Report 2015

⁶¹ IFONS Annual Progress Report (2014-2015)

⁶² Data source from CARE Project Implementation Monitoring Sheet (PIMS) May 2016. Endline reports 19.0%, however neither data point can be verified.

⁶³ Final PIMS/POMS May 2016

Table 17: Bolivia Results, Immediate Outcome 2.1

Performance Indicator	Baseline	Target	End Line	+/-
# of women and men that have increased their management capacity and competitiveness	0	90 50% women	163 88 women (53.9%) 75 men	+73 (+3.9% W)

In Ethiopia, positive results related to knowledge and services have been experienced since baseline where on average 44.0% of men and women at the household level reported having the necessary knowledge and services such as marketing information (51.5%), demonstrations carried out by the Farmers Training Centre (10.8%), and 16.9% receiving extension services. Data disaggregated by sex is unavailable. Specific to improved crop and livestock inputs, 20.0% of households also report new input use in order to diversify economic activities

Table 18: Ethiopia Results, Immediate Outcome 2.1

Performance Indicator	Baseline	Target	Mid-Term	End Line
Proportion of women who have access to the knowledge, skills and services needed to strengthen and diversify their economic activities	25.8% women 45.1% men	30.0%	41.8%	44.0% (51.5%: market information; 10.8% demonstrations by FTC; 16.9% extension services)

In terms of knowledge changes of women and men in good nutritional practices for pregnant and breastfeeding women, trends demonstrate that knowledge has increased over the course of the project. While it appears that there were dramatic knowledge increases by women specifically with a 24.5 percentage point increase at mid-term and an additional 45.8 percentage point increase between this period and end line, some caution should be taken as knowledge areas differ between baseline and subsequent reports⁶⁴. Regardless, the project has focused many interventions on knowledge building and sensitization on good nutrition practices, likely contributing to changes.

Table 19: Mali Results, Immediate Outcome 2.1

Performance Indicator	Baseline		Target	Mid-Term		End Line	
	Women	Men		Women	Men	Women	Men
% men/women having knowledge in nutrition for pregnant and breastfeeding women	27.7% ⁶⁵	33.8%	50.0%	52.2% ⁶⁶	39.0%	98.0%	68.8%
% women/men having knowledge in good nutritional practices	19.2%	14.5%	50.0%	68.6%	39.0%	91.3%	98.8%

Immediate Outcome 2.2: Decreased gap between men's and women's access to and control over a variety of processes in select value chains

⁶⁴ Baseline and end line results as baseline defined knowledge as 'eating more foods and liquids', while end line CAP survey codes to the same question indicate that the intake of adequate iron and Vitamin A enriched foods are possible responses.

⁶⁵ Global PMF, shows a value of 33.0%, however this value could not be traced in evaluation reports.

⁶⁶ Midterm evaluation reports 103% of men and women having knowledge as such the midterm values as presented in the end line report is taken as an alternative

Under this outcome in Bolivia, 575 women and 504 men have increased their participation in the value chain, and another 260 women and 224 men have increased their capacity specifically in management, marketing, administration and production, but more particularly in leadership positions within EARs. Finally, in terms of the recognition of the contribution of women's role in the value chains, end line survey results show that 59.0% of women and 62.0% of men state that women's roles in chili peppers, peanut, amaranth and honey value chains, particularly in pre and post-harvest production are important. The project has achieved their target in this regard.

Table 20: Bolivia Results, Immediate Outcome 2.2

Performance Indicator	Baseline	Target	End Line
# of men and women who have increased their participation in the value chain	N/A	380 women 380 men	575 women 504 men
# of women and men who have increased their capacity to access key spaces for decision-making	N/A	380 women 380 men	260 women 224 men
# of women and men who have improved their position and skills in SMEs.	N/A	160 W 140 M	107 women (41.2%); 153 men
% of women and men who recognize the contribution of women's roles in the value chain	-	60.0%	59.0% women 62.0% men

In Ethiopia, the project has seen some very positive results in terms of decreasing the gap between men and women's access to and control over a variety of process across the value chain. 69.7% of both men and women reported improvements in the value additions of their products, while 78.9% of the respondents reported that women play a major role in the value addition of livestock products, indicating an increase by 71.9 percentage points⁶⁷.

Table 21: Ethiopia Results, Immediate Outcome 2.2

Performance Indicator	Baseline	Target	End Line
Proportion of men and women reporting equal access to and control over a variety processes in selected value chains	7.0%	20.0%	78.9% ⁶⁸
Proportion of men and women engaged in controlling a variety processes in selected value chains.	11.6% sold after value added 36.0% sold by sorting 51.0% sold as primary product	30.0% 25.0% 25.0%	94.1% of project beneficiaries have received marketing training

In Ghana, the project has had good success in the promotion of women decision making ability within households with 94.0% of survey respondents (n=188) stating they have the ability to equally make key decisions, marking a 46.8 percentage point increase since baseline, and exceeding the project target by 44.0 percentage points. This is corroborated favorably with results from the project's PIMS/POMS which reports that, *"even though no survey has been carried out to establish the percentage of women making equal decisions on household income, it can be observed that the VSLA platforms created by the project have improved women's economic situation through savings and they are able to contribute to economic activities such as farming". Most of the project direct beneficiaries are women who have been assisted with farm inputs and credit to undertake farming activities. These interventions have enhanced the status*

⁶⁷ Sex disaggregated data is unavailable and thus not possible to ascertain if reported control is from the perspective of men or women. See recommendations section.

⁶⁸ Final Project Report (May 2016)

of women and men (husbands) on use of household income are consulting them since they are now in a position to contribute to income generation of their families. Facilitation of MGCs has also enhanced men and women engagements in useful discussions of common interest”.

In terms of women having ownership in key stages of the value chain, mid-term results indicate that 77.7%⁶⁹ are active in the production of soy and cowpea as extension messages delivered by trained women extension agents based in the communities. Women also constitute 84.8% of the project's 257 members of the marketer groups. These developments indicate significant progress over what was targeted (i.e. 20% of women production stage and assets and 10% of women owning larger markets and assets).

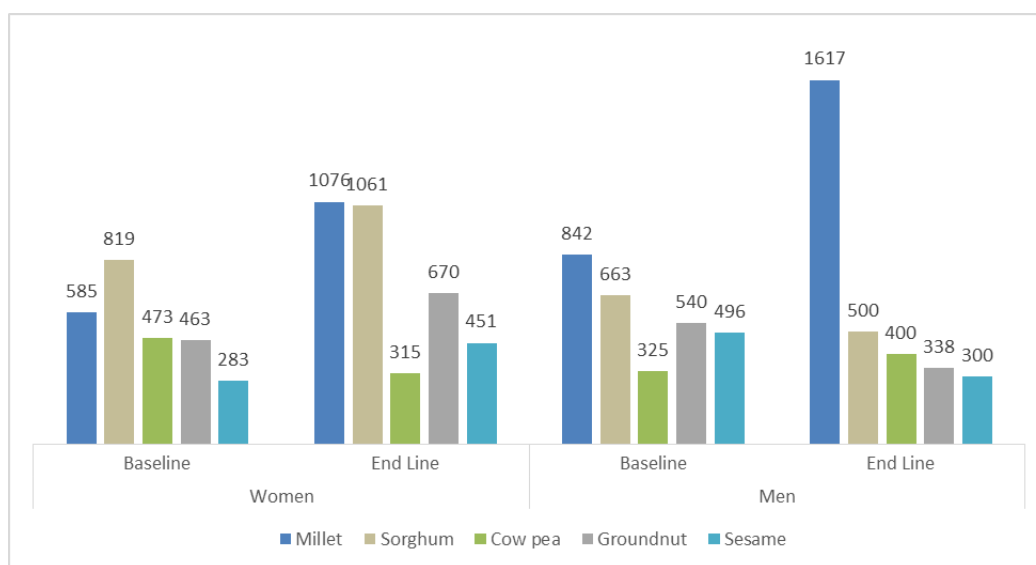
Table 22: Ghana Results, Immediate Outcome 2.2

Performance Indicator	Baseline	Target	Mid-Term	End Line
% of women owning key stages and assets of VC.	5.0%	20% in production stage and assets 80% in rural markets and assets 10% in larger markets and assets	1,404 producers with women constituting 77.65%.	Not available (see narrative)
% of women equally making decision on the use of HH income	47.2%	50.0%	-	94.0%

In Mali, on average, the two crops of millet and sesame increased in yield per hectare since baseline with an increased mean of 516 kg/ha for millet and a mean increase of 8.5 kg/ha for sesame. By sex however, increases were more prevalent for female producers with four of five crops experiencing increases (except cowpea, which decreased by 158 kg/ha since baseline). Conversely, for male producers, millet and cowpea were the only crop that experienced increases with 775 kg/ha and 75 kg/ha differences respectively since baseline. The productivity reductions since mid-term (table below), except for Millet which saw increases are largely explained by lack of rains and drought which have been noted in the July 2015 progress report.

⁶⁹ Total women from 1,404 target producers in project area

Figure 7: Kg/Ha of basic crops, IFONS



Interestingly, the targets of 25.0% production increase have been achieved for women's with all crops with the exception of cowpea which was below by 276.25 kg/ha. For men, however, only one crop (millet) experienced a 25.0% increase with a change of 564.5 kg/ha difference.

Table 23: % increase in yield per hectare for basic crops on women/men land (kg/ha) - Mali

Performance Indicator ⁷⁰	Baseline		Target	Mid-Term ⁷¹		End Line	
	Women	Men		Women	Men	Women	Men
Millet	585	842	25.0% increase in each crop	962	617	1076	1617
Sorghum	819	663		757	819	1061	500
Cow pea	473	325		308	417	315	400
Groundnut	463	540		671	459	670	338
Sesame	283	496		465	349	451	300

Immediate Outcome 2.3: Collectives and Business Development Service Providers (BDSP) provide more equally relevant support to male and female owned enterprises

Under the Ghana and Ethiopia projects, collection and Business Development Service Providers (BDSPs) have provided various types of support to male and female owned enterprises. Unfortunately, in Ghana,

⁷⁰ Please note that the indicator % of women compared to men having access to productive assets: land, technology, and information has been reported under Impact as it is one of three global indicators. Also note that mid-term data is not available for this indicator as the mid-term report did not include it, nor was a final Annual report for 2015 provided for comparison.

⁷¹ Mid-term data sourced from IFONS Annual Report (Draft) dated July 2015. A final report was unavailable.

indicators for this outcome do not show progress and in some cases not measured at all⁷². In terms of appropriate decision making across value chains, FGDs reveal that the majority of VSLA members in FGDs (n=10) in both project districts gave positive indications that many of their decisions were improving their economic wellbeing through soya and cowpea value chains. This included new methods of farming soybean, improved methods of storing soy and cowpea beans that will attract better prices, new soy and cowpea recipes for improved economic activities along the value chains, new marketing strategies of soybean and cowpea; and discussion of management of the threshers purchased for the association by PROMISE.

Producer groups however have not been able to successfully negotiate contracts with purchasers and many still sell on individual basis. While the GGC has assured these groups to assemble their produce for collecting selling, little has been achieved so far and further work in linking producers with buyers is required. However, the creation of District marketing associations should be a useful mechanism to support future linkages between producers and buyers. Finally, in terms of the availability of sex-disaggregated data in each DA, this is still in progress. The project's has supported the enhancement of skills of District Assemblies (DAs) to effectively and transparently engage stakeholders in gender sensitive planning and implementation processes, organized training workshops in both project districts for Assembly persons, including a focus on district planning, budgeting and gender-sensitive monitoring systems. In view of the late start of the process (i.e. February, 2016) it is premature to report possible outcomes that may have emanated from the capacity support provided. What is however indicative is that the processes resulted in all the project communities developing gender sensitive Community Action Plans (CAPs), which were submitted to the various district assemblies for incorporation into their DMTDPs.

In Ethiopia, based on secondary document review, the DC indicated that the BDSPs have been providing different types of support to male and female project participants, including capacity building training in different areas, technical advice, and business development services and linking the groups with different sector offices.

Table 24: Ghana and Ethiopia Results, Immediate Outcome 2.3

Performance Indicator	Baseline	Target	End Line
Ghana: % of individual women and # of groups making the appropriate decisions in VC	-	30.0%	See narrative above
Ghana: # of contracts successfully negotiated / implemented between district, Producer Orgs and VSLAs	0	3 (2 producers/1 marketing)	0
Ghana: Presence of gender-disaggregated data in each D/A	No	Yes	No
Ethiopia: # of Coop/SMEs by type of support to clients disaggregated and compared by sex	-	4 types of support; 7 types of interventions; 75% women receive equal services from coop/SMEs	4 types of BDSP support

⁷² Activities relating to BDSPs were delayed and received significant support only in the last 6 months of project activities. Therefore, measuring these indicators proved difficult as activities had been just carried out

5.2.3 Outcome 3: The policy and regulatory environment supports poor women and men's more equal control of agricultural resources and market processes

In Bolivia, 3 local economic development strategies (Padilla, El Villar and Serrano) have been developed within COMEPS, that will support the development of productive development of the SMEs, with reference to quotas (or alternatives) of women within the board composition. In addition, one municipal decree in relation to public fund use in Padilla has been drafted.

The endline reports significant progress in strengthening the integration of gender equality into public-sector promotion of local economic development. The involvement of mayors, municipal councils, municipal technicians and private sector actors have led to an increased capacity of these groups to analyze the local reality and distinct contributions of men and women to local economic development. This increased knowledge resulted in changed practices when municipal government actors evaluate municipal by-laws for gender equality issues. To date, four municipal laws have been elaborated to promote SME innovation and local economic development. In addition, the project facilitated the adoption of a gender sensitive guide to LED at the national level by the Ministry responsible for decentralization. In addition, the PTY effectively engaged different stakeholders in development planning and implementation process, leading to the establishment of four Productive Economic Municipal Council - COMEP (Consejo Municipal Economico Productivo).

Table 25: Bolivia Results, Intermediate Outcome 3

Performance Indicator	Baseline	Target	End Line
# of public policies implemented that promote local economic development.	0	4	4
# of municipal strategies that promote local economic development / support competitiveness of SMEs	0	8	8

Ethiopia country evaluators indicate that indicators on the proportion of target women and men who report supportive and gender relevant policy and regulatory environment for more equal control of agricultural resources and market processes and the proportion of target women and men who report improved level of government and community institution's responsiveness to gender inequalities are not available, however that there is evidence which shows that support was provided to beneficiaries in this area, but more importantly is the growing trend in the *Woreda* administration which have gender sensitive development activities vis-a-vis its sectoral mandates. Abdishe project has also established a long lasting platform for mobilizing, coordinating, synergetic planning and gender sensitivity among different stakeholders, including governmental and non-governmental; formal and informal; local and higher levels.

In terms of decision making power at the household level, it appears that there has been an overall decrease in women's ability to make decisions in terms of savings, expenses and decisions around health seeking behaviour. Based on a scale of 1 to 4, where 1 women are able to make decisions alone and 4 where women have no decision making power, end line results demonstrate that decision making ability has decreased by 0.44 points. However, a score of 3+ would indicate that a male makes the decision after consultation with his wife. It is unknown to what degree these consultations are taken into consideration, however evidence in other evaluative areas indicate that in fact women's opinions are being considered more frequently.

Table 26: Ethiopia Results, Intermediate Outcome 3⁷³

Performance Indicator	Baseline	Target	Mid-Term	End Line
Women's decision making power in different aspects increased	2.76	3.25	2.97 ⁷⁴	3.20 ⁷⁵

In Ghana, field teams reveal that the project was instrumental in establishing three core mechanisms: 1. “Agbadeeya Ma” (literally meaning “the mother of Soya and Cowpea Producers”) which is the Soya and Cowpea Apex body in the East Mamprusi District; it also facilitated processes for the inclusion of PROMISE beneficiaries to the Garu Cooperative Farmers’ Association, which engages the District Assemblies (DAs) on decision making relative to farmers’ interest in the district (including lobbying for the inclusion of soya to the list of crops of advocacy interest to the association); and finally supported the setting up of two Operations Management Committees (OMCs)-comprising solely women) to oversee the running of the soya threshing machines provided by the project.

While some gains have been made through the establishment of these platforms at the local level, there is no clear evidence of concrete results on the ground by way of what has been leveraged from the Area Councils (ACs) and DAs in both districts through the activities of these platforms. This is explained largely by the late establishment of these platforms as well as the PROMISE Project’s PIMs and POMs report that “there has not been any Area Councils decision taken to support the women led platforms in soy and cowpea production and processing. This is because the AC structures in the two districts especially in the project communities are weak and still nascent and so they have not been meetings among AC members”. The critical issue to view in terms of the continued relevance of these platforms to local development priorities and needs is to clearly identify what messages are needed from PROMISE to influence local government policy and resource allocation for soya and cowpea value chains, and what knowledge tools and models can and must be built in order to significantly accelerate uptake of PROMISE approaches across the planning and budgeting systems of the ACs and DAs.

Table 27: Ghana Results, Intermediate Outcome 3

Performance Indicator	Baseline	Target	End Line
# of women led platforms that are influencing A/C and D/A decision-making processes	0	3	3
# types of A/C decisions and actions that respond to and support community-driven women-led platforms in CP and soy production and processing	0	3	Still in infancy, however 8 initiatives planned

Finally, in Mali data available for women indicate a remarkable change in women who are participating in the elaboration of village food security conventions. While the baseline was assumed as 0%, available

⁷³ Country evaluation teams was not able to determine progress on two intermediate outcome indicators as they were not operationally defined and thus attempted to capture the progress through qualitative methods. As such, indicator drawn from country PMF. Earlier it was noted that indicators as outlined in the Global PMF would be utilized

⁷⁴ Reprocessed by end line consultants to include all variables

⁷⁵ Based on the data collection tool used at baseline and end line, this would in fact be a decrease in decision making ability as the mean was calculated based on 1=decisions made by women alone and 4= woman not involved in decision making. The lower the average score, the more decision making ability a woman has. It is not possible to verify raw data set to draw proper conclusions and it is recommended that the CARE team reviews this data set.

data from 2015 indicates that 64.7% of women are participating in supporting these conventions. Overall, 2 507 people have participated in village fora (62.5% women), surpassing the target by 377 people. The increased number in women is explained by the mobilization of GMJT, which are positioned to influence food security priorities of community members.

Table 28: Mali Results, Intermediate Outcome 3

Performance Indicator	Baseline	Target	Mid-Term	End Line ⁷⁶
% of women and men who participated in elaboration of village's food security conventions	0.0% Women 100.0% men	60.0% N=2130	64.7% Women	62.5% women 37.5% men N=1566 women; 941 men; Total: 2507

Immediate Outcome 3.1: Local value chain (VC) actors (women's groups, collectives, suppliers) have increased role in the formulation of policies and regulations that enhance men's and women's food, nutrition & income security

In Bolivia, there are budgets for municipal development and tentative plans to integrate gender priorities have been noted as 25% in V. Serrano, 20% in Padilla and 8% in El Villar (Alcala unknown), however the actual allocation is unknown as the project was not positioned to advocate for actual gender-sensitive allocations. The project however has sensitized local governments (GAMs) in the importance of gender-sensitive budgeting.

Table 29: Bolivia Results, Immediate Outcome 3.1

Performance Indicator	Baseline	Target	End Line
% of municipal gender-sensitive budget assigned to local economic development	0.0%	20.0%	30,2 17,7 LMDP 31,5 IDH

In Ethiopia, Abdishe experienced some difficulty in achieving this result, partly because of the lack of policy influencing interventions at the policy level as it relates to value chains, but as highlighted by country evaluators, because specifically it is difficult for such local VC from one of more than 800 Woreda in the country to have increased role in the formulation of policies and regulations that are often formulated at national and regional levels. The midterm evaluation report raised concern on appropriateness of the indicator considering the project context and coverage. It may, however, worth noting that the interaction between community members with local government bodies and their participation in the multi-stakeholder meeting has been increasing. Such engagements may contribute ideas that local authorities may utilize to influence policies and regulations at higher levels.

Table 30: Ethiopia Results, Immediate Outcome 3.1

Performance Indicator	Baseline	Target	Mid-Term	End Line
# of VC actors reporting increased role in formulation of relevant policies and regulations disaggregated and compared by sex	N/A	7 VC actors	0	0
Types of roles assumed /contributions in the formulation of relevant policies and regulations by	0	At least 2 types of new roles	-	-

⁷⁶ IFONS Final Project Report (May 2016)

VC actors disaggregated and compared by sex				
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In Ghana, PROMISE has not been able to affect the formulation of policies and regulations or integration of specific needs of men and women in district plans. At the time of the end line study, the planning process was already in progress and too far advanced to influence specific needs of women specifically in the DMTD plans for the period of 2014-2017 and MTDPs which were submitted to the National Development Planning Commission by the close of the year 2014 for verification and acceptance. Similarly, for the development of operational guidelines in soy and cowpea value chains, no operational guidelines for production, marketing and processing have been developed for Soy and Cowpea Value Chains, rather the project used existing guidelines that were developed by the Pathways Project, MOFA and SARI.⁷⁷ There are however, two functional linkages between producers and marketers and SPs as described below in Outcome 3.2.

Table 31: Ghana Results, Immediate Outcome 3.1

Performance Indicator	Baseline	Target	Mid-Term	End Line
# of projects in the 2 D/As that demonstrate / reflect specific needs of women and men	-	2 in each district	0	0
# of operational guidelines for soy and CP VCs	0	3 (producers, marketing and processing)	0	0

Immediate Outcome 3.2: Local government structures have increased capacity to effectively and transparently engage different stakeholders in development planning and implementation processes⁷⁸

In Bolivia, the COMEPs are municipal councils for economic production platforms. Evaluation findings reveal that in practice they are still recent organizations and although ‘they have lots of development activities to implement’ namely because they are not meeting regularly. It should be noted however that these platforms were recently created and outcomes are unlikely to occur within the time frame of the project. In terms of public policy projects, 3 of 4 local projects have been approved, while the process in Alcala was not concluded given that the municipal representatives were less disposed to work with NGOs. These projects, namely business plans of SMEs, are intended to set the basis for the elaboration of municipal decrees or regulations of the law for the transfer and co-investment of funds supporting productive activities.

Performance Indicator	Baseline	Target	End Line
# of private/public negotiation/social learning spaces promoting local economic development (and gender).	0	4	4
# of women and men participating and proposing concerted action in these key decision-making spaces		16 women 16 men	11 women 22 men
# of public policy projects on local economic development that promote SME innovation that rely on public resources and co-investment	0	4	4, 3 of which are approved

⁷⁷ PROMISE PIMS/POMS 2016

⁷⁸ In Ethiopia, results for the two indicators of # and type of relevant participatory events organized by the local government and % of beneficiaries reporting satisfactory /meaningful engagement/participation in development planning and implementation were not reported in either evaluation findings or project progress reporting. The targets were 6 planning and monitoring events and 40% of beneficiaries reporting meaningful engagement in development planning.

In terms of market linkages in Ghana, end line evaluation indicates that there are two functional linkages between producers, marketers and Service providers (SP) that have been established in Ghana over the course of the project. Specifically, teams have collaborated with MOFA and Savannah Agricultural Research Institute (SARI) to help build the capacity of the women through engagement and training of CBEAs and the establishment of demonstration plots. This is equally noted by SARI and representatives from the District Departments of Agriculture to ascertain important milestones achieved by the project.

Table 32: Ghana Results, Immediate Outcome 3.2

Performance Indicator	Baseline	Target	Mid-Term ⁷⁹	End Line
# of functional linkages among VC actors linked to District and Regional Committees	0	2 (1 between producers & SPs ; 1 between marketers & SPs)	16 producer groups have active bank accounts with the rural banks.	2

In Mali, the project has achieved all results and targets under this outcome. Document review indicates that the four targeted local government in which IFONS work are able to identify key gender issues in nutrition and food security. It is unclear however how this data was collected or the rigour of knowledge assessments administered. In terms of government plans integrating gender equality issues related to food security, results show that this has been achieved, however staff also note that the Programme de développement économique social et culturel (PDESC) contains the food security policy, however local government authorities want a similar PSA specific document as previously developed by USAID, and in which they are actively involved.

The sensitization of elected communal and village representatives for a balanced participation between women and men achieved better results at the village than the communal level as women cannot afford travel cost to attend meetings and because some men are still reluctant to consent to their wives travelling to attend meetings. As a result, the communal council membership is not gender balanced with only 8 women on 68. Efforts should focus on strategy to raise awareness on the importance of real women's participation to decision-making bodies.

Table 33: Mali Results, Immediate Outcome 3.2

Performance Indicator	Baseline	Target	End Line
# Local government can identify key gender issues in nutrition and food security	0	4	4
# Local government plans that include activities to address gender issues on food and nutrition security	0	4	4
% women participating in community food security planning processes ⁸⁰	0.0%	50.0%	62.5%
% men participating in community food security planning processes	-	50.0%	37.7%

5.3 Efficiency

The following section outlines findings around project efficiency as it relates to internal and external factors influencing implementation, organizational structures, timeliness and other components as outlined in the evaluation matrix.

⁷⁹ PROMISE Annual Report (July 2015)

⁸⁰ Please also refer to Intermediate Outcome 3 on participation in food security convention planning processes. These are duplicate indicators are reported in both country final reports and country evaluator reports.

5.3.1 Internal and External Factors Influencing Implementation

Several external factors have influenced the program implementation. Among the most important ones, the onset of a drought in Ethiopia and poor rainfall patterns during the last two agricultural campaigns in both Ethiopia and Mali affected agricultural production. In Ghana, the slow decentralization impacted work with District Assemblies. In Bolivia, the pre-electoral climate and following elections have influenced interventions and processes that involve municipal government partners and obliged the project to work with new elected officials (municipal actors) and therefore the obligations to renew training and conduct sensitization and advocacy with newcomers. In the last year of the project, internal factors affecting the program include the staff turnover and the exchange rate.

5.3.2 Program Management and Organizational and Staffing Structure

Overall, there are some concerns about the design of the staffing structure for LINKAGES. While CARE Canada has tried to leverage its existing expertise in-house with the use of technical advisors (gender, food and nutrition security, monitoring and evaluation) and officers at the program level, these staff appeared stretched (several priority projects to manage in their portfolios) in terms of available time to provide needed support to Country Offices. Among alternative measures that could be considered are discussions with Country Offices to obtain more technical advisors' support in respective countries to complement and follow up on technical assistance provided by Care-Canada.

Despite this, interviews carried out with CO representatives have confirmed that technical expertise provided by the CARE Canada team at the country level is viewed as effective, and partners are satisfied with the level of support they received. Generally, they feel that they were well supported and that timely responses were made to address their concerns or questions. Regular monitoring visits from the CARE Canada team were also mentioned as an opportunity to provide technical support in person.

Some countries' representatives confirmed they could also draw on the country offices' advisors when needed, while others mentioned that the M&E and gender advisors were too stretched managing several projects and unable to provide the needed support and advise adequately the project. Revisions to the positions were made for Ghana and Mali to add an M&E person full time and in the case of Ghana a gender advisor. This was a good shift for the two projects. Retrospectively, the program would have benefitted from a full-time M&E person in Canada to oversee the program and future multi-country initiatives focusing on gender-equal resilient livelihoods should really consider staffing CO with at least a 50% or full-time M&E advisor. Same consideration should be made with a gender advisor even though it has been better supported by CARE Canada's gender advisor.

Where LINKAGES CO could leverage existing and adequate human resources affected to different projects, there was a noted positive effect on the quality of the programming and the results achieved. Ethiopia is a perfect example as the CO had in some ways access to the strongest of HR because they could leverage the other projects they were running in the same areas without having full-time staff. The idea was to have one person coordinating the overall program objectives in Ethiopia. Ghana had the same structure and had to share a team between LINKAGES and Pathways but they did not have the adequate resources to do the job for both projects (See Lessons learned).

5.3.3 Timeliness

All risks outlined in the project risk register have come to fruition (turnover of personnel, elections, drought, shorter rainy season, political unrest) and have had a significant impact on the project in terms of timeliness and ultimately achievement of results. In Bolivia, due to elections, the project was required to redesign some of the components three times. The third iteration, however, was effective as technical

members from the municipal administration were part of technical input in order to build continuity. The turnover of some country teams, namely Ghana, also affected implementation schedules and results. Tremendous staffing turnover, throughout the life of the project, affected their contribution to the work of value chain part of the work which has now come together and are sustainable. This was equally compounded by the fact that all staff work on PROMISE 50% of time as their time is shared with CARE US (including the Project Manager position) who has a neighbouring program. Staff turnover, equally affected CARE Canada (program manager) and the lack of rigorous handover caused miscommunications.

Another recurrent concern mentioned during the interviews were the administrative delays from Country Offices procurement side due to bureaucratic procedures in place impacting on the beginning of activities (For instance, in Mali up to five months to get the funds to implement vegetable garden, a request initiated in March received funds in August)” This is echoed in the final evaluation of Ghana and Mali that mentioned delays in the Country Office procurement process for equipment.

5.3.4 Utilization of allocated resources

In Ghana, the desk review has confirmed that despite some variances between planned and actual expenses and activities, overall the project was cost-efficient in its implementation and that the project management made effective use of funds through this structure. The structure includes two locally-based organizations as implementation partners, government agencies as technical partners (GHS, MoFA, DAS etc.) and collaborators like the Savannah Agricultural Research Institute and the University for Development Studies. This networked structure has kept administrative costs within thresholds that could be described as “falling within the standard and acceptable ratio of administration costs to project costs”⁸¹. During the implementation of the project, the major management issue was high staff turnover. On the third year of implementation a new team was brought on board to run the project. This situation slowed down project implementation at the onset in order to bring the team up to speed. The staff turnover in addition caused delays in the receipt of reports from partners and subsequent delays in review of their financial reports by CARE, thus resulting in fund transfers from CARE Canada⁸². This issue was addressed through developing a realistic timeline for reporting with the partners and also ensured timely visits by the CARE Grants Officer to the partners. In addition, some problems in procurement process delayed the provision of threshers for soya processing as well as light equipment to support value addition to soya and cowpea products to the final months of the project. Optimal delivery times would have yielded better results and provided better insight on the incidence of this support.

In Ethiopia, the project was carried out in accordance with the initial time frame, within the allocated budget and human resources. The final evaluation points out to the fact that “ the resources allocated for the project have been efficiently utilized in the way that promotes saving culture and economic use of resources”⁸³. The strategy to mobilize local human resources, institutions and/or creating strong partnership among implementing agencies have contributed to increase the efficiency of the project.

⁸¹ Paschal B. Atengdem, Joseph Abazaami ,James Natia Adam, PROMISE final evaluation, Garu Tempane and East Mamprusi Districts, Final study report, April 2016

⁸² Delays in fund transfers were often simply due to CARE Canada simply not being sent requests for fund transfers as is standard administrative practice in CARE (globally). This is despite CC repeatedly asking C/Ghana (and other COs) to send requests for transfer

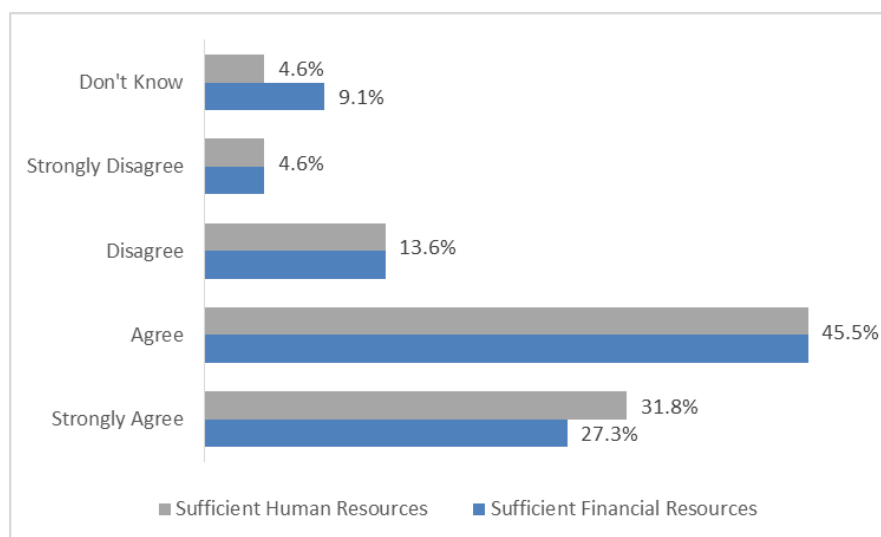
⁸³ Teruneh Zenna Business and Management Consultancy (TZBMC)ABDISHE End line Evaluation Report, [Final Draft], April 2016 p.19

In Mali, the project started in a difficult socio-political context with the coup d'état in March 2012 and the invasion of Jihadist movement in the North. To compensate for the lack of support from governmental authorities the project developed close collaboration with the village and municipal authorities as well as saving groups (MJT). This helped minimize the absence of State decentralized technical services. The final evaluation confirmed that resources allocated to the project have been efficiently used. It also flags many delays in disbursements due to Country Office's procurement delays for provision of inputs. These delays directly affect the performance and results that have been achieved⁸⁴.

In Bolivia, the evaluation underlined, that measures have been taken to identify the best technical alternatives to achieve the objectives which entailed some modification in the schedule of implementation⁸⁵. It also mentioned the negative effect of the fluctuation in the Canadian dollars (versus US dollar) leading to important exchange rate losses (2014-2015). Staff turnover was an internal factor influencing the implementation of the project such as the Head of Monitoring & Evaluation and Accountability and the removal of the Coordinator of Gender and resignation of Technical Assistant in Value Chains in the last six months of execution.

Overall, perceptions of other staff (not involved in financial or management positions) based on online survey results, support the above with 72.0% of staff either strongly agreeing or agreeing that financial resources were sufficient. Similar trends in the opinions are observed with regard to human resources affected to the project as outlined below.

Figure 8: Human and Financial Resources - Online Survey Results



5.3.4.1 Cost benefit analysis of asset transfer

A simple cost-benefit analysis of asset transfer was carried out for the Ethiopia project. During the project implementation, assets such as goats, oxen and seed for multiplication were provided to the farmers through extension services. In addition, the farmers got training on improved ox fattening. Simple

⁸⁴ Départements Nutrition, Agronomie, suivie-évaluation et Genre de COMPUSTAT, Rapport d'évaluation finale du projet IFONS, Avril 2016,

⁸⁵ Roberto Vilar B. Bárbara Kupfer, Evaluacion final del proyecto Tukuy Yanapana, Abril 2016

assessment was carried out by project staff to analyse the benefits of asset transfer to poor women farmers. A total of 60 farmers were randomly selected from three asset groups, goat rearing, oxen fattening and seed multiplication groups (20 from each group) for the analysis. Asset transfer to women farmers was done and data. Data on estimated value of assets provided to the farmers and the benefits were collected.

According to the analysis, the 20 farmers in the goat rearing group that were given goats with total value of 34,710 Birr (CAD 2,100) have been undertaking goat husbandry and the value of goats currently at their hand is roughly estimated to be 91,005 Birr (CAD 5,505). To analyse the benefits of ox fattening group, the 20 farmers selected were given oxen with a total value of 150,850 Birr (CAD 9,125) and at the end of the project period the value of oxen sold and oxen at hand became 337,850 Birr (CAD 20,438). Improved seeds of wheat and maize with a value of 5,400 Birr (CAD327) were provided to the third group of 20 farmers and these farmers increased production and productivity and obtained a produce with an estimated value of 195,250 Birr (CAD11,811). The gross margin between the cost and benefit for those three the assets is found to be significant.

5.3.5. Language

Interviews underline the necessity to pay more attention to the working languages and the importance of having various monitoring tools and guidance documents translated in advance. Moreover, the advantage of having technical personnel with country language competencies in order to communicate technical requirements (i.e. gender and monitoring issues) are imperative and future staffing allocation should keep cognizant of the advantage that language capacity can plan in improving efficiency.

5.3.6 Training and capacity building

Country offices indicated that generally, they were satisfied with the technical trainings and coaching received under LINKAGES. Specifically, online surveys revealed that the technical support provided by CARE Canada was sufficient with an average rating of 5.1 by respondents (on a scale of 7). 18.1% (n=4) further noted that the support provided was extremely useful, particularly in the areas of monitoring and evaluation, and gender technical guidance. On the other hand, countries would have benefited from more regular communication and remote direct coaching in country during field missions and staff felt they would need additional capacity building on how to collect and analyze different types of M&E and gender data⁸⁶.

This is also evidenced in the low quality of consistent data in progress reports. In addition, it is imperative to ensure an effective transition for newcomers (new staff) and the arrival of new staff should be accompanied by proper briefing and relevant training to ensure that new staff have the same understanding of the project and the background they need to be fully operational. For instance, there was a 100% turnover staff in Ghana last year, which required more in-person support and training⁸⁷. Some of the training woes were also, as aforementioned, hampered by communication gaps, particularly in the provision of technical input in gender and monitoring system establishment.

⁸⁶ This is likely due to staff turnover and the resulting loss of corporate memory

⁸⁷ In the final 18 months of the program activities CARE Canada provided in-person support for both teams with high turnover (Mali and Ghana). This included 2-3 support missions with both technical advisors and program management support and training provided

5.3.7 Internal communication - Opportunity for exchanges among countries

LINKAGES team in Canada put considerable effort into maintaining internal communication among country office and should be commended for their consistency and frequent follow up. As one interviewee stated, *“there is good communication from CARE Canada, emails are effective and very frequent and they support us in a timely fashion”*. Online survey results also corroborate this as 36.6% noted an average level of communication while 50.0% rated this communication as strong and very strong.

However, the opinions on the opportunity for exchanges between countries are divergent as some considered the Learning Annual event as relevant and an ideal opportunity to meet face-to-face to discuss the program and in some instances conduct field visits. Others, however believe that the exchanges should go beyond this event, but more importantly require clearer focus in terms of the outcomes of the event. The online survey revealed that 59.9% respondents were satisfied with the level of country-to-country interaction and an equal number of respondents very satisfied and dissatisfied (13.6%); while 4.5% are very dissatisfied and 9.0% have no opinions on the matter.

Interviewees have suggested alternative mechanisms to have a more constant interaction between gender and M&E advisors. For instance, the creation of an M&E working group across the four countries that meet virtually quarterly (South-South exchanges) or ‘boot camps’ to improve technical areas, particularly in gender equality programming and monitoring. These mechanisms are used by other projects and have proven to be useful mechanism to improve programming and keep abreast of challenges and solutions in M&E and gender. These regular meetings would allow more in depth discussion among advisors and could feed in the Annual Learning forum.

5.3.8 Monitoring, Evaluation and Learning

Overall, LINKAGES has put much effort into the collaborative establishment of monitoring and evaluation systems and tools to monitor and assess results. A LINKAGES ‘start-up’ workshop was conducted in Accra, Ghana (October 2012). This workshop was to build a collective understanding and sense of ownership of the LINKAGES theory of change, as well as of the necessity of M&E, learning and gender equality approaches and strategies required to effectively implement the program. At the end of the workshop, participants had not only gained a collective understanding of gender-sensitive and equality monitoring and evaluation but also agreed on three common ultimate outcomes indicators with strong gender equality focus, which was then considered as a great win for CARE Canada. Despite these common indicators, the most serious deficiency in terms of the monitoring system is the quality of performance indicators and as a consequence the data to inform these indicators. The project missed opportunities to generate additional common and standard indicators for food security and dietary diversity, nutrition, women’s decision making at household or organizational levels among others, which would have improved the quality of data presentation and reporting. The fact remains that the PMFs contain too many indicators, some of which are loosely or not defined at all.

Regardless, the M&E system includes both quantitative and qualitative measure tools, populated by field data collection in various ways:

- the Project Implementation Monitoring Sheet (PIMS) which tracks activities and outputs indicators against the project targets. It is filled on a monthly basis by project field officers, compiled at the project level by the project manager and shared semi-annually with the LINKAGES team. These sheets have been useful in seeing overall progression of activities.

- The Project Outcomes Monitoring Sheet (POMS) which captures outcome indicators and is completed on a semi-annual basis, also aligned with reporting timelines. This matrix captures the progress towards results and targets at intermediate and immediate outcomes levels. but is reliant on country-level tools for collecting data on these indicators.
- The Rolling profile: presents qualitative data that can also be used to triangulate data while doing analysis of changes. The original conception of these profiles was to document process individuals are following (document stories of change) and highlight success stories.
- Gender Tools: as one of the key goals of LINKAGES is to measure gender equality changes and its contribution to livelihood security and resilience, project monitoring tools and data collection tools (Tools 1 to 4) have been developed to collect sex-disaggregated data and data on access, control and organizational capacity. Interviews indicate that there was little ownership of these tools initially, likely because some countries had their own idea of what it was about or should be. The program team could have worked more on the buy-in of these tools. At the time of this report, Ethiopia was the only country that had vetted and final data for use on access and control over productive resources and is able to demonstrate significant changes for men and women (See Section on Impact).

Overall, 36.4% of staff in all countries felt that the M&E system was extremely appropriate and 59.0% noted it as appropriate. The PIMS and POMS are useful and critical management tools to document and store data and seen as quite useful from a programmatic perspective as they facilitate the identification of gaps in key areas as well as to identify gaps in available data that respond to indicators. At the same time, the completion and quality of these tools varied between countries and verification processes to validate values would be useful in the future. As indicated below, dedicated M&E officers focused on quantitative data verification and quality control could facilitate improving data quality.

Several suggestions for improvements have emerged from key informant interviews, online surveys and the evaluators themselves on monitoring and evaluation processes. The importance of having a person dedicated to quantitative data verification and cleaning (could be an M&E officer) and looking rigorously at all the data would have greatly improved the quality and consistency of data, particularly in ensuring sex-disaggregated data. Coupled with this, qualitative data collection requires specialized skills and the project would have equally benefited from having sufficient human resources dedicated to the project. In terms of evaluations, as noted within the content of this report, lack of comparability, among other issues, could have been mitigated with the hire of one global consultant or firm to design baseline, mid-term and end line studies, with four local study coordinators focused on enumerator training and data collection. This model has proved quite effective in other organizations and is a model that would have been more effective and contributed to improving data quality. Interviews also suggest that establishing a global list of indicators and progress markers across countries with specific examples would equally have benefited the program. This would provide a way to document a story of changes and the process leading to it.

Moreover, other suggestions refer to the timing of support underlying the possibility to organize visits six months after the project team is up, and once staff have had the time to get acquainted with the tools. This should be accompanied with a week of working sessions (similar to a practicum or learning lab) to mentor through the theory of change and M&E system. This type of position does require regular travel, but could be replaced by the annual meeting. Other suggestions are to regularize interaction with the teams and the managers at CARE Canada and not only when there is an issue to address and more technical work in the field coming from the CARE Canada team as well as the necessity to have tools translated and communicated in the country's official language.

5.3.8.1 Research and Learning

One of the unique features of the project was the individual implementation research activities in each of the countries, used to explore the best ways to address deeply rooted gender inequality issues which are seen as a barrier to achieving livelihood security, resilience and sustainable futures for households and communities. Overall, it was perceived as a good mechanism for staff to learn about the research processes, build analytical and reflection skills, and sensitize the team at the same time around gender equality.

- In Bolivia the research looked at issues related to change in gender roles, specifically the factors that enabled women to improve their position and that increase the recognition of women's contribution to the well-being of their families and microenterprises.
- In Ethiopia the research explored how to mitigate the overburdening of women who take on economic activities so that the benefits of economic activities that they can potentially experience are not overweight by harmful impact of being overburden.
- In Ghana the research sought to identify how some women gain greater control of the land and assets that they need to become productive farmers, and whether this makes a difference to their lives and family well being
- In Mali, the focus of the research was to determine whether more equal gender and power relations in a household –which allow women's management and control over their productive land – affect household food security

The results of the research did in some cases uncover data that allowed to refine activities and help shape interventions around food security and economic empowerment. For Mali, the research identified that one of the factor limiting women being able to increase the production of the food they consumed in the household was the lack of access to equipment for planting and harvesting. In some cases, because of their under equipment, men justify not giving enough land plots to their wives. Moreover, access to agricultural equipment and inputs in the household is a major difficulty for women to the extent that they access productive tools only after the men have finished cultivating their field. Thus, one factor that may promote increased women's plots sizes are improving their level of equipment access. Immediately on identifying the threshold gap, they designed an intervention to create women's group that owned and controlled equipment. Research in Bolivia has confirmed the undervaluing of women at the political, social and economic level and the identification of roles of men and women at various levels and across age groups. This finding has fostered a change of mindset amongst association's members (EARs) and lead to the adoption of measures to facilitate women's participation to training, decision making and management processes within associations Public and private stakeholders have also been sensitized to women's important role in local economic development leading to the adoption of municipal laws to support gender responsive local economic development

According to the evaluators, this is a best practice and should be retained in future programming. At the same time, opportunities can be made to build greater ownership and extend involvement with research institutions or universities to improve quality and benefit from researcher's expertise. In some countries, the research teams integrated academics (Bolivia and Ethiopia) The results of the research would have gained momentum and built greater country ownership if results had been shared and disseminated to

wider audience such as universities and research institute in each country at different points in the research to benefit from the research and create a network of peers.⁸⁸

5.4 Reach and Impact

5.4.1 Achieved Reach

Beneficiary totals as reported in Table 1: project results at activity level in final country project progress reports indicate that there were approximately 37,000 people directly benefited from a variety of interventions, surpassing well beyond anticipated reach⁸⁹ and overall CARE has reached its target across all countries. Unfortunately, some sex disaggregated data is not available however extrapolation based on previous proportions could be applied. Breakdown of these beneficiaries are presented below and a detailed breakdown is found in Appendix 10. It is important to note that the values in the detailed breakdown cannot be aggregated due to risks of double counting as beneficiaries benefited from multiple activities. As an alternative, maximum numbers have been utilized to calculate final reach numbers.

Table 34: Total Direct Beneficiaries of LINAKGES by Country

Country	Bolivia	Ethiopia	Ghana	Mali	Total
Villages	4 ⁹⁰	9 ⁹¹	20	71	104
Women	659		4820	6438	11917
Men	969		830	3130	4929
Total	1628	6780⁹²	5,650	9568⁹³	23,626
Girls	-	-	1839		-
Boys	-	-	1839		-
Total⁹⁴	-	-	2452	10194⁹⁵	12,646
Health Workers, Community Agents, etc.	-	216	-	173	389
Technicians Male ⁹⁶	28		90		118
Technicians Female	55		30		85
Female Local, district, regional authorities	19		38		57
Male Local, district, regional authorities	17	57	77		151
Total	1747	7053	8337	19935	37072
Variance (+/-)	+157	+653	+3857	+9363	+14030

⁸⁸ The research process was guided by a researcher based in Ottawa that visited the country teams and was present at the Annual Learning Forum. There is a sense from CARE- Canada team that the fact that this consultant was based in Canada posed some challenges in the ownership of the research process by the country teams.

⁸⁹ Please note it is impossible to ascertain double counting, however maximum numbers were used as an alternative to mitigate these effects. Please refer to Appendix 9 for detailed breakdown.

⁹⁰ Municipalities encompassing multiple villages

⁹¹ Kebeles encompassing multiple villages

⁹² Sex disaggregated data of direct beneficiaries from VSLA groups (maximum number of beneficiaries) was not available.

⁹³ Maximum value taken for all beneficiaries to avoid double counting. This is the total number of people directly reached through VSLAs for women and technical trainings for men.

⁹⁴ Please note it was not possible to ascertain final reach figures for children under 5 as this was not reported in any documentation. As an alternative, a calculation of 2 children per mother who received any nutrition training is used. This data should be validated by CARE. See recommendations regarding extrapolation.

⁹⁵ Assumption of 1.5 children per female reached through nutrition groups. Sex disaggregated data not available.

⁹⁶ Inclusive of extension workers

5.4.2 Impact

The following section outlines the overall impact (contribution to results) that LINKAGES has achieved in improving livelihood security and resilience of vulnerable women, girls, men and boys in the four countries. In October 2012, the core LINKAGES project team established three common indicators against the program's ultimate outcome, and worked with each sub-project team to align sub-project results and indicators against that framework where possible. These common indicators are related to access to physical, social and economic assets key to resiliency, equal control over these assets, and integration of gender sensitive elements in local organizations. As aforementioned, Ethiopia successfully is able to report on each of these indicators using evidence and to a lesser degree Ghana and Mali. As such, the section outlines an overall summary of the three core areas of food security and nutrition, management of enterprises and policy and regulatory environment.

5.4.2.1 Contribution to Improved Livelihood Security and Resilience

As described earlier in the report, there is strong evidence indicating that LINKAGES has impacted positively in the lives of the target communities, women, men, boys and girls. To reduce gender inequalities causing livelihood insecurities and vulnerabilities the program has work on several fronts to support transformational changes. This was experienced through various ways:

- First by building capacities in gender equality and needed skills to improve livelihoods, nutrition and agricultural production (Climate Resilient Agriculture, seed multiplication training, cereal storage, etc.).
- Second by facilitating women's access to and control over productive assets (land, improved seeds, agricultural inputs, and equipment, livestock (ox))
- Third by reducing the gender divide in productivity of crops by men and women that exacerbate malnutrition and forms market bottlenecks,
- Fourth by empowering women through the VSLA platforms, facilitating access to credit, extensions services, credit and business development services and supporting the creation of self-support groups to focus on food security and nutrition (M2M, CBLA and SAA (Ethiopia), Caisse de prévention nutritionnelle in Mali)) to actively participate in the decision process in the household and the community,
- Fifth by fostering women's participation and advocacy to carry out inclusive livelihoods strategies (Conventions villageoises, Community Action Plans, bank of cereals, local economic development plan, establishment of cowpea and soybean associations at the District level in Ghana) and integrating gender preoccupations

Finally, the program did enhance the skills and capacity of different level of stakeholders (community, municipality, private sector, district, technical services and ministry) and to some extent induced institutional responsiveness to support gender inclusive development and the political will to sustain services, norms, regulations and policies implementation, enabling a gender inclusive environment for developmental programming. Efforts to influence the policy environment for gender responsive local economic development have led to some results.

For instance, in Bolivia the integration of gender equality into public-sector promotion of local economic development has led to four public policy projects that promote SME innovation through public-private co-investment in collaboration with GAM (autonomous municipal government and national-level policy influence (with the development of a local economic development guide). In Ethiopia, the project strengthened partnership with women and child affairs and provided training on situational analysis

approach (SAA) and gender equality relying on them to be advocates for changes towards gender equality. The multi-stakeholder's platform (MSP) regrouping key government, private sector representatives and project beneficiaries increased awareness on gender-sensitive value chains and linked beneficiaries with potential business partners and middle services providers. Government sector offices and community-based institutions became more gender-sensitive responsive. The change in institutional responsiveness of the Woreda and zonal women and children's affairs offices are reflected by the fact that they are now able to lead, coordinate the gender mainstreaming agenda and the MSP to address gender equality and promote women's empowerment.

In Ghana, the partnership with Ghana's MOFA and District Assemblies (DAs) have yield changes and led to an increase in technical and administrative support to women's farmers and VSLAs. MOFA and Women in Agricultural Women (WIAD) have supported the establishment of cowpea and soybean associations at the District level. The WIAD has also accompanied the process of formal registration at the district level of four multi-stakeholder platforms for cowpea and soybean business women. In Mali, the advocacy initiative (dialogue meetings with village leaders and key-decision makers in the community) led to a reduction of gender gap in accessing and controlling land and agricultural inputs/equipment. Moreover, village chiefs have secured land for VSLA group members for cereal bank initiatives. The project has also seen an increased participation of women in meeting to elaborate food security conventions (66% - 2014-2015 data)

Awareness sessions, advocacy, sensitization/EIC on nutrition, rights, legal issues and gender trainings carried out with beneficiaries and representatives of different level of stakeholders have addressed social norms and beliefs and led to incremental changes in the conception of male around the role of women in the household and in the public and private spheres. In Ethiopia, the final evaluation confirmed that due to the advocacy work conducted by the project, the social marginalization of women has been significantly reduced. Women's role in effectively contributing to the community's collective development has been recognized by men and women and thus, paved ways for women engagement. Such recognition by both parties has boosted women's self-esteem and confidence contributing for further women empowerment. Besides addressing the issue of gender inclusive development, women have been provided with access to different resources and exercising the right of controlling those resources, which is manifested by meaningful decision making both at household and community levels.⁹⁷

In Mali, the evaluation and survey mentioned that dialogue meetings with community level decision-makers led to the provision of land to help women develop market gardens and cultivate cereals for consumption and to supply the cereal banks seen as an important safety net during the lean season. It also led to sensible changes at the household level with men more inclined to providing a certain autonomy to women to develop income generating activities because they see the benefits of increased household revenues as a positive change leading to a more open-decision making in the household.

In Ghana, the survey highlights as a most significant change the fact that women actively participate in decision-making. "Before the project was implemented, it was very rare to see a woman sitting with the husband to share jokes or to take decision. But now, men consult their wives on the type of crops to grow, when and where to grow the crops and even how the produces are to be used." In Bolivia, the research about the roles and benefits of women and men working in the processing and commercialization linked to value chains (chili peppers, amaranth and peanut) has led to the recognition of women's contribution and role in the value chains. In Ethiopia the learning research has

⁹⁷ Ethiopia final evaluation, May 2016

stressed that “men and women believe that their attitude toward traditional gender roles have been significantly changing in the last three years. They also believe that both men and woman should be actively and equally engaged in economic and household activities for improved household incomes and family well-being.”⁹⁸

LINKAGES further defines key assets for resiliency around three components: key agricultural resources, extensions, and dietary diversity. Specific definitions of resources vary between countries, but generally include agricultural inputs required to support livelihoods. The focus however is on the extent to which women, compared with men, access and control the inputs, crops and resources of most productive value. In Ethiopia, the project has been successful in shifting both access and control of productive assets to women as illustrated in the tables below.

Table 35: Proportion of women to men with access to assets (physical, social, economic) that are key to resiliency - Ethiopia

Asset	Baseline ⁹⁹		Endline	
	W	M	W	M
Oxen	23%	55%	52%	57%
Goat	25%	48%	92%	75%
Seeds	36%	88%	68%	89%
Fertilizer ¹⁰⁰	22%	85%	61%	87%
Land	28%	88%	57%	90%
Extension	51%	72%	72% ¹⁰¹	76%

In Mali, final evaluation also demonstrates a positive change in women’s access to productive assets, namely land, technology, and information since mid-term with 64% of women reporting access compared to 47%¹⁰² at mid-term, indicating an increase of 17 percentage points. Unfortunately, data for men was unavailable for this indicator and a change in the gender gap could not be determined.

5.4.2.2 Increased and more equal control over livelihood assets by direct beneficiary women and men.

Second to improving access to agricultural assets, LINKAGES has focused on increasing equal control between men and women over livelihood assets, particularly in decreasing gender gaps in control over and participation in key agri-business and marketing processes as a second key area to household resiliency. Gender dynamics in these areas have been measured through a gender sensitive value chain analysis, including an examination of how business development service providers and business collectives operate; and decision-making and control over individual or household business profits¹⁰³.

At the time of baseline, data for Indicator 2 shows that women are not resilient, in comparison with men, because they are unable to securely use valued assets to pursue a variety of valued livelihood strategies. In Ethiopia, end line survey results show that 50% of females are empowered in decision making around crop production, 70% for livestock production and 80% on fruit and vegetable perennial plantations. This marks a notable change since baseline data were 18.8%, 45.5% and 0.0% respectively. In terms of land

⁹⁸ Ethiopia Abdishe Action and Learning Research, page 31

⁹⁹ December 2013, GUI Analysis, CARE Ethiopia

¹⁰⁰ Organic fertilizer for Ghana

¹⁰¹ The final evaluation found that 16.9% of women surveyed had access extension services.

¹⁰² From IFONS MTR (February 2015) based on the indicator % of women compared to men having access to productive assets: land, technology, information. Endline data drawn from final evaluation.

¹⁰³ LINKAGES Baseline Report (September 2013).

ownership, the land sizes owned by women have not changed with an average of 0.1-0.4 ha, however 96.2% of females own land. A small proportion (3.2%) own land in excess of 1.6 ha¹⁰⁴. 96.9% of women indicated that land in households is owned by men, however activities of the project did not necessarily support transfers of land. The contribution to control over productive assets as indicated above however remains a success for Abdishe in improving overall livelihoods and food security.

Table 36: Proportion of women to men with control over productive assets - Ethiopia

Asset	Control			
	Baseline ¹⁰⁵		Endline	
	W	M	W	M
Oxen	5%	56%	48%	58%
Goat	12%	50%	89%	71%
Seeds	12%	88%	60%	88%
Fertilizer ¹⁰⁶	11%	86%	51%	74%
Land	12%	89%	47%	87%
Extension	21%	72%	60%	61%

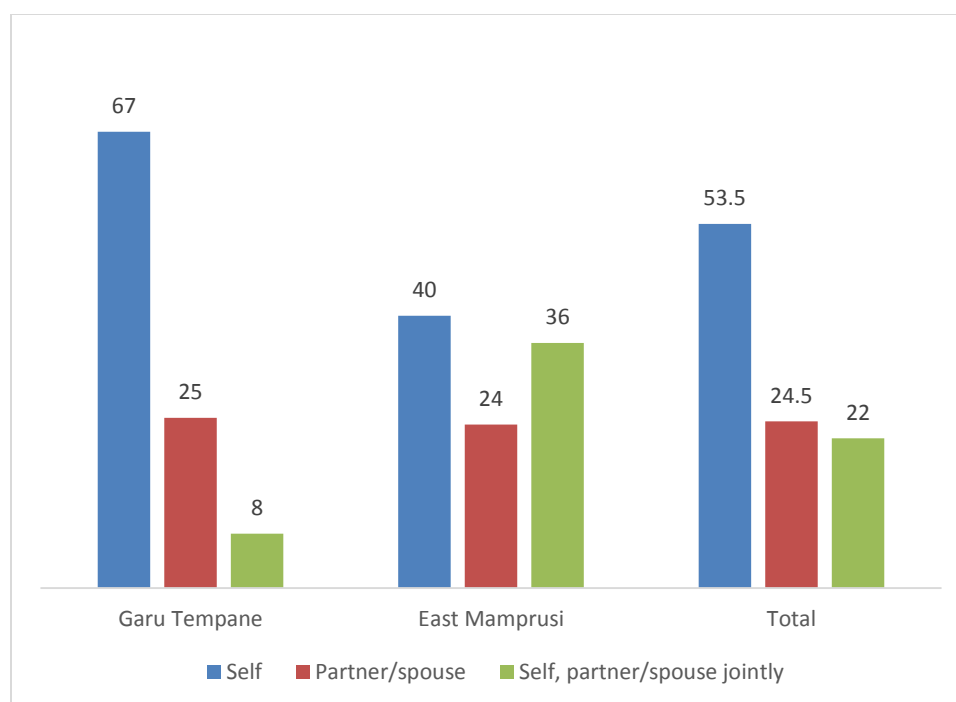
Similarly in Ghana, final results indicate transformative changes in control around household decision making, use of capital and assets. 94% of women reported having equal decision making power in the use of HH income. Eighty percent (80%) of the 10 FGDs held with VSLA groups in both project districts equally indicated that they were actively participating in decision making through the soya and cowpea value chains. By project end, 84.8% of women in marketer groups were women and an average of 53% in both districts reported improved control over household capital.

¹⁰⁴ Comparisons between men and women are not possible due to underrepresentation of men in the sample

¹⁰⁵ December 2013, GUI Analysis, CARE Ethiopia. Endline values drawn from GUI Analysis, 2016

¹⁰⁶ Organic fertilizer for Ghana

Figure 9: Decision Making at HH Level - Ghana



Finally, in terms of gender sensitive organizations, LINKAGES attempted to use standard gender audit categories and benchmarks to determine the extent to which enabling organizations are gender sensitive. Adapted for the women's empowerment framework, the benchmarks are around three key areas: agency, relations and structure. This result was measured through the project internal data collection tools. Overall, at the time of baseline, results showed that few partner organizations were able to either positively or negatively identify the gender equality traits of their organizations. Organizations exhibited only four out of the seventeen traits of a gender sensitive organization. Partners in:

- Two countries had a gender strategy or gender goals in a strategic plan,
- Three countries had a budget designated to implement this strategy or goal,
- One country included gender equality tasks in job descriptions, and in
- Two countries had gender specific programming

By LINKAGES mid-point, almost all partners were answering "yes" to the seventeen key characteristics of a gender equal organization as a signal that they were aware of these traits as an ideal (but not necessarily because their organizations were more or less gender equal than at baseline)¹⁰⁷. Given this, country projects have begun to modify their approach to data collection. The mid-term evaluation in Ethiopia, for example, relied on key informant interviews with gender audit probing questions rather than a checklist.

¹⁰⁷ CARE Canada, Gender Equality Results Analysis (2015).

5.4.2.3 Nutrition and food security Increase quantity and quality of food production

LINKAGES had significant contribution to improved nutrition and food security in the three target countries. Results from the final evaluation, as presented in the effectiveness section shows that in Mali there was a reduction of chronic malnutrition prevalence among children aged 6 to 59 months from 43% (baseline) to 26%¹⁰⁸ (endline) promoting positive behaviors with regards to baby and young children feeding through IEC training in good nutrition, exclusive breast-feeding, therapeutic feeding for children and the importance of attending health clinic, nutritional cooking demonstrations, household visits¹⁰⁹, keeping close links with health centers to refer acute malnutrition cases and establishment of caisse de prévention nutritionnelle by MJT groups. The establishment of community cereal banks in four communes have created a safety net for the lean season. The annual stock reach 405 tonnes of properly conserved cereals of which 207 tonnes have been distributed in the lean season reducing the lean season from four to two months (2014-2015 data).

In Ghana, the project worked to improve and diversify the diet in the household. The evaluation report underlines that cereals and vegetables (are widely consumed by households weekly. This is closely followed by foods made from beans, soya bean and groundnuts). This constitutes an increase over the baseline of 30% of women and girls consuming quantities of processed soya/cowpea. The endline survey results reveal a great improvement to 86.5%, compare to 30% at the baseline indicating that the percentage of soya and cowpea consumption of woman and girls has outstripped the baseline by more than twofold. The report also adds that consumption of Cowpea based foods include ‘tubani’ (dumplings made from cowpea flour); ‘waakye’ (boiled rice and cowpea) and porridge blend fortified with soya or cowpea; fried bean flour ‘koshe’ is a common diet in the two districts.

In Ethiopia, evidence confirms that LINKAGES has contributed to the graduation of chronically food insecure beneficiaries’ in creating access to productive resources, loan and saving, IGAs and above all capacity to cope with climatic hardship. The coping strategy Index (CSI)¹¹⁰ score for both women and men beneficiaries at the end of the project is 38.6, (compare to 36.9 at baseline) which can be taken as an evidence of slight improvement among beneficiaries in terms of using positive coping strategies. The report also notes that beneficiary households have managed to diversify food consumption by eating at least six types of food groups/items (compare to three at baseline) from the nine main food groups. These food items include injera (flattened and thin bread), porridge, bread and soup made from sorghum, maize, barley, wheat and eaten with stew made from haricot bean, meat, and dairy. The number of meals consumed per day was another indicator that was identified to measure the project’s objective to increase quantity and quality of food production and consumption. The number of meals consumed per day increased from less than 2 meals per day at baseline to 2.31 meals/day with minimum of 1 and maximum of 3 meals. Moreover, 41% of households eat 3 meals. Considering the drought experienced at project end the slight improvement is considerable.

For Ethiopia, Ghana and Mali, survey respondents underline among the most supportive interventions for food security and nutrition the training on food diet diversification, cooking demonstration (preparation

¹⁰⁸ Mali final evaluation, May 2016

¹⁰⁹ Prioritized topics include exclusive breastfeeding of children below six months, complementary feeding, practices, advantage of consuming vitamin A, virtues of Moringa plant and hygiene (i.e. washing of hands)

¹¹⁰ The reduced CSI uses a standard set of five individual coping behaviors that can be employed by any household, anywhere. The five standard coping strategies and their severity weightings are: eating less-preferred foods (1.0), borrowing food/money from friends and relatives (2.0), limiting portions at mealtime (1.0), limiting adult intake (3.0), and reducing the number of meals per day (1.0.)

of enriched porridge to address malnutrition,) food bazars, (Ghana) and corroborated the results of final evaluation by confirming that the provision of improved varieties of seeds for crops (vegetable and fruit seeds, productive assets and the training on improved agricultural practices and field demonstration, (Ghana)) did improve food security. For Mali specifically, les caisses de prévention nutritionnelle, the bank of cereals and the garden perimeters are considered as key interventions. In Ghana, the Community Based Extension Agents (CBEAs) played a key role in the dissemination of information on good agronomic practices accessible to farmers and Farmer Field and Business School (FFBS) were underlined. The interviews underline for Ethiopia the provision of drought resistant seeds and the seeds multiplication groups as key aspects of the program. Ghana commented on the improved farming practices for cowpea and soybean and the credit scheme established for farmers and Mali the caisse de prevention was mentioned as a direct application of what women learned through training on nutrition.

5.4.2.4 Women and men are better able to manage and control their economic enterprises

Village Savings and Loan Association (VSLA) promoted by the projects in Ethiopia, Ghana and Mali have proven to be an excellent foundation to increase awareness about nutrition, savings, capacity for income generation and assets accumulation in addition to providing economic benefit at the individual and households levels, VSLAs are also contributing to enhance social capital and cohesion. Through the provision of savings, access to credit, creation of incoming generating activities, assuming leadership role in VSLAs and producer marketing Groups, Women Assets building Groups, Oxen fattening Group (Ghana), Bank of cereals, caisse de prevention de la malnutrition (Mali), female beneficiaries' have clearly become empowered and able to manage SMEs. Evidences described earlier in the report stressed that women's participation in economic activities has enhanced the household incomes and consumption while at the same time generated respect for women by their husband and community. The household power relation has also been affected by the two-fold interventions at the household level and also at broader community, municipality, district level engagement. Clearly some women's access and control over resources and decision making at the household, community, municipal level have been improved resulting in reducing gender inequality in the household and EARs (Bolivia). This, in turn is considered as contributing to increasing livelihood security, resilience and sustainable futures for households and the community.

In Ethiopia LINKAGES had a positive effect on encouraging CFIW and their husbands to diversify their livelihood and look for options other than farming (end line 63.66 % of women respondents and 71.43 % of male respondents engaged in off-farm activities)¹¹¹ which ultimately contributes to enhance their resilience. The project sought to register 40% increase in the income from all assets. Accordingly, the aggregated average income of households from all sources reached 3,348 Birr/year (compared to baseline 1,851.88 Birr a year). This represents a 755 Birr increment and represents a 51.6 % increase in the income of households. Increased average household savings is another indicator used to measure the progress outcomes. Accordingly, the beneficiaries have an average current savings of Birr 830.03. This compared to the baseline figure of 61.45 Birr is a huge leap forward for the project beneficiaries. This also indicates the effectiveness of the project in terms of providing various supports to beneficiaries and establishment of VSLAs that could promote the saving culture in the Woreda.

In Mali, the final evaluation report revealed a sharp increase in the percentage of women who increased their income (63% between 2012-2016). However, the percentage of MJT women with a daily income ≥ 1.25 \$ USD dollar hasn't gained against the target. This fact is explained by the social nature of the

¹¹¹ Ethiopia Final evaluation

activities implemented by the MJT namely cereal banks (specially to face the lean period); the market gardens (with food consumption vocation instead of marketing; tillage kits (for the sake of improving their access to equipment). The harvester that could help increase the income of women beneficiaries was implemented only towards the end of the project. So its impact on revenue could not be measured in this evaluation.

In Ghana, the final evaluation underlined that the project has strengthened and diversified livelihoods through skills acquisition for processing and marketing of soybean and cowpea products, improved agricultural practices and access to physical, financial, social and human assets, improved protection of key assets including food reserves and shift in gender dynamics that foster and promotes women's agency (especially through the work of the male gender champions and VLSA activities). Using VSLA groups as entry points for improving women's access to agricultural inputs has established strong linkages between women farmers and agro-dealer involved in cowpea and soybean input sales. There is a high representation of women in the processor groups (97%) and in the marketing groups (85%) indicating a very high engagement of women in different steps of the value chain¹¹². The ratio of women to men in soybean and cowpea production is 3:7 (women:men); processing of soya bean and cowpea is 10:0 (women: men) and marketing of soybean and cowpea 8:2 (women: men)¹¹³. The strategy to link agricultural productivity to specific crops linked to household consumption has been an effective strategy and despite drought, the situation is not as catastrophic as it might be in the region targeted by LINKAGES.

In Bolivia the projects reached an impressive number of beneficiaries (1,047 women and 1,016 men-2014-2015 data) and prepared them for integration in the value chains (especially those related to chili peppers, amaranth and peanut, production) by strengthening their capacity in gender equality, accounting, business management and market identification. Eight marketing and commercialization plans have been developed. In addition, as a result of the capacity building activities, a comprehensive training plan has been elaborated comprising the 21 training sessions that the project addressed to sensitize to gender equality work, to municipal governance with women's participation and pro-poor value chains. The project also strengthened SMEs (EARS) organizational structure by reviewing internal policies and processes all of which to allow a more and better female participation in executing and managerial positions, a fair and non-discriminatory wage policy for all members and to ensure equitable distribution of profits to its members. All of the interventions to ensure equal opportunities for women and men.

SME's market competitiveness has been strengthened with the Business Planning School training enabling beneficiaries to elaborate business plans with a gender-sensitive lens to leverage financial resources. Fourteen of these plans have been co-financed by municipal governments and other sources of funding. Three SMEs (EARS) have received funding to improve infrastructure or purchase equipment to comply with the requirements of the SENASAG (National Food Safety and Security). The final report confirmed that the support provided to SMEs (EARS) has enabled 90% of the EARS to improve profitability (looking at growth rate between 2012-2016, infrastructure, improvement in HR, alliances with municipality or private companies, social coverage)¹¹⁴

¹¹² LINKAGES Annual report 2014-2015 p. 23

¹¹³ Promise Final evaluation p. XI

¹¹⁴ Informe final del proyecto LINKAGES 2012-2016 p. 58

It also confirmed that the revenue also increased for 91% of EARs. Business Plans have been instrumental in improving competitiveness by overcoming certain common problems such as sale packaging design, product differentiation, manual of good practices, investment to improve the quality of the product. With regards to equal distribution of benefits, results indicated that 78% of SMEs have established guidelines and mechanisms to ensure an equitable distribution of benefits. Finally with the changes operated in the status and processes of SMEs, the capacity building of directors to integrate gender equality and the sensitization of women members to their rights, a step forward was achieved to increase participation of women in decision space with possible repercussion in a more equitable distribution of monetary benefits or other support (providing services at lower price to members compared to non-members, grinding of grains, chili peppers, equipment, access to training, technical assistance, market information representation of members interest with the municipalities and GAMs).

Survey and interviews corroborated findings from the desk review including final evaluations and confirmed the role of VSLA as an entry point for economic development and the support to value chains as sound approach to support women economic empowerment. Interview brought additional insight on the value chain approach in Bolivia and stressed that the value chain focus implied looking at the market demands and look first if SMES/EARs had capacities or not to respond to these market demands, second look how to improve the productivity and competitiveness but always oriented to identified secure markets.

Interviews also commented on the innovative response of Mali that realise going through their learning research that the one critical factor limiting women being able to increase the production of the food that was consumed in the household was the lack of access to equipment for planting and harvesting. Immediately on identifying the threshold gap they design and intervention to create women group owned and control equipment that end up being successful. For Ethiopia, interviews commented on an innovative approach to transform the type of economic activity women have beyond just traditional activities by considering male-dominated activity and supporting livestock and oxen. Other key informant interviewees commented on the gender equal business practices established in SMES in Bolivia opening up a process for women's participation in decision-making process.

5.4.2.5 Policy and regulatory environment

Overall, LINKAGES has induced noticeable changes in all four countries in the working behavior and synergy of local institutions leading to a more enabling and supportive environment. VSLAs have acted as springboards to launch other interventions such as caisse de prevention, bank of cereals in Mali, self-support groups etc.) and to open the way for greater female participation in other developmental activities. By gaining access to loans and IGAs, women are able to purchase assets. All of these improve quality of life. Women's participation in VSLAs often leads to a change in household dynamics, in which women are perceived to play an increasingly important role and have greater decision-making authority. In Ethiopia the linkage with microfinance institutions has been arduous, they were requesting CARE collateral to provide loans

The final evaluation of Ethiopia, stressed that "the initial apathy to restrict gender issues to the women affair's sector has been changed and currently, every sector office is well aware of their collective mandate that without synergetic effort in combating gender inequality, achievement of any sectoral development goals would not be possible the report adds that women issue is not only the sector's headache, it is, rather the shared task of every sector office.

In Ghana the District Assemblies facilitated the formation of women-led platform known as District Women -Led Soya and Cowpea Associations in the two project districts. “The mandate of these associations include taking a lead role in negotiating and lobbying for competitive prices for soya and cowpea products and represent the interest of their members on any platform of interest with the District Assemblies. Unfortunately, they were not successful in securing competitive prices for producers. The need for an extended period of support to these platforms is paramount to guarantee their functional sustainability”¹¹⁵ The survey conducted by Advisem with Ghana respondents convey that women's work and contribution in agriculture is yet to take root, especially at higher levels like the municipal and national. Some observable improvements are noticeable but more needs to be done so that women's work and contribution in agricultural production and value chains is recognized by local, municipal and national authorities and regulatory environment promote inclusive local economic development

Nonetheless the project was instrumental in setting up of the Soya and Cowpea Apex body in the East Mamprusi District and facilitated processes for the inclusion of the project beneficiaries to the Garu Cooperative Farmers' Association.; and finally supported the setting up of two Operations Management Committees OMCs (comprising solely women) to oversee the running of the soya threshing machines provided by the project.

In Mali the impact of the program is to have accompanied a process of decentralization and led the key stakeholders to change their view on the role of communities and beneficiaries in food security and nutrition and economic development. The inclusive participation process for the drafting of Village conventions is something that the communal authorities want to replicate. The women are now aware of their rights and potential, are well organized, have strategic, economic and electoral power that cannot be denied. The advocacy initiatives to reduce gender gaps has led to the access to land for establishing gardening perimeters and bank of cereals.

In Bolivia project intervention with UPF and EARs beneficiaries have begun to understand what gender equality is all about and that there is an economic contribution of women which is neither valued, nor monetized. There is now recognition that woman are a key pillar within the familial economy including productive and reproductive space.

Another gain is the integration of gender equality into public sector promoting of local economic development and the fact that GAM have the law making power. Four policy public policy projects that promote SME innovation through public-private co-investment are agreed with GAMs. Moreover, targeted municipalities have elaborated municipal by-law for gender equal local economic development. To support development planning and implementation of local economic development, COMEPs (Consejo municipal económico productivo) have been created to propose public policy but also the allocation of budget to promote productive economic development with gender equality. Furthermore, they will define the criteria for approving or rejecting SMES/ EARs' business and the line of actions supported being technical assistance, training, etc. This success has been possible with the partnership with an interagency training and capacity building framework RIFCAM (Red interinsitucional de Formacion y Capacitacion Autonmica Municipal). Finally, at the national level, drawing on the project's approach a guide for local economic development has been developed by CARE- Bolivia which include updates of municipal laws and the integration of gender equality concepts.

¹¹⁵ Ghana, Promise Final Evaluation p.25

As a respondent in the Advisem survey clearly stated “women have been marginalized for far too long. This marginalization has affected their development and the development of society. LINKAGES gender strategy has given hope to women. Many women are better now than before because they have access to information, knowledge on nutrition and food security lands to farm and take care of themselves and also take ownership of their economic activities” LINKAGES has empowered individual and groups of women and gave them voices, built the capacity of key stakeholders, public and private sector for creating their ownership facilitate the design of participatory local development ensuring that they are more accountable and responsive to the need of women; and, created spaces for consultation and negotiations that are inclusive to ensure that resources are allocated on a more equitable basis.

5.5 Sustainability

To assess sustainability, the evaluation examined the potential mid- to long-term socio-economic impacts of the program and reflected on the effectiveness of capacity building and knowledge generation and dissemination efforts made by the program.

Evidence from the desk review and the interviews suggest that beneficiary, community buy-in, achieved through prior sensitization efforts, constitutes a major scalability factor. Experience demonstrates that community members need to realize the benefits of an initiative before agreeing to an endorsement especially when seeking transformation changes and change in mindset with regard to women’s role and participation to economic development. In this context, community sensitization efforts made by the program have proven most useful not only to engage women and men, boys and girls, but also to secure proper institutional support from local authorities, elected officials to test new approaches, strategies model addressing gender divide in access to and control over productive resources. It is also envisaged that the public-private platforms created during the program will remain to push forward advocacy in favor of inclusive development and to leverage other financial resources after project completion.

In Ethiopia the community based approach supporting and building the capacity such as Community Based Legal Advisor (CBLA), VLSA, Women Asset Building Group (WAG) and Oxen fattening groups addressed major socio-economic concerns of the community and will drive sustained on-going service delivery. The survey underlines that the community-based extension agents live in the communities and represent a pool of human resources that could continue providing extension services to their fellow women beyond project completion.

In Ethiopia partnership with government and community structures is the corner stone to ensuring sustainability beyond the project. The strengthened relationship with the Keeble administration and Afosha (community local structure) is considered as very promising in terms of continuing to support project communities in the future. The project good partnership developed with Woreda, health offices, health extension workers and District Assemblies led to a change in institutional responsiveness and improvement in the recognition and support for women from both the community and government institutions.

In Ghana, the CBEAs are a positive mechanism with the potential for sustainability dependent on the appropriation by communities as well as integration into government extension systems. The fact that small fees paid by community members themselves for CBEA services indicates the value added of this cohort and continued need by producers to improve production. At the same time, questions around the sustainability of the Grain Council focused on supporting the cleaning and sorting process is unknown as

by the end of the project, no signed contracts with suppliers had been secured and the project delays has negatively influenced the sustainability of this mechanism. Further, while a good initiative it is only one small entry point into the value chain itself.

Further in Ghana, sustainability mechanisms for soy and cowpea production through the establishment of Area Councils (ACs) and DAs in both districts are still in their nascent phase due to the delayed start and it is unknown if these will continue. The critical issue to view in terms of the continued relevance of these platforms to local development priorities and needs is to clearly identify what messages are needed from PROMISE to influence local government policy and resource allocation for soya and cowpea value chains, and what knowledge tools and models can and must be built in order to significantly accelerate uptake of PROMISE approaches across the planning and budgeting systems of the ACs and DAs.

In Mali, the project has relied on the 173 community relays (of which 100 are women) as a cost-effective strategy to achieve rapid scale-up while maintaining a standardized level of quality for dissemination of information and to keep tight links with the community as they leave in or nearby the village. These relays have been trained on several themes and played an important role of intermediary in awareness building sessions, mobilization, dissemination of information, training and house visits. This pool of resources in each village is a key asset for the sustainability beyond project closures. In addition, based on interviews carried out and Advisem survey results the cereal banks and *caisse de prevention nutritionnelle* are sound mechanisms that will continue beyond project completion. These mechanisms are well adapted to respond to food security and nutrition especially bank of cereals that provide an important safety net for community during the lean season.

In Bolivia, with municipal law supporting an inclusive local economic development, a high level of sustainability is expected. These laws set a precedent. Knowledge of national legislation, from women and men and leaders in decision-making, ensures now that advocacy for changes in inclusive local economic development will continue and be consolidated in the future. The demand from SMEs through business plans for additional support from departmental authorities' organizations will support the dynamics of change. Moreover, the adoption of the gender sensitive guide to local economic development by the Ministry responsible for decentralisation is another indication that the tools and mechanisms supported by the program will continue to be used with municipal officials to promote equal opportunities for women and men in economic development. The comprehensive capacity building training and the guide for local economic development will remain tools to push forward the agenda and scale up interventions with other municipalities.

Finally, in terms of sustaining the gains of gender equality results, survey findings reveal that despite the gains made, the majority of implementers moderately have confidence that they will be sustained (rating of 5 out of 7). Primarily, four years to achieve deep transformative social changes is limited given that deep rooted norms require concentrated work over the long term. While the mechanism of the gender champion in Ghana for example, is in itself a sustainability strategy, the continued work of these champions is unknown without project intervention. Few organizations, including CARE have carried out ex-ante evaluations to determine its long-term impact and research in this area is warranted. Regardless, these champions are critical and evidence points to their involvement with resolving community and domestic disputes and serving as a role model for others. The strong male engagement component equally is a best practice and key for sustaining some of the transformations. Finally, it is also evident that CARE's framework for promoting GE transformation is an effective trajectory for future work.

6. Key Learnings

The following section outlines some key learnings from both operational and programmatic perspectives. These learnings are drawn from the various documents reviewed, country evaluations as well as the global consultant perspectives and experiences.

6.1 Operational Learnings

- A sound understanding of the country socio-economic context and a good knowledge of the national language are critical assets for communicating effectively with Country offices and developing a good understanding of the programming. Based on challenges highlighted in Efficiency, technical communication in local operating languages is key to improvement of quality of data and programming.
- Investments in developing a consolidated and common M&E system across multi-country projects, necessitates greater allocation of staff time in M&E, as opposed to stretching across multiple portfolios, with the aim of strengthening the use of a multiplicity of M&E tools and to develop a coherent and robust M&E system at country level to inform overall program level results. In addition, close monitoring improves the coordination of interventions and the effectiveness of interventions.
- LINKAGES has experienced turnover both in HQ and at the country level. As human resources are the backbone of the organization, and as country-level staff are its eyes and arms in the field, retention of personnel should to be a major concern. To this end, the capacity to identify and retain high-quality personnel in the Country offices is critical. Addressing staff retention problems by acting on salary scales, performance appraisals, professional development and other incentives could be considered. Transition and/or handover processes should equally be established and enforced to properly debrief new personnel to ensure the proper pursuit of operations.
- The delays in procurement and disbursement can seriously hamper the project implementation and achievements of results considering the simplification of administrative and financial procedures could ensure that interventions are carried out as planned to sustain the achievement of results.
- Organizational learnings and knowledge management (i.e., mapping and archiving of information, documents) are key to documenting, communicating and improving the quality of CARE CANADA interventions.
- It is essential to develop strong relationships with government authorities, not only to ensure they are informed, but also to foster their collaboration in planning efforts; this way, buy-in can be secured, and responsibilities can be formalised and handed out beyond the programme completion period, thus promoting greater sustainability.

6.1 Programmatic Learnings

- Interventions implemented through governmental structures like in Ethiopia enables project to have a wider reach and to train and draw on experts and government authorities that may

facilitate the adoption of approaches and or model intervention that can be scale-up beyond project completion. This is a clear success factor.

- The learning research agenda initiative intended to explore gender inequality issues has provided evidence-based findings to bring out new understanding of the barriers to achieve livelihood security, resilience and sustainable results for household and communities and bring out change in perceptions and thought on solutions to reduce existing gender gaps. Nonetheless they would have gained from a wider dissemination beyond those directly involved in the project as researchers and participants to ensure these learning may contribute to other programs and continue to be integrated into CARE's work beyond the end of this initiative.
- Farmers Field Business Schools (FFBS) have proven to be a very effective platform to disseminate extension messages to a larger number of farmer at a lower cost. Through FFBS farmer not only learned about agricultural practices but also about other issues such as gender equality and nutrition.
- In a context of chronic food shortage, the combination of several approaches is most appropriate. Addressing problem of malnutrition (sensitization to improve nutrition practices, diversification of food consumption) while developing interventions to protect households during the lean season (bank of cereals, surplus storage) and developing productive and income generating interventions is improving the long term availability, accessibility and proper utilization of food by beneficiaries.
- Climate adaptation strategies require more concentration and integration into food security and productivity activities. While conservation agriculture is one such approach, interviews reveal that a more concerted effort in this area is required. Vegetable gardens equally proved difficult due to their water-intense nature and the promotion of this needs to be rethought to a certain degree. The mapping of these lessons are necessary so that strategies around improving food security within a climate sensitive environment can be sustained.
- Cooking demonstrations have proven to be very effective mechanism to introduce nutrition concepts as well as teaching beneficiaries how to prepare food in better hygienic conditions and using local ingredient. This is a positive departure from traditional training and assistance in nutrition that provide external package where supplementary food is provided. This is however only one key success factor in improving child nutrition under 5 years and equally requires more integrated work within the health sector through health workers and other MNCH topics.
- Conducting mapping of existing national programs that provide complementary services to the beneficiaries would enhance the effectiveness of LINKAGES and ensure the sustainability of interventions, as such measures that would support self-employment, complementary training, and access to financial resources would be key. In some cases beneficiaries were not aware of complementary services other than the ones promoted by CARE. Advocacy work could be enhanced in this regard and channelled through adult education.
- VSLAs are a critical entry point in information dissemination, however the importance of linking VSLAs groups to Microfinance institutions with adapted financial services (interest rate, repayment period) to ensure their financial inclusion is key to ensure sustainability of their financial inclusion.

- Considering the low level of literacy of women beneficiaries in VSLA or SMEs to be able to manage their operations and benefits, requires the provision of functional literacy and alternative adult education and may be worth considering for future programming. As this component may be costly the development of partnership with existing governmental program or specialized organizations may be considered.
- Linking beneficiaries with central markets is essential to help beneficiaries get better price for their produces and to ensure their profitable engagement in their economic enterprises.
- Access to best practices and lessons learned is important when CO team needs to plan new actions or make adjustments to existing interventions, south-south exchanges would allow to build on past experience to improve the quality of programs, achieve better results and/or avoid repeating mistakes from the past.
- Training at the community level need to be organized in a manner that takes into account the schedules and competing obligations for women and plan services to facilitate women's participation.

7. Recommendations

The following recommendations are based on both country evaluator findings as well as those by Advisem based on documentation reviewed and key informant interviews. They are equally drawn from key learnings from the preceding section. It is hoped that these recommendations are taken in a constructive light in order to improve future programming and that they are considered useful.

MERL Recommendations

There are several recommendations related to monitoring, evaluation, research and learning that can be drawn. All them will help in improving quality of data, data presentation and use of findings.

- First and foremost, CARE needs to invest in staff to support quantitative design, collection and more importantly processing and cleaning, both in Canada and within field teams. This would result in the improvement of data quality. Notably, during the course of this evaluation, it was noted that results were plagued with methodological design issues (specifically in comparison between baseline and end lines), completeness, all of which can be mitigated with more direct support and quality control processes in place. This is especially the case for multi-country programming which equally requires sufficient in M&E training, coaching and supervision to ensure that team members have all the required skills, especially with respect to gender equality data collection tools and study planning.
- Adequate allocation of M&E staff time in the field is necessary to align with expectations and should correspond with the level of effort required for rigorous monitoring systems.
- Greater effort is required to ensure all indicators are disaggregated by sex and age group (where relevant), and more importantly that data is collected, analysed and reported in this way. Technically, indicators at outcome levels should also maintain a unit of percentage, not #s as it would allow for a more meaningful information. CARE is also encouraged to explore approaches of extrapolation of core indicators to get a better handle on demonstrating reach.

- It is recommended that future multi-country programs of a similar nature use common and standardized indicators at intermediate and ultimate outcome levels in order to facilitate reporting as one coherent program as opposed to four individuals projects. Within WEE, and based on internal capacity in gender, this approach should not be difficult. Core indicators and their measurements should be also drawn from global standards on dietary diversity, food security, and economic empowerment. It would be worthwhile for CARE to adopt a standard tool for the measurement of dietary diversity (i.e. HDDS) across all programs in order to better demonstrate organizational impact. There was equally a missed opportunity to look at household food allocation across the three countries focused on food security and should be coupled with any HDDS-type tool utilized. Moreover, it is recommended that indicator definition sheets are developed for all indicators to ensure consistency in measurement. Additionally, CARE should maintain 'lean-season' as the period to which food insecurity is measured to adequately understand changes and subsequent learnings.
- Data interpretation processes, on an annual basis is a best practice in program learning and it is highly recommended that CARE in future programs, design and plan for these processes to facilitate in the articulation of trends, but more importantly to facilitate in programmatic adjustments based on evidence. It is understood that CARE has already integrated this learning into other projects since LINKAGES which is commended, however LINKAGES has not benefited from this model.
- In the majority of cases, "0" was noted for indicators related to knowledge, capacity and decision making, however this is considered by evaluators as a narrow view as beneficiaries have existing assets and skills that need to be captures. Baseline studies need to be carefully mapped to include baseline values for all immediate and intermediate outcome indicators.
- As CARE is committed to the use of qualitative methodologies, more appropriate timing and planning of its use needs to be considered, primarily in terms of complementation to quantitative results. One core example are related to findings from baseline and end line on coping strategies (ETH) whereby patterns in coping strategies shifted, however as qualitative component was planned during the survey itself, there was little time to analyze the quantitative data and explore more qualitatively after. It is recommended that future programs of this nature should stagger its quantitative and qualitative components and planned accordingly.
- Fourth, implementation research initiatives in CARE programs should continue. Defined as a "scientific inquiry into questions concerning implementation—the act of carrying an intention into effect, which in can be policies, programmes, or individual practices" and which promotes iterative and collaborative design¹¹⁶. As it is concerned with the users of the researchers and not solely in the production of knowledge, these initiatives can over the life of a program improve strategies, re-define interventions and be a catalyst for learning. At the same as time, it would be advised to document and disseminate findings of the research so other countries can benefit.

Programmatic Recommendations

- VSLA is a tested mechanism for entry points into multi area input programming, yet remained secondary in terms of the documented impact of the model (i.e. no indicators) and undermined in terms of. It is recommended that CARE puts this at the forefront of its model and contribution to the theory of change and that core indicators on average savings, average loans, use of loans for productive purposes are included.

¹¹⁶ BMJ 2013;347:f6753

- Funds disbursement: project activities were sometimes delayed because of Country Office procurement bureaucratic process. To ensure timely implementation of project activities, it is recommended that funds should be released on time to partners to conduct activities and the transfer mechanisms reviewed to ensure timely disbursement.
- Even though Annual fora have been created and mechanisms have been set up to exchanges information lessons learned between countries sources consulted for the evaluation have, underlined the necessity to foster south-south exchanges for instance between gender advisors, M&E officers to provide spaces to advance discussion on specific technical issues. This could be fostered through learning labs or working sessions.
- In future programming CARE- Canada should consider applying clear exit strategy and processes that shift responsibilities to appropriate governmental authorities once the programme is finished. These processes should be discussed early on in the programme, planned during implementation preparation phases, with a view to ensuring the viability of interventions.
- CARE-Canada, and Country offices should ensure proper induction of new staff filling positions to ensure they have access to basic knowledge on the status of the programme and access to key information pertinent to their field of expertise. Orientation packages and schedules should be integrated into induction of new staff.
- CARE-Canada should consider the addition of a quality assurance specialist (quantitative) in the HQ office that provide for accurate data collection, supervise the data entry and support M&E country office staff
- Finally, it is the recommendation of the evaluators that in order to improve corporate memory, document and management information systems need to be examined and used more carefully. It is equally worth exploring innovative and extremely low-cost alternatives for evaluation processes such as Open Data Kit (ODK) platforms (or more mainstream such as CommCare) particularly when it comes to evaluation data storage and analysis.

8. Conclusion

Bolivia, Ethiopia, Ghana and Mali are hindered by complex challenges caused by fragile environment and socio-economic conditions coupled to widespread poverty. Despite this, LINKAGES's interventions are proof that it is possible to tackle issues related to food security, nutrition and economic development by reducing to a certain extent gender equality gaps and creating an environment in which marginalized women, men, boys and girls can gain valuable knowledge, access and control resources and developed income generating ventures to improve their livelihoods security and resilience.

Evidence supplied by the desk review, interviews and survey suggest that among the most striking achievements observed related to women's empowerment include: women building self-confidence and becoming more aware of the impact of their roles; women becoming more bold of effecting change through economic activities; women gaining better understanding and knowledge of their rights; and women gaining respect and playing a greater part in decision making at the family or community level; women taking better care of their and their families' nutrition; women joining community and interest groups, associations and public and private platforms to express their needs and seek additional support.

LINKAGES has supported women to catalyze their own process of economic empowerment. The VSLAs have promoted saving cultures and facilitated access to loans to pursue a variety of valued livelihood

strategies (market gardens, husbandry, micro enterprise) as well as increased women's revenue and financial autonomy. They are now more knowledgeable to produce, earn and also take ownership of their economic activities. In Ethiopia support to diversify livelihood and look for options other than farming translated in a substantial increase of household income (51.6%). Moreover, Endline survey indicated that 50% of women are now empowered in decision making around crop production, 70% for livestock production and 80% on fruits and vegetable perennial plant. In Bolivia, the change operated in the status and processes of EARS will have possible repercussion in a more equitable distribution of benefits which represents an important change for women.

Men equally realized the benefits of their wife participating to the program, as witnessed by this quote from a husband, "My wife has got many benefits from the project, her sense and feeling has dramatically changed as she is not shy of expressing herself that she has an ownership over our common resources. Her ability and participation on decision making managing and controlling over resources was increased. Because of her participation in the project, my family has got loan for further assets building" (Abdishe Endline Evaluation). There is evidence that LINKAGES country projects have successfully supported women and men to move towards more equal decision making at the household level. The program also witnessed a decreased gap between men's and women's access to and control over a variety of processes in selected value chains and decreased gap between men's and women's control over resources necessary to ensure sustainable food production and better nutrition.

While identifying market opportunities and promoting entrepreneurship, are undoubtedly empowering for women and men, it is also essential to provide an enabling environment that supports women toward more equal participation in economic development. Desk review and interviews point out that there has been change of mindset and recognition towards women role and contribution to economic activities at the household and community level and in the behavior of local formal and informal institutions now more inclined to consider women's issues and integrating them in local economic development plan. The Bolivian local governance experience translates the extent to which working with authorities to induce gender equality in their processes while supporting inclusive organizational changes in SMES (EARS) can lead to the adoption of norms and regulations sustaining inclusive local economic development. There is now a growing recognition of women's role and decisiveness in local development and hence the role and representation of women in those institutions has improved due to the project.

LINKAGES's holistic approach and strong GE frameworks have clearly demonstrated that, given access and control of the right resources (knowledge, productive resources, assets and markets), reducing gender gaps in decision making, participation and profit earnings lead to organizational and institutional transformation conducive of a more secure, resilient livelihood. It is hoped that CARE Canada can integrate some of the key learnings and lessons, primarily around improving quality evaluation in order to better articulate and demonstrate the successes in implementation.

Appendix 1 – Evaluation Terms of Reference

Program Name: LINKAGES

Country: Global

Program start and end date: August 2012 – May 2016

Evaluation time frame: March 1st, 2016 – May 31st, 2016; 30 days

Evaluation budget: CAD 38,000

PROJECT BACKGROUND

The **Linking Initiatives, Stakeholders and Knowledge to Achieve Gender-Sensitive Livelihood Security** (LINKAGES) program is a 4-year, multi-country initiative implemented by CARE Canada with funding from the Government of Canada through the department of Global Affairs Canada (GAC), which aims to improve the livelihood security and resilience of vulnerable women, girls, men and boys in Bolivia, Ethiopia, Ghana and Mali. The LINKAGES Contribution Agreement was signed in August 2012, with project activities commencing shortly thereafter.

The LINKAGES project has three intermediate outcomes, as follows:

- i) Increased quantity and quality food production and consumption by women, girls, men and boys;
- ii) Women, men, and male and female youth are better able to manage and control their economic enterprises; and
- iii) The policy and regulatory environment supports poor women's and men's more equal control of agricultural resources and market processes.

LINKAGES tackles issues related to Food and Nutrition Security, and economic development by closing gender gaps. This is based on the assumption that access to and control over resources and opportunities, in participation and decision making to carry out livelihood strategies, and in personal autonomy, are key to achieving livelihoods security and resilience. The project also assumes that the enabling environment, comprised of government policies and bureaucrats, private sector actors and actions, and civil society capacity, needs to actively promote gender equality in order to achieve resilience. Ultimately, the project is seeking changes in three domains – equal access, control and decision-making in food and nutrition security and economic development; increased productivity and profitability; and an enabling environment – leading to more secure and resilient livelihoods.

USERS AND USES OF THE EVALUATION

Evaluation user	How the user will use the information
CARE Canada	Inform current WEE programming, as well as FNS/WEE component. LINKAGES lunch and learn – Inform project closure and final reporting.
CARE International	Distill lessons to present to / feed into WEE Outcome Area.
CARE Ghana Ethiopia, Mali, Bolivia	Distill lessons learned from other countries into relevant program strategies and future programming
Global Affairs Canada	2-page brief to present top-level results to GAC.

FINAL EVALUATION OVERALL PURPOSE AND SPECIFIC QUESTIONS

The overall purpose of the final evaluation is

- a) To assess to what extent the program has achieved its intermediate and ultimate outcomes, and to what extent an improvement in gender equality and women's economic empowerment was achieved.

- b) To understand the overall program theory of LINKAGES and how the results of each of the four projects feed into, modify and / or highlight learnings to the original program theory of change.
- c) To assess the overall relevance, efficiency, effectiveness, sustainability, impact, reach and the program's gender equality goals, as it relates to the program theory, and based on the results documented by each of the four individual projects that make up LINKAGES.
- d) To analyze the different approaches used by each of the four countries as an approach to women's economic empowerment (Bolivia: inclusive governance; Ghana: nutrition and value chains; Mali: nutrition; Ethiopia: VSLAs and value chains).
- e) Provide insight and recommendation on how the LINKAGES program has contributed towards women's economic empowerment objectives at the CARE Global level.

Evaluation Questions

	Evaluation Questions
Relevance	<ul style="list-style-type: none"> To what extent are the original objectives and LINKAGES theory of change still valid and relevant within the country contexts and the CARE Global context? Which were the overall activities and outputs of LINKAGES on the whole that contributed to results? How do the four 'angles' of Women's Economic Empowerment as evident in the four countries 'roll up' to inform WEE strategies (in other words, lessons learned around and for WEE).
Effectiveness	<ul style="list-style-type: none"> How was gender equality change promoted and supported, and what were the major factors influencing the achievement or non-achievement of gender equality throughout the LINKAGES projects?
Efficiency	<ul style="list-style-type: none"> Were activities for promoting gender equality change cost-efficient? Were objectives achieved on time? Was LINKAGES implemented in the most efficient way compared to alternatives?
Impact & Reach	<ul style="list-style-type: none"> How many men and women have been affected by LINKAGES? What was the proportion of women to men with improved access to assets that are key to resiliency and how did LINKAGES contribute to this? What did an increase and more equal control over livelihood assets by women and men look like and how did LINKAGES contribute to this? What characteristics of gender sensitive organizations did participating enabling organizations exhibit and how did LINKAGES contribute to this? What is LINKAGES overall contribution to the three key areas of impact:
Sustainability	What are the major factors that will influence the achievement or non-achievement of sustainability of LINKAGES results, particularly the gender equality results? What were the most effective / least effective approaches towards sustainability?

SCOPE AND APPROACH

The overall LINKAGES program logic model serves as a 'nest' for the four individual projects: all project indicators and thus results should 'fit' into or 'tag' to one of the program-level results / indicators.

This final evaluation will be a **summary** of four individual evaluations. The four individual evaluations will be led by each of the project teams. The final evaluation, led by the consultant, will mainly be based on secondary data review and analysis from project monitoring systems, baseline data and endline data, with some complementary face-to-face and skype interviews with key program and project staff. There was no program-level / general baseline conducted; it was instead a compilation of each of the four project baselines.

We expect a compilation of both the quantitative and qualitative data from each of the four project-level evaluations.

Part of the consultant's role will be to help guide the project-level evaluations and ensure quality in data collection, analysis and presentation. While the project teams will ensure data quality at the intermediate and immediate level, the consultant will provide additional support (including direct analysis) of ultimate level findings (especially relating to gender equality ultimate outcome indicators).

While there will be no access to beneficiaries for primary data collection, the consultant will be expected to engage with CARE Canada staff as well as Country Office staff in each of the four countries, through surveys, skype interviews and / or face-to-face interviews (and with CARE Canada staff, at least one analysis workshop).

The evaluator is also expected to carry out a gender analysis of project results using sex-disaggregated and gender equality information based on secondary data (as well as the interviews / surveys that s/he chooses to conduct).

We value active and meaningful participation of project stakeholders in the evaluation, as well as creative means of communicating results back to stakeholders at multiple levels.

A. DELIVERABLES

- i. Evaluation Work Plan and Inception Report (maximum 10 pages, plus appendices) to include the following sections:
 - Overview of project to date
 - Purpose of the Evaluation
 - Clarity around roles and responsibilities
 - Evaluation Methodology and Approach, including key learning questions and sampling strategy, and a justification of the methods chosen; include potential limitations and mitigations strategies of each method.
 - Data Collection and Analysis Plan (this must be sex disaggregated and analyzed for gender)
 - Briefing and reflection plan with CARE country project teams (Bolivia, Ethiopia, Ghana, Mali) at key points (e.g., during planning, desk review, after field visits, discussing the draft report, etc.) and CARE Canada.
 - Timeline for all activities
- ii. Evaluation Report (maximum 25 pages, plus appendices) – The report should contain the following sections, to be agreed and finalized with the evaluation team. CARE country project teams (Bolivia, Ethiopia, Ghana, Mali) and CARE Canada will have the opportunity to review and input into the report before it is submitted. Content should include:
 1. Title Page
 2. Executive Summary (maximum four pages)
 3. List of acronyms
 4. Project description
 5. Logic model (and/or theories of change) and Performance Measurement Framework including strategies that were used to achieve the program's goals (if available)
 6. Evaluation purpose
 7. Evaluation methodology, approach, and analysis, including limitations of the available data, approach, etc.
 8. Evaluation findings, documented by evidence (relative to where the program is in its development). These are usually organized by the Evaluation Questions/DAC criteria
 9. Conclusions: insights into the findings; reasons for successes and failures; innovations

10. Lessons learned, barriers to success
11. Recommendations (based on evidence and insights) for CARE , including analysis of sustainability of results and most / least effective sustainability approaches

Annexes to the evaluation report should include:

- Terms of Reference for the evaluation
- Evaluation work plan with timetable
- Data collection tools, including questionnaires, interview guides and other tools as appropriate
- List of individuals interviewed and of stakeholder groups and/or communities consulted
- List of supporting documentation reviewed
- Specific monitoring data, as appropriate
- Summary tables of progress towards results, outputs, targets, goals
- PowerPoint presentation of findings
- Short biography of the evaluator(s)

TIMELINE OF KEY ACTIVITIES AND DELIVERABLES

The evaluation is expected to begin mid- February 2016 and conclude by May 30 2016. The assignment will start upon signature of the contract or agreed upon date during signing of the contract. The specific due dates for all deliverables will be finalized by the evaluator with CARE Canada prior to submission of the inception report/work plan.

Key Activities/Deliverables	Timeline
Evaluation launch meetings (Program Managers, Technical Support staff at CARE Canada)	February & March (estimated 5 days)
Document review: Desk Review / Preliminary Background Review. This should include a review of all relevant programmatic documentation.	February & March (estimated 15 days)
Review and support individual country evaluations (evaluation plans, evaluation reports)	February & March (estimated 15 days)
Evaluation work plan/inception report: This will include a specific outline of the evaluation, finalized learning questions; it will identify sampling, timing of secondary data collection, quality control measurements and methodology. The inception report will be reviewed and approved prior to any data collection.	March 15 (estimated 3 days)
Preliminary Presentation of Findings: Presentations of initial results to CARE Canada and CARE country project teams in order to provide CARE an opportunity to share feedback.	April 15 (estimated 2 days)
Draft Report: This should include preliminary analysis and findings outlined as per the requirement. All four CARE COs and CARE Canada will provide feedback within 2 weeks of receiving the draft report.	April 30 (estimated 5 days)
Final Report: The final report will include the final evaluation and all incorporated recommendations, supporting tables and graphs, visuals, power point presentation, and appendices as per the requirements.	May 30 (estimated 4 days)
Final Presentation of Findings to CARE Canada and country project teams via webex.	May 30 (estimated 2 days)

BUDGET

The budget for evaluator fees is \$38,000 (Canadian Dollars), including HST.

PROFILE OF EVALUATOR

The evaluator must demonstrate the following competencies and expertise:

- Minimum of post graduate degree in development studies, social studies or related field, preferably including gender studies, with demonstrated professional practice in gender equality programming and analysis and poverty analysis during the last five years
- Extensive experience in evaluation, including in designing and leading evaluations
- Advanced experience in survey design and implementation and statistical data analysis
- Ability to develop qualitative interviews and / or focus group discussions and carry out qualitative analysis
- Ability to design tools to analyze and collect sex disaggregated data, as well as perform gender analyses
- Multiple years of experience in gender equality, women's economic empowerment, entrepreneurship, financial inclusion, savings groups and economic development approaches in specific contexts in Africa and Latin America
- Strong interpersonal skills and the ability to communicate and work well with diverse cultures and perspectives
- Fluency in English
- Fluency in either French or Spanish

Appendix 2 – Evaluation Matrix

Criteria/questions	Sub-questions	Indicators	Data sources	Data collection methods
1. Relevance				
1.1 To what extent are the original objectives and LINKAGES theory of change still valid and relevant within the country contexts and the CARE Global context?	<ul style="list-style-type: none"> Have the original objectives of LINKAGES changed throughout the duration of the project? How relevant are the objectives in each of the four country contexts? How is the theory of change sustaining the programmatic approach? 	<ul style="list-style-type: none"> Type of changes if any made to the program objectives. Level of consistency between the theory of change and the programmatic approach 	<ul style="list-style-type: none"> Key stakeholders in Care Canada CO representatives Documents outlining the theory of change and the programmatic approach 	<ul style="list-style-type: none"> Key informant interviews Document review Online Survey
1..2 To what degree did the overall activities and outputs of LINKAGES contribute to global results?" ¹¹⁷	<ul style="list-style-type: none"> To what degree did activities/outputs contribute to global results? Were there key activities that were missing which would have better contributed to the outcomes of LINKAGES? 	<ul style="list-style-type: none"> Degree to which activities and outputs supported the achievement of results Number and type of activities that may not contribute as much as others to the global LINKAGES results 	<ul style="list-style-type: none"> Annual reports, progress reports, work plans Program PMF 	<ul style="list-style-type: none"> Document review Key informant interviews
1.3 To what extent are the respective country gender approach contributing/feeding to the overall Women Economic Empowerment (WEE) strategies of the project?	<ul style="list-style-type: none"> To what extent are the countries' gender approach contributed to a more equitable access to assets, control and benefit of productive resources and secure income sources for women and men To what extent are the countries' strategies contributing to nutrition and food security for women and men To what extent are the country strategies supporting the development of an enabling environment that enhance women and men participation in decision making for development? 	<ul style="list-style-type: none"> Degree to which the countries' gender approach adopted are contributing to food and nutrition security Degree to which countries' gender approach are supporting equitable economic development (knowledge, skills and services) Degree to which countries' gender approach are fostering equitable participation and decision making at household, communal, SME, municipal and district level Types of lessons learned on gender approach supporting economic development Type of lessons learned on gender approach fostering food and security Number and type of platforms influencing local economic development, food security conventions 	<ul style="list-style-type: none"> Key stakeholders in CARE Canada CO managers in target countries Documents outlining the actual process to reduce gender gaps, Gender audit Research papers produced M&E tools 	<ul style="list-style-type: none"> Key informant interviews Desk review
2. Effectiveness				
2.1 How was gender equality change	<ul style="list-style-type: none"> What gender equality objectives and 	<ul style="list-style-type: none"> Type of strategies and mechanisms adopted 	<ul style="list-style-type: none"> Key stakeholders in CARE Canada 	<ul style="list-style-type: none"> Key informant

¹¹⁷ Some of the contributing evidence is presented in the section on effectiveness to better explain results achieved.

Criteria/questions	Sub-questions	Indicators	Data sources	Data collection methods
been promoted and supported?	results were achieved in LINKAGES? • To what degree were gender equality objectives and results achieved? • What were the major factors influencing the achievement or non-achievement of gender equality in LINKAGES?	to support gender equality change in respective country • Type of factors contributing to the achievement of gender equality change • Type of barriers and constraints influencing the non achievement of gender equality	• CO managers and personal in target countries • Annual progress reports, mid-term and end line reports • program documentation, gender strategies, analysis, framework and tools used to support gender equality	interviews • Document review • Online Survey
2.2 What positive or negative unintended results, if any, have stemmed from LINKAGES implementation ¹¹⁸	• What are the positive unintended results, if any? • What are the negative unintended results, if any? • Why did these positive/negative results occur?	• Number and type of positive or negative unintended results stemming from the implementation of LINKAGES	• Key stakeholders in CARE Canada • CO managers and personal in target countries • Program documentation, gender strategies, analysis, framework and tools used to support gender equality	• Key informant interview • Document review
2.3 What are the final results as per Consolidated Performance Measurement Framework (PMF) for the 4 LINKAGES countries?	• What evidence-based changes occurred since the baseline and mid-term? • What are the results for each indicator outlined in the PMF?	• Number and type of results achieved, both quantitative and qualitative as per consolidated PMF (disaggregated by sex, or other disaggregation as outlined)	• Monitoring data as presented in progress reports (PIMS and POMS) • Results from mid-term and final CO's evaluation reports	• Document Review
3. Efficiency				
3.1 Were activities for promoting gender equality change are cost-efficient?	• Does LINKAGES operate efficiently with the allocated resources and inputs to promote gender equality? • What, if anything, could have been done to improve program efficiency?	• Utilization of program inputs and resources • Type of best practices developed to ensure greater program efficiency • Extent to which LINKAGES managerial support, coordination mechanisms and communications effectively support gender equality and program delivery	• Key stakeholders in CARE Canada • CO managers in target countries • Progress reports, Projects work plan financial reports, budgets	• Key informant interviews • Document review •
3.2 Were objectives achieved on time?	• Were any delays encountered in the achievement of objectives or planned activities? If so, why ?	• Degree to which activities were achieved on time • Types of delays which occurred	• Key stakeholders in CARE Canada • CO managers in target countries • Program documentation – PIP, work plans	• Key informant interview • Document review
3.3 Were there any external/internal factors that influenced (positively or negatively) LINKAGES's implementation? ¹¹⁹	• What external/internal factors facilitated efficiency ? • Were any problems or bottlenecks encountered? What were they ?	• Type of external/internal factor that influenced program implementation • Type of problems or bottlenecks encountered over the course of the program	• Key stakeholders in CARE Canada • CO management in target countries • Program documentation	• Key informant interviews • Document review

¹¹⁸ Reformulation of original question in ToR (Are any positive and/or negative unexpected results stemming from LINKAGES implementation? If so, what are they?)

¹¹⁹ New question proposed

Criteria/questions	Sub-questions	Indicators	Data sources	Data collection methods
	<ul style="list-style-type: none"> What external factors (political or social) may have effected implementation? 			
3.4 What capacity changes in staff occurred as a result of working on LINKAGES? How did staff attitudes change as a result of working on LINKAGES?	<ul style="list-style-type: none"> How did staff GE knowledge changes as a result of the training and support received from CARE-Canada, other CARE offices, or external support? What were the perceived staff attitude changes? How did the management structure and communications enable or disable the achievement of results and gender equality results? 	<ul style="list-style-type: none"> Level of satisfaction of CO (management and staff with the capacity building process and with support provided by CARE- Canada Perceptions of CO's management and personnel on the acquisitions of skills as a result of LINKAGES program Perceptions of CO's regarding CARE-Canada added value in capacity building 	<ul style="list-style-type: none"> Key stakeholders in CARE Canada CO management and personal in target countries Progress reports, mid-term and final evaluation reports 	<ul style="list-style-type: none"> Key informant interviews Online Survey
3.5 Was the monitoring and evaluation system in place for LINKAGES sufficient for the demonstration of results?	<ul style="list-style-type: none"> How did the monitoring and evaluation system, processes and tools enable the demonstration of results? What could be improved to make the monitoring and evaluation system more effective? What could potentially be added or left out from the actual system? 	<ul style="list-style-type: none"> Perceptions of COs and CARE Canada staff on monitoring and evaluation system Type of potential actions to improve the current monitoring and evaluation system 	<ul style="list-style-type: none"> Monitoring data/frameworks 	<ul style="list-style-type: none"> Document Review Key Informant Interviews
4. Impact and reach				
4.1 How many men and women have been affected by LINKAGES?	<ul style="list-style-type: none"> No sub-questions required – consolidation of reach, disaggregated by sex and country, where available and as presented in documentation 	<ul style="list-style-type: none"> Total number of women and men benefitting from LINKAGES (disaggregated by country) 	<ul style="list-style-type: none"> Consolidation of data from available annual progress reports and relevant documentation 	<ul style="list-style-type: none"> Document Review
4.2 To what extent does LINKAGES improve livelihood security and resilience for women and men?	<ul style="list-style-type: none"> What was the proportion of women to men with improve access to assets that are key to resiliency? How did LINKAGES contribute to this? 	<ul style="list-style-type: none"> Proportion of women to men with access to financial resources, knowledge and productive assets (land, equipment, inputs - seeds) Degree to which women and men have access to more secure income sources (earnings and revenues) Degree to which earnings and revenues have increased and meet the need of women and men Number and type of social empowerment benefits (health, household and community decision making) acquired 	<ul style="list-style-type: none"> Key stakeholders in CARE Canada CO managers and personal in target countries Progress reports, mid-term and final evaluation reports, research papers, rolling profiles 	<ul style="list-style-type: none"> Key informant interviews Document review
4.3 What did an increase and more equal	<ul style="list-style-type: none"> To what degree has there been an equal 	<ul style="list-style-type: none"> Number/percentage of women engaging in 	<ul style="list-style-type: none"> Key stakeholders in CARE Canada 	<ul style="list-style-type: none"> Key informant

Criteria/questions	Sub-questions	Indicators	Data sources	Data collection methods
control over livelihood assets by women look like/equate to?	control over assets by women and men? <ul style="list-style-type: none"> What were the contributing factors in shifting issues of access and control in LINKAGES? 	economic activities <ul style="list-style-type: none"> Proportion of women who controlled economic enterprises Degree to which women have access to physical assets for production Number/percentage of women with access to credit and land Degree to which women participated actively in decision making on household expenses 	<ul style="list-style-type: none"> CO managers and personal in target countries Progress reports, mid-term and final evaluation reports, research paper, rolling profiles 	<ul style="list-style-type: none"> interviews Document review
4.4 To what extent are key enabling actors adopted gender sensitive practices within their program or portfolio? ¹²⁰	<ul style="list-style-type: none"> How did LINKAGES contribute to a more balanced participation of men and women in decision making positions? What gender sensitive practices did partners/actors adopt? 	<ul style="list-style-type: none"> Number of women involve in management and decision-making roles in committee or associations /organizations Type of changes in skills, attitude and behaviors of organizations stemming from the gender approach in targeted countries Degree to which the country programs have created tangible opportunities for women's leadership and women's participation 	<ul style="list-style-type: none"> Key stakeholders in CARE Canada CO managers and personal in target countries Progress reports, mid-term and final evaluation reports 	<ul style="list-style-type: none"> Key informant interviews Document review
4.5 What is LINKAGES' overall contribution to the three key areas of impact?	<ul style="list-style-type: none"> To what extent does LINKAGES contributed to foster equal access, control and decision making in food nutrition and economic development? To what extent are women, men, male and female youth are better able to manage and control their economic enterprises To what extent has the policy and regulatory environment evolved to support poor women and men's equal control of assets and resources and market processes To what extent have the nutritional and financial status of women and men been improved? Have there been any changes at the policy level? Has LINKAGES led to changes in stakeholder's practices and regulatory environment to promote inclusive local 	<ul style="list-style-type: none"> Degree to which profitability of women and men enterprises have improved Proportion of women to men leading enterprises Proportion frequency and diversity of food groups consumed by women and men Degree to which productivity in agriculture has improved Type of platform that are supporting and influencing gender equality processes and changes in targeted countries Type of policies, norms established to promote inclusive local economic development Evidence that the program has generated a response or support from the local government 	<ul style="list-style-type: none"> Key stakeholders in CARE Canada CO manager and personnel in target countries Program documentation (baseline, mid-term and end line results, project monitoring summary sheets 	<ul style="list-style-type: none"> Key informant interview Document review Online survey

¹²⁰ Reformulation of original question in ToR (What characteristics of gender sensitive organizations did participation organizations exhibit?)

Criteria/questions	Sub-questions	Indicators	Data sources	Data collection methods
	economic development			
5. Sustainability				
5.1 What are the major factors that will influence the achievement or non-achievement of sustainability of LINKAGES results, particularly the gender equality results?	<ul style="list-style-type: none"> What supporting factors have contributed to the sustaining of results? What factors have/have not contributed to sustaining GE results? What constraints has the project faced that may have effected sustaining results? What has happened in the political and economic environment that has influenced the sustaining of results? Do the local authorities perceive they have a role to sustain the benefits women have gained through the program? If so, what are the actions that are expected from local authorities, and are the conditions met for these actions to take place 	<ul style="list-style-type: none"> Evidence that results will be maintained beyond program completion Number and type of factors supporting LINKAGES sustainability Number and type of constraints that have influence the achievement of program's sustainability Degree to which political and economic environment has influenced results 	<ul style="list-style-type: none"> Key stakeholders in CARE Canada CO managers and personal in target countries Progress reports, mid-term and final evaluation reports Research papers 	<ul style="list-style-type: none"> Key informant interviews Document review Online Survey
5.2 What were the most effective/least effective approaches towards sustainability?	<ul style="list-style-type: none"> What strategies were put in place to ensure sustainability of efforts? What evidence is there that results will be sustained after LINKAGES ends? 	<ul style="list-style-type: none"> Type of strategies put in in place to ensure sustainability of interventions 	<ul style="list-style-type: none"> Key stakeholders in CARE Canada CO managers and personal in target countries Progress reports, mid-term and final evaluation reports 	<ul style="list-style-type: none"> Key informant interviews Document review
5.3 What lessons have been learned regarding gender equality issues and the WEE strategies to ensure sustainability?	<ul style="list-style-type: none"> How have these lessons been used to enhance gender equality results within LINKAGES? 	<ul style="list-style-type: none"> Type of lessons leaned regarding gender equality issues Extent to which lessons learned have been used to enhance the program' decision making processes to foster gender equality 	<ul style="list-style-type: none"> Key stakeholders in CARE Canada CO managers and personal in target countries Progress reports, mid-term and final evaluation reports 	<ul style="list-style-type: none"> Key informant interviews Documentation review Online Survey

Appendix 3 – Project description, Strategies and Partner Organizations

Project	Region	Project information		
		Goal and Outcomes	Strategies	Other Stakeholders
Ethiopia				
ABDISHE (I hope for her in Oromifa) Budget: 1,962,995 CAD — final evaluation)	9 rural and 2 urban Kebeles of Fedis Woreda East part of the Oromia region	Ultimate goal: improved livelihood security for Chronically Food Insecure Women(CFWI) in Fedis East Hararghe Zone of the Oromia region	Community mobilization VSLA creation Support to Value Chain (ground nut) Assets building Extensions services Financial inclusion and linkages with MFI	All level of Government and Federal Democratic Republic of Ethiopia (GFDRE)
		IO 1: Increased quantity/quality of food production & consumption by women, girls men boys		
	Characteristics of Fedis Woreda: population livelihood mainly consist of agriculture, livestock and small-scale trade	IO 2 Women, men, boys and girls are better able to manage and control their economic enterprises	Learning research Agenda: with the collaboration of the Haramaya university ‘How can women’s engagement in economic activities be realized without being overburdened’’	Government Sector Offices including Agriculture Cooperative, Animal agency, Women and Child Affairs, Health, Justice and Administration offices Food Security tasks force at Woreda and community levels
	Project target: 6,400 W and 1,00 men Total impact: 31,4000	IO 3 The policy and regulatory environment support poor women’s and men’s more equal control of agricultural resources and market processes		Fedis agricultural research Center, one of the big institutions found in the operational area and they are providing improved and adaptable cereal seeds to the project. Haramaya University through the integrated seed sector for development (ISSD) program entered an agreement with the project to scale up and support the seed multiplication activity at community’ level. They provided technical support, capacity building training and improved seed variety that can adapt to the operational area. The ISSD program is also facilitating the provision of seed quality certification.
Gender problematic and analysis Lack of educational and economic opportunities traditional gender roles persistence, resulting in low levels of schooling for girls, high fertility rates, perpetuation of harmful traditional practices – working hours: 14-17 hours a day Discrimination in terms of land allocation by local government Exploitive share-cropping arrangement Productive potential at a much lower level than men, unequal division of labor Patriarchal cultural, religious and social norms that drive gender discrimination, and act as a barrier to women exercising their rights. Women’s limited mobility also hinders their access to social services. Decision making: Decisions that affect the household’s nutrition and food security were primarily the man’s while one component (family planning) was a woman’s decision Men were visible in the high profit markets while women were largely in the petty trades. Women’s access/role in bigger markets was further hindered by their lack of business skills and illiteracy/numeracy. These limited their bargaining skills and reduce profitability				
Ghana				
PROMISE Improving nutrition and strengthening the role of women Budget: 1,106,637 CAD	20 communities in 2 districts (Garu-Tempane and East Mamprusi) in Upper East and Northern regions	Ultimate goal: Improved nutritional and financial status of vulnerable women and girls’	Community mobilization, VSLAs Value chain in soybean and cowpea Assets building Extensions services Financial inclusion	Ministry of Food and Agriculture (MoFA) The Savannah Agricultural Research Institute (SARI): technical support to beneficiary communities for soya beans and cowpea production and value chain development. Ghana Health Service (GHS): technical support and education on nutritional values of soya beans and cowpeas. Ghana education services (GES) District Department of Agriculture (DDA) District Assemblies Financial institution
		IO1: Women and girls increase consumption of processed soya and cowpea and products.		
		IO2: Vulnerable women and girls equitably participate in and benefit from soya and cowpea value chains		
		IO3: District Assembly processes in the two districts support women led multi-stakeholder platforms for cowpea and soya beans		

Project	Region	Project information		
		Goal and Outcomes	Strategies	Other Stakeholders
	Characteristics of the Districts:	EM Cowpea sold earlier than soybean (soybean less prone to spoilage); therefore, more soybean being stored for consumption (contrary to anticipated results)	Learning Research Agenda: How some women gain greater control of the land and assets that they need to become productive farmers and what difference this make to their lives and family	Presbyterian Agricultural Station–Garu (PAS-G) and Partners in Rural Empowerment and Development (PARED) working in the Garu Tempane and East Mamprusi districts respectively
	4,460 female beneficiaries Total Impact:	District assemblies engaged on gender strategy approach to supporting women producers		Cowpea/ S soybean producers, processors and marketers
	Gender problematic and analysis Land ownership is generally Limited voice in community decision-making Lack of equal decision making at HH level Lack of equal opportunity to access productive assets for food production Women’s work load increase when engaged in additional IGAs and is transferred to children, particularly the girl child Illiteracy is a major barrier for women to move up on better profitable value chains,			
Mali				
IFONS - Initiative for Food Security and Nutrition in Segou. Budget : 1 468,568 088 CAD	Four districts of Segou: Cinzana, Fatine Kamiandougou and the commune of Tongue in the circle of Macina. All circles are located in the region of Segou	Ultimate goal: Contribute to the sustainable improvement of food and nutritional situation of children 0 to 5 years, pregnant women and lactating up to 2016	Community mobilization VSLA – MJT Improve economic opportunities for women Improve production and diversity of food Extensions services	Direction générale des Eaux et Forêts (DREF) – Technical support for plant nursery operations Direction générale de génie rurale Direction régionale de l’hydraulique allocated agents to monitoring the fields.
		IO1: 5,000 households (15,000 women and 15,000 men) of the Segou region will have a greater and more equitable access to food of good quality and quantity for pregnant and lactating women, girls and boys	Learning research agenda: How power relations between the sexes allow the management and control of productive land by women in a household can affect food and nutritional security of households (Learning Research Draft report	AMAPROS Association Malienne pour la Promotion du Sahel : Association for Sahel Promotion Implementation of interventions agricultural training e cereals, périmètres maraichers ASACO; Association de santé communautaire Nutrition/ cooking demonstration
	Characteristic of the region: Malnutrition is directly related to limited education opportunities and lack of access to financial services. Farmers do not produce a diverse range of food to support a health diet.	IO2 : 30,000 vulnerable people (15,000 women and 15,000 men) of the Segou region have an enhanced and more equitable control for women and men on productive activities and generate income needed for sustainable household economy		Commission Communale de Sécurité Alimentaire (CCSA)(Communal Commission of food Security CSCOM: health centre
	Direct beneficiaries: 10572 Indirect beneficiaries: 19428	IO3: 71 villages of the four municipalities in the Segou region have improved enabling environment (policies, processes and equitable shares) that supports the development and implementation of improved strategies for food security and nutrition for women, men, girls and boys the communes, villages and households		
	Gender problematic and analysis Limited education Lack of access to land Lack of access to credit Limited decision making in household and at community level			
Bolivia				

Project	Region	Project information		
		Goal and Outcomes	Strategies	Other Stakeholders
TUKUI YANAPANA (TY) collaborating for local economic development Budget: 1,755,840.47 (revised March 2015)	Four municipalities of Chuquisaca Department : Padilla, Villa Serrano, Villa Alcalá and Villar	Ultimate goal: Income security and improved economic governance oriented to vulnerable women and men in four municipalities of Chuquisaca (Padilla, Villa Serrano, Villa Alcalá and Villar) ";	Strengthening of local governance and local economic development Value chain (chili pepperspepper, peanut and amaranth) Support to municipalities to foster inclusive local economic development Work with Family unit (UFP) and SMES/EARS to improve organizational structures	Departmental government of Chuquisaca GAM: Gobierno Autónomo Municipal – Autonomous Municipal government CIOEC of Chuquisaca internal policies for gender equitable distribution of profit and accounting practice UPF family unit EARS: SMES
	Characteristics of the region : Farmers in the province of Chuquisaca experience poor productivity while local business lack strong links to market of their products.	IO1: Improved and equitable profitability for rural family and businesses (EARS/SMEs) in 4 municipalities of Chuquisaca		SNV: market studies, action and commercialization plans for project SMES
	Direct beneficiaries 1590 Indirect beneficiaries : 56,490	IO2: Improved municipal strategies to ensure sustainable and equitable economic development, based on a model of market-oriented competitive company.	Learning research agenda: 1 st study: Economic assessment of the work of women in the UPF EARS conveyed to	
			APA and APAJIMPA associations in the municipalities of Alcala and Padilla in value chains of chili pepper and, peanuts during the agricultural season Second study: Signs of change in the productive and reproductive roles of women and men in productive and reproductive spheres	
	Gender problematic and analysis: Bolivia has the highest level of income inequality between men and women in Latin America 53.3% of women are literate, while 87.9% of men are in that situation, proving a significant gender gap in access to basic education. Barriers from participation in and benefitting equally from small business include gender role in labour Low visibility and recognition of women's contribution to economic activity Unpaid work therefore the necessity to promote the role of women in economic activities Limited participation of women in decision-making processed in EARS			

Appendix 4 – Summary of Final Results and Variances¹²¹

Expected Result	Indicators	Country	Targets	Baseline Data	End Line
Ultimate Outcome Improved livelihood security and resilience for vulnerable women, girls, men and boys in Bolivia, Ethiopia, Ghana and Mali ¹²²	Proportion of women to men with access to those assets (physical, social, economic) that are key to resiliency.	ALL	N/A	N/A	See Impact Section for ETH Results
	Increased and more equal control over livelihood assets by direct beneficiary women and men.	ALL	N/A	N/A	See Impact Section for ETH Results
	Enabling organizations exhibit at least two characteristics of a gender sensitive organization (from a standard international best practice list)	ALL	N/A	N/A	See Mid-Term Gender Analysis Report
	% of HHs consuming different types of the food groups (carbohydrate, protein, and micro-nutrients) weekly	GHA	45%	0%	63.0%
	# and type of assets (physical, financial and social) acquired by women	GHA	2 assets (farm produce and livelihood asset such as cell phones, bicycles, motorbikes, or livestock)	-	-
	Rate of acute malnutrition among children (boys/girls) under age of 5.	MLI	9.54% (reduction of 10%)	10.6%	10.5% girls; 12.1% boys
	Rate of chronic malnutrition prevalence among children (boys/girls) under the age of 5.	MLI	38.97% (reduction of 10%)	43.3%	23.8% girls; 27.5% boys
	# of CFI beneficiaries who moved out of food support. (%)	ETH	(60%) # 3,840	(0%) # is 6,400	65.9% (4,218)
	# of positive coping strategies adopted	ETH	CSI score= 38 (M); 39 (W)	CSI score =36.9 (M); 37.9 (W)	CSI Score=38.6
	# of women and men who have increased access to secure income sources.	BOL	774 W; 774 M	N/A	70% women (N=579); 72% men
Intermediate outcome 1 increased quantity and quality food production and consumption by women, girls, men and boys	% of processed soya and cowpea consumed by women and girls.	GHA	60%	30%	86.5%
	% of male HH heads encouraging their women and girls to consume processed soy and cowpea products.	GHA	70%	50%	79.0%
	% of women (groups and individuals) increasing production of soy and cowpea for household consumption	GHA	45% CP; 55% SB	0	68% Soya 58.5% CP
	Quantity & diversity of food produced by women and men community members.	ETH	At least 4 types of crops & 25% increase in kg/ha for each crop type; 25% increase		-

¹²¹ Source: CARE Canada Consolidated Performance Measurement Framework as presented at Inception Meeting, March 2016

¹²² Two indicators for Mali (rate of anemia among children and rate of anemia among pregnant and breastfeeding women) which were originally indicators, were removed during the course of the project (n.d)

Expected Result	Indicators	Country	Targets	Baseline Data	End Line
			in production of field crops		
	Frequency and diversity of food groups consumed by women and men community members.	ETH	30% increase in target HH 3 meals per day	3 food groups 2 meals/day	2.31 ¹²³ meals/day 41% eat 3 meals, while 50% of them eat 2 meals; 2.9 meals/per day during food sufficient months versus 2.4 for males 6 of 9 food groups
	% of HH accumulating productive assets that will lead to graduation from the safety net program.	ETH	Decreased length of food shortage by 3 months (5 months) 25% increase in production of field crops	8 months 0	3.66 months of shortage
	% of farm areas planted with recommended varieties of seeds	ETH	20% increase in ha of land planted with improved crop seeds	0	1.42ha ¹²⁴
	% boys / girls aged 0-5 months exclusively breastfed. (compared)	MLI	32.5%	10.5%	36.6% girls; 13.8% boys
	% households having acceptable or good food consumption profile	MLI	77.8%	57.8%	99.6% women 95.8% men
	% pregnant and lactating women having a good diet diversity score	MLI	76%	55.9%	76.7%
Intermediate outcome 2 Women, men, and male and female youth are better able to manage and control their economic enterprises	% of net profit accruing to women and girls at every level of the soya and CP value chain.	GHA	40% for production 60% for marketing	10%	Production: 47.6% (47.2% soya; 47.9% CP); Marketing: 44.9% (45.4% soya; 44.4% CP)
	Ratio of women and men controlling the different levels of the VCs.	GHA	Production: 6:4 Processing: 1:9 Marketing: 3:7	0	3:7 production ¹²⁵ 0:10 processing 8:2 marketing
	# of out-of-school girls participating in and benefitting from soy and CP VCs.	GHA	200 (100 girls in each district)	0	493

¹²³ The range of meals is between 1 and 3.

¹²⁴ Data for % of total farm area unavailable

¹²⁵ Production and Marketing ratios from final evaluation report, however processing ratio taken from PROMISE Final Project Report 2016 due to a likely error in women's overall control of the entire processing process.

Expected Result	Indicators	Country	Targets	Baseline Data	End Line
	% of women and men engaged on economic enterprises.	ETH	20%	0	63.7% women 71.4% men
	% HHs accumulated increased assets from economic enterprises. (indicator changed to HH average savings)	ETH	20% (73.74Birr)	0 (61.45Birr)	830.03 Birr ¹²⁶
	Average income of households	ETH	40% increase or 2593 Birr/year	1851.88 Birr/year	3,348 from all assets
	Proportion of women and men who control HH's economic enterprise.	ETH	20%	0	-
	% of increased income for women	MLI	20%	0	63.0%
	% of increased income for men	MLI	20%	0	-
	% of increased income for men compared to women	MLI	50%	0	-
	% of VSLA women with daily income of \geq \$1.25	MLI	60%	38.9%	38.0%
	% increase in profitability of SMEs	BOL	18	0	15 have business plans (71.4%)
	% of men and women who have increased their income.	BOL	50% W 50% M	0	70.0% W; 72.0% M
Intermediate outcome 3. The policy and regulatory environment supports poor women's and men's more equal control of agricultural resources and market processes.	# SMEs that have a mechanism for equitable distribution of profits.	BOL	18	0	15 have business plans (71.4%)
	# of women led platforms that are influencing A/C and D/A decision-making processes.	GHA	3	0	3
	# types of A/C decisions and actions that respond to and support community-driven women-led platforms in CP and soy production and processing.	GHA	3	0	Still in infancy, however 8 initiatives planned
	# of public policies implemented that promote local economic development.	BOL	4	0	4
Immediate Outcomes 1.1 Decreased gap between men's and women's control over resources necessary to ensure sustainable food	# of municipal strategies that promote local economic development / support competitiveness of SMEs.	BOL	8	0	8
	# of extension services provided to women-led groups at each level of the soy and CP VC.	GHA	7	0	8
	% of women in SB/CP value chains reached with extension services	GHA	50% across the board	EM/MHH 61%(M) 39 (W)	70.0% through PRA exercises; 41.0% from DoA; 32.0% from PARED and PAS-G; 33% CBEAS
	Proportion of women and men who have control over core	ETH	20% Disaggregated as	Crops 19%	See Section on Impact

¹²⁶ Savings are inclusive of both VSLA savings and personal savings

Expected Result	Indicators	Country	Targets	Baseline Data	End Line
production	agricultural resources of the HH.		follows: Crops 50% Livestock 70% Fruit/veg 80%	Livestock 45.5% Fruit/veg 0%	
Immediate Outcomes 1.2 W/M/B/G more equally consume nutritious food	# of new recipes.	GHA	5 (3 SB/2CP)	0	10 (8 for soybean and 2 for cowpea)
	Proportion of women and men who reported more equal consumption of nutritious and adequate food among men and women.	ETH	30%	52% of women reported equal consumption as men	60.5% 48.2% in terms of quantity
Immediate Outcomes 2.1 W/M/B/G have increased and more equal access to the knowledge, skills and services needed to strengthen and diversify their economic activities	Proportion of women who have access to the knowledge, skills and services needed to strengthen and diversify their economic activities	ETH	30%	W 25.8% M: 45.1%	44.0% (51.5%: market information; 10.8% demonstrations by FTC; 16.9% extension services)
	% men/women (compared) having knowledge in nutrition for pregnant/breastfeeding women	MLI	50%	33%	98% W; 68.8% M
	% women/men (compared) having knowledge in good nutritional practices	MLI	50%	0	91.3% W; 98.8% M
	# of women and men that have increased their management capacity and competitiveness	BOL	45 W, 45 M	0	163 (88 women (53.9%); 75 men)
Immediate Outcomes 2.2 Decreased gap between men's and women's access to and control over a variety of processes in select value chains	% of women owning key stages and assets of VC.	GHA	20% in production stage and assets 80% in rural markets and assets 10% in larger markets and assets	5%	Not available (see narrative)
	% of women equally making decision on the use of HH income.	GHA	50%	47.2%	94.0%
	Proportion of men and women reporting equal access to and control over a variety processes in selected value chains.	ETH	20%	7%	78.9% ¹²⁷
	Proportion of men and women engaged in controlling a variety processes in selected value chains.	ETH	30% sold with value added 25% sold by sorting based on quality 25% sold as primary product	11.6% sold after value added 36% sold by sorting based on quality; 51% sold as primary	94.1% of project beneficiaries have received marketing training

¹²⁷ Final Project Report (May 2016)

Expected Result	Indicators	Country	Targets	Baseline Data	End Line
				product	
	% of women compared to men having access to productive assets: land, technology, information.	MLI	50%		-
	% increase in yield per hectare for basic crops on women/men land (compared).	MLI	25% increase	0	SeeBelow
	% increase in yield per hectare for basic crops on women/men land (compared).detailed by basic crop	MLI	25% increase millet	W: 584,6 kg/ha M: 841,7kg/ha	W:1076 kg/ha M:1617
		MLI	25% increase sorghum	W:818,5 g/ha M:663,2kg/ha	W: 1061 kg/ha M: 500
		MLI	25% increase cow pea	W:472,56kg/ha M:324,47kg/ha	W: 315 kg/ha M: 400
		MLI	25% increase groundnut	W:462,6kg/ha M:539,8kg/ha	W: 670 kg/ha M:338
		MLI	25% increase sesame	W: 283kg/ha M:495,9kg/ha	W: 451 kg/ha M: 300
	# of men and women who have increased their participation in the value chain	BOL	380 W, 380 M	101 W, 36 M	575 women 504 men
	# of women and men who have increased their capacity to access key spaces for decision-making.	BOL	380 W 380 M	0	260 women 224 men
	# of women and men who have improved their position and skills in SMEs.	BOL	160 W 160 M	0	107 women (41.2%); 153 men
	% of women and men who recognize the contribution of women's roles in the value chain.	BOL	60%W 60% M	0	59.0% women 62.0% women
Immediate Outcomes 2.3 Collectives and Business Development Service Providers (BDSP) provide more equally relevant support to male and female owned enterprises	% of individual women and # of groups making the appropriate decisions in VC	GHA	30% women	0	See narrative
	# of contracts successfully negotiated / implemented between district, Producer Orgs and VSLAs	GHA	3 groups (2 producers/1 marketing)	0	0
	Presence of gender-disaggregated data in each D/A (database)	GHA	Yes	No data	No
	# of Coop/SMEs by type of support to clients disaggregated and compared by sex.	ETH	At least 4 types of support to clients 7 types of interventions provided to coop/SME clients 75% women receive equal services from coop/SMEs		4 types of BDSP support
Immediate Outcomes 3.1 Local value chain (VC)	# of projects in the 2 D/As that demonstrate / reflect specific needs of women and men	GHA	2 (in each district)		0
	# of operational guidelines for soy and CP VCs	GHA	3 (producers, marketing and	0	0

Expected Result	Indicators	Country	Targets	Baseline Data	End Line
actors (women's groups, collectives, suppliers) have increased role in the formulation of policies and regulations that enhance men's and women's food, nutrition & income security			processing)		
	# of VC actors reporting increased role in formulation of relevant policies and regulations disaggregated and compared by sex	ETH	At least 7 VC actors	0	0
	Types of roles assumed /contributions in the formulation of relevant policies and regulations by VC actors disaggregated and compared by sex	ETH	At least 2 types of new roles	0	-
	% of municipal gender-sensitive budget assigned to local economic development	BOL	20%	N/A	30,2 17,7 LMDP 31,5 IDH
Immediate Outcomes 3.2 Local government structures have increased capacity to effectively and transparently engage different stakeholders in development planning and implementation processes.	# of functional linkages among VC actors linked to District and Regional Committees	GHA	2 (1 between producers & SPs ; 1 between marketers & SPs)	0	2
	# Local government can identify key gender issues in nutrition and food security	MLI	4	0	4
	# Local government plans that include activities to address gender issues on F&N.S	MLI	4	0	4
	% women/men (compared) participating in community food security planning processes.	MLI	50%	0	W:62.5% M:37.7%
	# of private/public negotiation / social learning spaces promoting local economic development.	BOL	4	0	4
	# of women and men participating and proposing concerted action in these key decision-making spaces.	BOL	16 W / 16 M	0	11 women 22 men
	# of public policy projects on local economic development that promote SME innovation that rely on public resources and co-investment.	BOL	4	0	4, 3 of which are approved

Appendix 5 – PROMISE Production Data Details

Yield/ha		Garu			East Memprusi			Overall (mean)			Variance		
		Men	Women	Overall	Men	Women	Overall	Men	Women	Overall	Men	Women	Overall
Soybean	2012	1.41	1.08	1.20	-	-	1.00	1.41	1.08	1.10			
	2013	1.39	1.37	1.38	1.50	1.10	1.20	1.45	1.24	1.29	0.03	0.16	0.19
	2014	1.89	1.78	1.82	1.21	1.13	1.16	1.55	1.46	1.49	0.11	0.22	0.20
	2015	1.31	1.11	1.27	1.62	1.24	1.41	1.47	1.18	1.34	-0.08	-0.28	-0.15
		Garu			East Memprusi			Overall (mean)			Variance		
		Men	Women	Overall	Men	Women	Overall	Men	Women	Overall	Men	Women	Overall
CowPea	2012	1.35	0.98	1.24	1.00	1.00	1.00	1.18	0.99	1.12			
	2013	1.30	1.18	1.18	1.00	1.00	1.00	1.15	1.09	1.09	-0.03	0.10	-0.03
	2014	1.80	1.91	1.86	1.00	1.00	1.00	1.40	1.46	1.43	0.25	0.37	0.34
	2015	1.34	1.06	1.19	1.08	1.06	1.07	1.21	1.06	1.13	-0.19	-0.40	-0.30
Mean Yield		Garu			East Memprusi			Overall (mean)			Variance		
		Men	Women	Overall	Men	Women	Overall	Men	Women	Overall	Men	Women	Overall
Soybean	2012	74.4	61.8	66.9	-	183.6	183.6	74.4	122.7	125.2			
	2013	163.1	166.6	165.0	183.1	137.4	145.3	173.1	152.0	155.2	98.69	29.28	29.93
	2014	172.3	158.5	164.2	237.5	211.16	215	204.9	184.8	189.6	31.79	32.84	34.43
	2015	195.0	192.5	212.1	272.6	209.2	232.8	233.8	200.8	222.4	28.91	16.01	32.84
		Garu			East Memprusi			Overall (mean)			Variance		
		Men	Women	Overall	Men	Women	Overall	Men	Women	Overall	Men	Women	Overall
CowPea	2012	112.81	71.3	94.97	213.8	163.5	196.2	163.3	117.4	145.6			
	2013	118.73	107.3	110.9	186.2	181.7	184.7	152.5	144.5	147.8	10.84	27.08	2.25
	2014	176.5	183.9	180.8	144.43	163.5	151.5	160.5	173.7	166.2	8.02	29.20	18.35
	2015	122.40	127.15	124.9	94.68	85.2	88.9	108.5	106.2	106.9	51.95	-67.49	-59.27

Appendix 6 – Documents Reviewed

CARE Strategies and Guides

Where's the LINK(AGES)with Pathways? [15p.], CARE- Canada, [February 24,2016]. PowerPoint presentation for the Evaluation Team Planning Meeting

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CARE 2020 Program Strategy Gender Equality and Women's Voice Guidance, [21p.], CARE International, July 29,2015

Global Food Security Strategy 2011-2016 [26p.], Draft, CARE International, June 2010

Guidance for the Inclusive Governance Component of "the CARE Approach, [12p.], CARE Canada, November 2015, 2nd version

Working for Poverty Reduction and Social Justice: the CARE 2020 Program strategy [15p.], [2016?] CARE International

Research and learnings documents

LINKAGES Research & Learning Project: 6-month report, January to June 2014, Anne Webb, [20p.], CARE Canada, August 2014

LINKAGES Research & Learning Project: 6-month report: July to December 2014, Anne Webb [20p.], CARE Canada, February 2015

LINKAGES Research & Learning Project: 6-month report: January to June 5,2015 Anne Webb [23p.], CARE Canada, July 2015

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LINKAGES Research and Learning Project Annual Learning Forum [7p.], October 26-27, 2015 Dire Dawa, Ethiopia

ADISHE/LINKAGES Project Research Report, *How can women's engagement in economic activities be realized without being overburdened: Evidence Building around Closing Gender Inequality Gaps to Increase Livelihood Security*, Anwar Ahmed, Fanaye GebreHiwot, Girma Hailu, Jemal Abdosh, Mulu Berhanu, Surafel Ejigu, [39p.], December 2015 - Draft

IFONS /LINKAGES Project Research Report, *Comment les relations de pouvoir entre les sexes permettent la gestion et le contrôle des terres productives pare les femmes dans un ménage peuvent affecter la sécurité alimentaire des ménages* [48p.], Novembre 2015

PROMISE/LINKAGES *Assessing gender inequalities along the agricultural commodity chain at household level for effective and more equitable engagement of women in Northern Ghana*, Thomas AYAMGA, [46p.], July 2015 2015

*Workshop Report LINKAGES Annual Learning Forum 2015: [48p.], October 26-30, 2015
Dire Dawa, Ethiopia*

TUKUY YANAPANA/ LINKAGES, Project Research Report, *Valorización económica del trabajo de las mujeres en Unidades Productivas Familiares vinculadas a Entidades Asociativas Rurales de APA Y APAJIMPA, en los municipios de Alcalá y Padilla, en cadenas de valor del ají y maní durante la campaña agrícola 2014/2015* [152p.], November, 2015

TUKUY YANAPANA/ LINKAGES Project Research Report, Señales de cambios en los roles productivos y reproductivos de mujeres y hombres en los ámbitos productivo y reproductivo de las UPFs y EARS. [47p.], November, 2015

TUKUY YANAPANA/ LINKAGES Project Research Report, Análisis socio-cultural del cambio de roles de género en las unidades productivas familiares pertenecientes a entidades asociativas rurales, vinculada a cadenas de valor de ají y maní en los municipios de Padilla y Alcalá de Chuquisaca centro.

Planning and Design Documents

CARE Canada. *LINKAGES: Linking Initiatives, Stakeholders and Knowledge to Achieve Gender-Sensitive Livelihood Security*. Project Implementation Plan & First Annual Work Plan: submitted to the Canadian International Development Agency (CIDA) [55p.], November 2012,

CARE- Canada. *LINKAGES: Linking Initiatives, Stakeholders and Knowledge to Achieve Gender-Sensitive Livelihood Security. Baseline report*, Ottawa: [55p.], September, 2012. Submitted to the Canadian International Development Agency (CIDA)

ABDISHE/LINKAGES *Project Implementation Plan & First Annual Work Plan* [69p.], October 2012

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IFONS/LINKAGES *Project Implementation Plan & First Annual Work Plan*, Draft 3 [58p.], CARE Mali, October 2012

ABDISHE/LINKAGES, *Project Implementation Plan & First Annual Work Plan*, [69p.], Care Ethiopia, October 2013

Monitoring and Evaluation Resources

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LINKAGES Annex 1 Equally Resilient? A mid-term review of LINKAGES gender equality results

TUKUY YANAPANA/ LINKAGES: PIMS and POMS linkage, [n.p.], CARE Canada, [2015?].

TUKUY YANAPANA/ LINKAGES: Señales de progreso, [n.p.], CARE Canadá, [2016].

TUKUY YANAPANA/ LINKAGES: *Rolling Profiles*

TUKUY YANAPANA/ LINKAGES *Gender survey -Diagnóstico de género en los municipios de Padilla, El Villar, Villa Serrano, Villa Alcalá* [16p.], 2014

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TUKUY YANAPANA/ LINKAGES Taller de evaluación, CARE Bolivia, [10p.], febrero 2015

TUKUY YANAPANA/ LINKAGES, *Hallazgos preliminares de la evaluación final del proyecto T.Y*, CARE Bolivia, [19p.], Abril 2016

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IFONS/LINKAGES, Instrument/ questionnaire enfant- Connaissances, Attitudes et Pratiques Finale (CAP Final), Région de Ségou, Mali, 2016, [9p.], 2016

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LINKAGES: *Linking Initiatives, Stakeholders and Knowledge to Achieve Gender-Sensitive Livelihood Security, Annual Report July 2013 – June 2014*, [36p.], September 2014

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LINKAGES *Annual Work Plan for the period of July 2015 to June 2016 for the four countries*, Annex 4

ABDISHE/ LINKAGES *Most recent semi-annual report and annual reports 2014- 2015*

TUKUY YANAPANA/ LINKAGES, *Most recent semi-annual and annual report CARE Bolivia*, 2015

PROMISE/LINKAGES *Most recent semi-annual report and annual reports 2015*

IFONS/ LINKAGES *Semi-annual report and annual reports 2015*

IFONS/ LINKAGES *Notes de visite 12 au 18 avril 2015*, Pierre Cadet, *Eléments de synthèse* [11p.], [2015.],

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Ministerio de Autonomías, *Guía para el impulso del desarrollo económico productivo desde las Autonomías municipales* [84p.], June 2015

Giovanna, Juanes Vera, *Guía para implementar mecanismos e instrumentos de control interno y rendición de cuentas en EARS* [15p.], Mayo 2015

Appendix 7 – List of Interviewees and Participants in Online Survey

Name	Role	Location	Contact information	KII	Online Survey
Interviews conducted from Canada					
CARE – Canada					
Greg Spira	Program Manager	Ottawa, Canada	gregory.spira@care.ca	<input checked="" type="checkbox"/>	
Kaia Ambrose	M&E Advisor	Ottawa, Canada	Kaia.Ambrose@care.ca	<input checked="" type="checkbox"/>	
Margaret Capelazo	Gender Advisor	Ottawa, Canada	Margaret.Capelazo@care.ca	<input checked="" type="checkbox"/>	
Pierre Cadet	Food security Advisor	Ottawa, Canada	Pierre.cader@care.ca	<input checked="" type="checkbox"/>	
Ellen Woodley	Food Security and Livelihood Advisor (interim in 2015) & Value Chain Advisor in Ghana	Ottawa, Canada	woodley.ellen@gmail.com	<input checked="" type="checkbox"/>	
Informants in Bolivia					
Jorge Marcelo Velásquez Bonilla	Project Manager	La Paz, Bolivia	Marcelo.Velasquez@care.org	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Giovanna Juanes	M&E Specialist	La Paz, Bolivia	Giovanna.Juanes@care.org	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Freddy Cabrera	Governance Specialist	La Paz, Bolivia	freddy.cabrera@care.org	<input checked="" type="checkbox"/>	
Enrique Melendres	Value Chain Specialist	La Paz, Bolivia	enrique.melendres@care.org		<input checked="" type="checkbox"/>
Informants in Ethiopia					
Helal Haque	Chief of Party-FSF plus projects	Addis Ababa, Ethiopia	helal.haque@care.org	<input checked="" type="checkbox"/>	
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Jemal Abdosh	Team leader (Previously Nutrition and Gender Officer)	Addis Ababa, Ethiopia	abdoshjems@gmail.com	<input checked="" type="checkbox"/>	
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Thomas Ayamga	Knowledge Management Learning and Communication Advisor	Accra, Ghana	thomas.ayamga@care.org		<input checked="" type="checkbox"/>
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Name	Role	Location	Contact information	KII	Online Survey
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Ottis Vog-Enga	Project Facilitator, Nalerigu	Nalerigu, Ghana	vogengaottis@ymail.com		<input checked="" type="checkbox"/>
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Moses Assani Tampuri	Program Director, PARED	Accra, Ghana	tampuri2002@yahoo.com		<input checked="" type="checkbox"/>
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Informants in Mali					
Seiba, Konate	Project coordinator	Bamako, Mali	Seiba.Konate@care.org	<input checked="" type="checkbox"/>	
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Souleymane Katile	Supervisor (Partners NGO (AMAPROS)	Bamako, Mali	katilsouleymane@gmail.com	<input checked="" type="checkbox"/>	
Aly Ouologuem	Learning Research Advisor	Bamako, Mali	aly.ouologuem@care.org		<input checked="" type="checkbox"/>
Salikou Aouattara	Program Coordinator, Partner organization (AMAPROS)	Bamako, Mali	amapros2@gmail.com		<input checked="" type="checkbox"/>
Bintou Diakite	Gender Advisor	Mali	bintou.diakite@care.org	<input checked="" type="checkbox"/>	
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Cheick Oumar Sarra	Community Development Agent	Mali	cheickoumarsarra@gmail.com		<input checked="" type="checkbox"/>
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Modibo Tangara	Point focal Direction Régional agricultura (DRA-partenaire technique)	Bamako, Mali	drasegou@gmail.com		<input checked="" type="checkbox"/>
Hassana Sidibé	Point focal direction régionale du génie rural (DRGR- partenaire technique)	Bamako, Mali	hassanabsidie@yahoo.fr		<input checked="" type="checkbox"/>

Appendix 8 –Semi-Structured Interview Schedule

Thank you for taking the time to speak to us today. As you may know, LINKAGES is in its evaluation phase. We have been contracted to consolidate country evaluation findings for the production of a global synthesized report on the relevance, efficiency, effectiveness, reach and sustainability of the program. As such, we would like to gain a deeper understanding beyond project documentation on LINKAGES. The information generated from the interview will be used to complement and support evaluation findings of LINKAGES. The information you provide will remain confidential and only be reported in a consolidated fashion. The following interview should take approximately 60 - 90 minutes.

We hope that you feel comfortable to respond as openly as possible.

Introduction:

1. To start, please tell us about your role on LINKAGES?

Relevance:

- 1.1 What is the theory of change as you understand it? To what degree do you feel the theory of change is relevant in your country?
- 1.2 Are the interventions which were implemented aligned to the theory of change described? How?
- 1.3 How do you think the theory of change aligned to the needs of the communities?
- 1.4 Which activities/outputs do you consider contributed the most in improving food security and nutrition? Why? (Mali, Ghana, Ethiopia)
- 1.5 Which activities/outputs do you consider contributed the most to an increased control and management of economic enterprises? Why?
- 1.6 Which activities/outputs do you consider contributed the most to an enabling policy/regulatory environment for market activities? Why?
- 1.7 What do you see the relevance of using the Gender equality framework in communities?

Section 2: Effectiveness:

1. What do you feel has been the greatest success in this project as it relates to increasing food security? Have the successes been equal for men and women? Female youth?
2. What do you feel has been the greatest success in this project as it relates to women having more control over productive assets and economic enterprises? What about men's relation to these enterprises?
3. What do you feel has been the greatest success in this project as it relates to the environment to support market processes for women? For men?

Section 3: Efficiency:

- 3.1 In your opinion, in which area (output area) do you feel further financial resources were required? Why?
- 3.2 Can you tell us a little about the current organizational and staffing structure for this initiative? How effective do you think it was? Were there sufficient human resources to carry out the interventions? Was the country staff sufficiently trained and supported by management in their tasks? What could possibly be improved with the current management model?
- 3.3 What opportunities have you had to exchange among other countries involved in LINKAGES? How has this been useful?
- 3.4 Where do you get technical support, if required?

3.5 [Country Offices Only] What type of technical support has CARE Canada provided to country staff over the duration of this initiative? Was this guidance in line with other CARE office technical support provided? What further technical guidance do you feel was necessary?

3.6 What was the most challenging aspect in terms of routine monitoring of this project? What about collection of outcome level information to inform results? How could processes have been improved? What could potentially be added or left out from the actual system? How were quality assurance activities supported?

3.7 M&E Staff Specifically: Are there M&E strategies/approaches you would include next time to ensure results are captured more effectively?

Section 4: Impact/Reach

4.1 In your opinion what have been the most significant change that has been observed in LINKAGES? Why? How could this have been improved?

4.2 In your opinion, which area has the project had the least impact? Why? How could this have been improved?

4.3 What type of challenges did the program faced? Which on were addressed and which one could not be addressed

Section 5: Sustainability and Lessons Learned:

5.1 Which sustainability strategy do you consider will be the most successful? Why?

5.2 What do you consider the main constraint in achieving sustainability of the project outcomes [as outlined in the country level PMF]

5.3 Do you feel that the gender equality results achieved in LINKAGES will be sustained after the project end? How?

5.4 Do you believe that local authorities perceive they have a role to sustain the benefits women have gained through the program? If so, How?

5.5 What do you consider to be one of the main lessons learned during the implementation phase of this project? Are there others?

5.6 If you had more time to implement this project, what would you have done differently in terms of the strategies? In terms of the outputs? In terms of the approach?

Section 6

Use this space for any other comments or suggestions you may have [open text]

Many thanks for your input.

Appendix 9 –Online Survey Questions

The online survey was developed on Google Forms and available for staff to complete between April 15 and May 8 2016. The survey was developed in three languages (English, French and Spanish).

Thank you for taking time to participate in the online survey for the LINKAGES final evaluation process. The objective of this survey is to get your opinions on certain key areas. Questions may be similar to those asked during key informant interviews, however the survey will explore other areas not covered in those interviews.

The information collected through this survey will be kept confidential and anonymous and only aggregated results will be presented. No identifying features will be shared. The online survey should take approximately 40-60 minutes to complete.

We hope that you will take the time to answer all questions as openly as possible. If a question is not applicable to you in that you are unable to answer the question, you will be provided an opportunity to opt out of the question.

If you have any technical difficulties in completing this survey online, please contact Erica Stillo at stillo.ERICA@gmail.com and a paper copy will be sent to you.

Your collaboration is deeply appreciated. Please submit your answer not later than May 6, 2016

1. In which country do you work (1. Bolivia 2. Ethiopia 3. Ghana 4. Mali 5. Canada)
2. What is your sex? (1. Female 2. Male)
3. How often did you work on Linkages?
4. In which month and year did you first start with LINKAGES? (calendar box)

Section 1: Relevance:

1. To what degree do you feel the theory of change is relevant in your country [scale 1 to 7]
2. To what degree do you feel the interventions which were implemented aligned to the theory of change described [scale 1 to 7]
3. Which activities/outputs do you consider contributed the most in contributing to improved food security and nutrition? [open text]
4. Which activities/outputs do you consider contributed the most to an increased control and management of productive assets and economic enterprises? [open text]
5. Which activities/outputs do you consider contributed the most to an enabling policy/regulatory environment for market activities? [open text]

Section 2: Effectiveness:

On a scale from 1 to 10, where 1 is the least success and 10 being the most successful, how would you rate the following? If not applicable to your country, select N/A in the scale.

- 2.1 LINKAGES overall success with increasing the quantity and quality of food production?
- 2.2 LINKAGES overall success with increasing the nutritional consumption of foods of women?
- 2.3 LINKAGES overall success with increasing the nutritional consumption of foods of men?
- 2.4 LINKAGES overall success with increasing women's control over economic enterprises?
- 2.5 LINKAGES overall success with increasing women's management over economic enterprises?
- 2.6 LINKAGES overall success with increasing men's management over economic enterprises?

2.7 LINKAGES overall success with changes in policy or regulatory environment that support women's and men's more equal control of agricultural resources?

2.8 LINKAGES overall success with policy/regulatory environments to support market processes for women and men?

Section 3: Efficiency:

3.1 To what extent do you agree or disagree that the LINKAGES program in your country had the sufficient financial resources to carry out implementation as outlined in project work plans? [1. Strongly agree; 2. Agree; 3. Disagree; 4. Strongly Disagree; Don't Know]

3.2 To what extent do you agree or disagree that the LINKAGES program in your country had the sufficient human resources to carry out implementation? [1. Strongly agree; 2. Agree; 3. Disagree; 4. Strongly Disagree; Don't Know]

3.3 To what extent do you agree or disagree that LINKAGES program in your country had the adequate monitoring and evaluation system? [1. Strongly agree; 2. Agree; 3. Disagree; 4. Strongly Disagree; Don't Know]

3.4 To what degree do you feel that CARE Canada collaborates with country offices in terms of communication [1 to 7 scale]

3.5 How satisfied were you with the amount of opportunities to foster exchanges and share best practices and lessons learned among other LINKAGES countries [1 to 7 scale]

3.5.1 Please explain the reason for your rating [open text]

3.6 To what degree do you feel that CARE Canada has provided country offices in terms of provision of technical support [1 to 7 scale]

3.7 To what degree is the technical support provided by CARE Canada consistent with other guidance provided by other CARE offices? [open text]

3.8 What further technical guidance or training do you feel was necessary? Please be specific. [open text]

Section 4: Impact/Reach

4.1 In your opinion what have been the most significant change that has been observed in LINKAGES. Select the top three (3) areas in order of importance whereby 1 is most important, 2 is second most important and 3 is the third most important.

Women's changes in attitudes and behaviours
 Men's changes in attitudes and behaviours
 Women gain a sense of their personal worth
 Women participate more actively in decision-making in the households
 Women assume decision making role in organizations, community
 Women's have increase access to knowledge, skills and services
 Women's work and contribution in agricultural production and value chains is recognized by local, municipal and national authorities and regulatory environment promote inclusive local economic development
 Women have increased their participation in value chains
 Women's barriers to equal control to core agricultural and market processes have been reduced
 Women have improved their livelihood (increased access to secure income)
 Women gained access to productive assets (credit, land, technology, information, equipment)
 Women have increased the quantity and quality of food production
 Women take better care of their health and family health (consumption of nutritious and adequate food, better nutritional practices, breastfeeding)
 Women have increased their capacity to access key spaces for decision-making in development

planning

Local government plan includes activities to address gender equality issues

4.2 In your opinion, which area has the project had the least impact? Select the top five (5) areas in order of occurrence where 1 is the least impact.

Women's changes in attitudes and behaviours

Men's changes in attitudes and behaviours

Women gain a sense of their personal worth

Women participate more actively in decision-making in the households

Women assume decision making role in organizations, community

Women's have increase access to knowledge, skills and services

Women's work and contribution in agricultural production and value chains is recognized by local, municipal and national authorities and regulatory environment promote inclusive local economic development

Women have increased their participation in value chains

Women's barriers to equal control to core agricultural and market processes have been reduced

Women have improved their livelihood (increased access to secure income)

Women gained access to productive assets (credit, land, technology, information, equipment)

Women have increased the quantity and quality of food production

Women take better care of their health and family health (consumption of nutritious and adequate food, better nutritional practices, breastfeeding)

Women have increased their capacity to access key spaces for decision-making in development planning

Local government plan includes activities to address gender equality issues

Please explain the reason for your choice. [open text]

Section 5: Sustainability and Lessons Learned:

5.1 Which project strategies used have been most effective [open text]

5.2 To what degree do you feel that the gender equality results achieved in LINKAGES will be sustained after the project end? [open text]

5.2.1 What is the reason for your ranking? [Open text]

5.3 On a scale from 1 to 5, [1. Strongly Agree; 2. Agree; 3. Neither Agree nor Disagree; 4. Disagree; 5. Strongly Disagree], please rate the following statements

5.3.1 The results achieved through LINKAGES will be sustained beyond the project time frame

5.3.2 The gender equality results will continue beyond the project time frame

5.3.3 The project has put in place mechanisms to sustain project results beyond the time frame

5.3.4 The project has generated substantial lessons learned

5.3.5 The project has used these lessons during project implementation

5.3.6 There has been visible changes in womens' control over assets in communities

Section 6: Other

Use this space for any other comments or suggestions you may have regarding LINKAGES [open text]

Thank you for your participation and inputs.

Appendix 10 – Detailed Breakdown of Reach Figures

[To be verified and completed in final report]

Direct Beneficiaries	Bolivia			Ethiopia			Ghana			Mali			Grand total		
	Women	Men	Total	Women	Men	Total	Women	Men	Total	Women	Men	Total	Women	Men	Total
Community Dialogues	659	969	1628		264	264	1737	694	2431	825	788	1613	3221	2715	5936
Community Members	544	508	1052			0			0			0	544	508	1052
Seed Multiplication HH level			0	1327	1345	2672			0			0	1327	1345	2672
Seed multiplication groups			0	419	365	784			0			0	419	365	784
Inputs and assets provided			0	3593	100	3693	1113		1113			0	4706	100	4806
Technical Trainings (conservation agriculture, post-harvest, etc.)			0			0	4820	476	5296	2404	3130	5534	7224	3606	10830
Community Based Extension Advisors			0			0	90	30	120			0	90	30	120
CHVs, HEWs, Relais			0	35	20	55			0	100	73	173	135	93	228
Gender Champions			0			0	10	110	120			0	10	110	120
Mother and Father Groups			0	478	374	852			0			0	478	374	852
School Community Members			0	375	242	617			0			0	375	242	617
Out of school girls			0			0	200	0	200			0	200	0	200
Processor Groups			0			0	302	2	304			0	302	2	304
Producer Groups			0			0	1404	404	1808			0	1404	404	1808
Community Leaders			0	48	77	125	435	251	686			0	483	328	811
Community Forums/Training Nutrition			0			0	1226	365	1591	22137	8654	30791	23363	9019	32382
Community Forums CP and Soya			0			0	1175	411	1586			0	1175	411	1586
Community Forums human rights			0			0	2264	830	3094			0	2264	830	3094
VSLA Members			0	-	-	6780	2652	565	3217	6438	41	6479	9090	606	16476
WAG Members			0	-	-	6986			0			0	0	0	6986
EAR Members	288	888	1176			0			0			0	288	888	1176
Community Based Legal Advisors			0	-	-	127			0			0	0	0	127
SSA Facilitators			0	216	241	457			0			0	216	241	457
Nutrition and Gender Clubs, MJT Groups			0			0	148	90	238	6796	0	6796	6944	90	7034
Children Under 5			0			0	2452	2452	4904	13592	13592	27184	16044	16044	32088
District Assembly Representatives			0	9	95	104	38	77	115			0	47	172	219

Government Representatives	19	17	36	-	-	10			0			0	19	17	46
Técnicos	28	55	83						0			0	28	55	83

Appendix 11 – Modified Inception Report Outline for Final Country Evaluations

1. Scope (Fill in Table)

Performance Indicator and/or Evaluation Criteria	Methodology	Source

2. Methodology (keep to 2 pages maximum)

Simply describe that you will be doing mixed methods

Quantitative Methodologies:

- Document Review (baseline, mid line reports, annual reports and other documentation you find relevant)
- HH Survey
- Focus Group Discussions
- Key Informant Interviews

Do not include a counterfactual. Follow the methodology of the baseline

Qualitative will be purposeful and you must select locations with certain criteria as described

3. Sampling

3.1 Quantitative

Be clear in your sampling strategy (no descriptions of secondary references needed). Look at Baseline Sampling Strategy as well. You can improve on it, but be clear if there is a change in methodology and why. It should be the same.

In the absence of HH lists, how will you sample HHs. Describe method.

Table 1: HH Sample

	Total Population	Total HH Sampled
Region 1 (or Woreda)		
Region 2 (or Woreda)		
Region 3 (or Woreda)		

Look at baseline methodology for sampling.

3.2. Qualitative

Focus Group Discussions	Type of FGD (Male only, Female Only, Youth Female, Youth Male, etc.)	# of People	Where
FGD #1			
FGD #2			

FGD #3			
FGD #4			

Describe how you will select people

Describe who you will do KIIs with (use a table if multiple stakeholders)

4. Analysis Plan

PMF Indicator Qualitative Area of Inquiry	Calculation/Analysis (include numerator and denominator if quantitative; include benchmark if there is one or scoring)

5. Work Plan/Study Plan -

Activity										
Submission of Revised Study Plan (This document)										
Review Tools based on Comments from CARE and integrate for training										
Prepare Enumerator Guidelines/Training										
Enumerator Training + Pilot (Pre-Test)										
Preparation for Data Collection (printing of questionnaires, ensuring people are informed, arrange transportation, etc.)										
Data Collection										
Spot Checking during data collection										
Cleaning if quantitative data										
Data Entry of HH Survey										
Cleaning of quantitative data										
Analysis of Qualitative Information										
Analysis of Quantitative Information										
Submit Report to CARE										
CARE reviews and provides comments										
Submit Final Report to CARE										

6. Suggested Report Outline

Cover Page

Table of Contents

List of Tables

List of Figures

Section 1: Background

1.1 Introduction to Study

1.2 Project Background

1.3 Objectives of Study

1.4 Scope of Study

Section 2: Methodology

2.1 Methodology

2.1.1 Quantitative Methodology

2.1.2 Qualitative Methodology

2.2 Study Population

2.3 Sampling

2.3.1 Sampling Strategy

2.3.2 Sample Size

2.4 Study Team

2.5 Enumerator Training and Piloting

2.6 Data Collection

2.7 Data Quality Assurance

2.8 Data Entry and Management

2.8.1 Data Entry

2.8.2 Data Cleaning

2.8.3 Data Processing and Analysis

2.9 Ethical Considerations (Survey Ethics, Confidentiality, Ethical Approval, Child Protection, etc.)

Section 3: Limitations

Methodological limitations that effect the results of the study

Section 4: Demographics

4.1 Household Structure (if relevant)

4.2 Socio-Demographics of Population

Section 5: Findings and Results

One sub section for each result area, or indicator

Tables and figures clearly marked with captions

Tables include (n)

Tables should include a) baseline value; b) mid-line value; c) end line value and d) target

Indicators noted

Annexes

Data Collection Tools

Data Analysis Plan (calculations used for each indicator)

Appended

All raw data, transcriptions, field notes, photographs, etc.

7. Revised Data Collection Tools

All tools must include informed consent statement that enumerator or facilitator will read, page numbers, proper coding and numbering aligned with data entry, clear instructions between sections, etc.

HH Survey – linked to PMF indicators and/or areas of inquiry – nothing more

FGD for Women FGDs – questions which respond to scope table

FGD for Men FGDs – questions which respond to scope table

Key Informant Interviews