

I. Summary Information

Grant Information

Project Name	Pathways to Secure Livelihoods: Empowering women in agriculture (<i>Pathways</i>)		
Organization Name	CARE		
Grant ID#	OPP1009529	Foundation Program Officer	Surita Sandosham
Date Grant Awarded	November 1, 2011	Project Date	End October 30, 2016
Grant Amount	\$15,000,000	Project Duration	60
Report Period from	November 1, 2011	to	November 30, 2012
Report Due	January 31, 2013		
Has this project been granted a no-cost extension?	No		
Principal Investigator/Project Director			
Prefix	Dr	Email Address	injuki@care.org
Surname	Njuki	Phone	+255 22 266 8061
First Name	Jemimah	Fax	+255 22 266 6944
Suffix		Web Site	www.care.org
Title	Team Leader, Pathways		
Mailing Address	Plot 101 Kinondoni Road P O Box 10242 Dar es Salaam, Tanzania		
Report Prepared by	Dr. Jemimah Njuki	Date Submitted	January 31, 2013
Phone	+ 255 22 266 8061		
Email	injuki@care.org		

Acronym List

AACES	Australia Africa Community Engagement Scheme
AfDB	African Development Bank
AGRA	Alliance for a Green Revolution in Africa
AGRF	African Green Revolution Forum
Agri VAS	Agricultural Value Added Services
AWARD	Africa Women in Agriculture Research and Development
BMGF	Bill and Melinda Gates Foundation
CAWAT	Coalition for the Advancement of Women in Agriculture in Tanzania
CGAP	Consultative Group to Assist the Poor
CI	CARE International
EKATA	Empowerment through Knowledge And Transformative Action
FFBS	Farmer Field and Business School
FG	Focus group
GALA	Gender and Agriculture Learning Alliance
GRAD	Graduation with Resilience to Achieve Sustainable Development
IAG	International Advisory Group
ICRW	International Center for Research on Women
IFPRI	International Food Policy Research Institute
LINKAGES	Linking Initiatives, Stakeholders and Knowledge to Achieve Gender-Sensitive Livelihood Security
M&E	Monitoring and Evaluation
MFI	Microfinance Institutions
MIS	Management Information System
MNC	Multi-National Companies
NTFP	Non Timber Forest Products
PDA	Personal Data Assistant
PPT	Participatory Performance Tracker
PRA	Participatory Rural Appraisal
ROSCA	Rotating Savings and Credit Associations
SACCO	Savings and Credit Cooperatives
SC	Scheduled Caste
SDVC	Smallholder Dairy Value Chain project
SHG	Self Help Groups
ST	Scheduled Tribes
TANGO	Technical Assistance to NGOs
TOT	Training of Trainers
UNECA	United Nations Economic Commission for Africa
VLA	Village Land Act
VSLA	Village Savings and Loan Associations
WCA	Women and Collective Action
WE-RISE	Women's Empowerment through Improved Resilience, Income and Food Security Program
YiPoCoMa	Yield/Post-Harvest/Cost/Marketing
3IE	International Initiative for Impact Evaluation

II. Project Progress and Results

Executive Summary

This Annual Report covers progress on the CARE Pathways program between November 2011 and November 2012. The overall goal of Pathways is to increase poor women smallholder farmer productivity and empowerment in more equitable agriculture systems at scale. The program builds on and is inspired by the vital roles that women play around the world in smallholder agriculture, meeting the food and nutrition needs of their households and contributing to economic development. The vision of the program is one of empowered women smallholder farmers celebrated for their contributions to achieving secure and resilient livelihoods and sustainable futures for their households, communities and beyond. This is being achieved by promoting women's leadership and productive and profitable engagement in intensified, sustainable agriculture value chains. In its first phase, Pathways targets direct impacts on 150,000¹ poor women smallholder farmers and 555,184 members of their households across six countries (India, Mali, Tanzania, Malawi, Bangladesh and Ghana).

The past 13 months have included a 10-month inception phase and three months of active implementation. The following highlights reflect CARE's top line achievements during that period. Overall, CARE has achieved nearly all milestones scheduled to be completed during this period with other milestones 'on track' and a very limited set of delays. These factors are discussed in detail throughout the report and in Annex A.

Key Program Highlights

A. Team Development

- **Staffing:** All Pathways teams are fully staffed and all positions have been filled. This includes a core program team of five full time staff and technical assistance from an equal number of staff from within other units in CARE as well as fully staffed implementation teams in each Pathways country. Country-level teams are comprised of a mix of CARE and partner staff members.
- **Capacity Building:** A capacity assessment was conducted shortly after staffing was completed. This exercise covered key competencies ranging from agriculture to monitoring to gender equity. As a foundation for the Pathways approach, gender, equity and diversity trainings were prioritized for all implementation staff and have been completed in Tanzania, Malawi, India and Ghana. Bangladesh training is planned, while Mali is on hold due to the current security situation (see Challenges and Risks section). In addition, 11 Pathways staff participated in a learning journey in September to the Bill and Melinda Gates Foundation (BMGF) supported Strengthening the Dairy Value Chain (SDVC) project to build skills in market engagement and value chain programming. Training on other Pathways programmatic approaches are continuing and will continue through the life of the program.

B. In-Country Implementation

- **Reaching the Impact Group:** The program has identified and has begun working with a total of 57,611 women smallholder farmers who are members of 3,528 collectives. Guided by the agricultural cycle and group readiness, preliminary activities with participants has ranged from immediate formation of Farmer Field and Business Schools and other agricultural interventions to

¹ 150,000 women smallholder farmers was the original target for Pathways at full funding of USD41M. This target is being revised to reflect current levels of funding. Baseline data currently being analyzed will be used to inform the targets.

activities more centrally focused on analyzing inter-household and community-level gender dynamics.²

- **Collectives Typology, Assessment and Engagement:** Central to the Pathways theory of change is the engagement and support of collectives to reach and deliver program interventions to poor rural smallholder women farmers. As each implementing context is unique, priorities for the program during this reporting year have been to a) develop a collectives' typology, b) identify and characterize the collectives with which Pathways would work and c) assess the readiness of Pathways targeted collectives to promote the program objectives. These exercises have allowed CARE to identify 3,528 collectives across the six countries with which Pathways is now engaging. The collectives' readiness assessment informed CARE's development of a unique implementation model, the Farmer Field and Business School (FFBS, see below) and CARE has now defined a collective's learning agenda in collaboration with the Coady Institute.
- **Program Operational Framework:** Due to the integrated nature of the program, an operational framework that brings together the Pathways strategic approaches has been finalized. The framework outlines a set of push- and pull-interventions CARE will pursue and illustrates how these interventions will be combined and sequenced to support the progressive transition of women smallholder farmers from positions of vulnerability and food insecurity to positions of resilience and food security. As implementation progresses, the framework will enable better analysis of country-level progress and cross-country results and lessons.
- **CARE Farmer Field and Business School Development:** Building on the Operational Framework and collectives' readiness data, CARE has developed a unique implementation model for enhancing women smallholder farmer productivity and market engagement while also promoting changes in household decision making, nutrition and other priority impact areas. The "CARE Farmer Field and Business School," (FFBS) methodology was generated via cross-country collaborations and incorporates all key trainings and capacity building exercises in a delivery method that synchs with agricultural cycles, delivering lessons on production practices and business practices on a 'just in time' basis, which CARE believes will reduce farmer time burdens and enhance adoption rates of Pathways promoted activities.
- **Value chain selection and development:** Value chains of focus in each country have been finalized. The criteria for selection of the value chains included among others profitability, geographical suitability and potential to benefit women and transform gender roles in agriculture. For each country, a set of value chains reflecting these criteria and the BMGF priority commodities has been selected. These include³:
 - **Tanzania:** Cassava, cowpeas, sesame
 - **Malawi:** Groundnuts and soybeans
 - **Ghana:** Groundnuts and soybeans
 - **Bangladesh:** Vegetables (chilies), indigo
 - **India:** Cereals (maize, rice), livestock, non-timber forest products
 - **Mali:** Rice, millet, livestock, vegetables

C. Linkages and Leverage

- **Communications and Media.** The Pathways website (www.carepathwaystoempowerment.org) was created during the inception period as a tool to share information about the Pathways program with external audiences. The website includes content about the Pathways program including the theory of change and country profiles. In addition, CARE's programming in Malawi –

² In Mali the deteriorating security situation has affected implementation progress. See the Risks and Challenges section for details on the situation, how CARE is responding and the likely implications for implementation in Mali.

³ Commodities in underline correspond to the foundations priority commodities

upon which the Pathways programming in that country is built – was featured in the New York Times via [articles by Nicholas Kristoff](#), citing CARE’s approach as unique and impactful in its ability to improve the lives of poor women smallholder farmers. CARE also contributed a blog post to the BMGF [Impatient Optimists](#) website following the program’s African launch in Tanzania. Pathways was officially launched in September at the African Green Revolution Forum (AGRF) in Arusha, Tanzania.

- **Internal Linkages:** Pathways Objective 2 commits CARE to establishing Pathways as a programming platform within CARE USA and other CARE International members. The progress over the reporting period has been significant and includes:
 - Over USD 15 million raised by [CARE Australia](#) and [CARE Canada](#) to implement programs modeled on Pathways in [Tanzania](#), [Malawi](#), [Mali](#), [Ghana](#), [Ethiopia](#) and [Bolivia](#). In countries, where there is overlap with Pathways, the new initiatives are using common tools and approaches in many instances.
 - [CARE Ethiopia](#) is using baseline tools developed by Pathways in their food security programs. The collaboration between Pathways and CARE Ethiopia also heavily informed the Pathways operational framework, which builds on lessons learned over the past four years of food security programming in that country.
 - [CARE India](#) has used the Pathways theory of change for their long term program on Scheduled Caste (SC) and Scheduled Tribes (ST) and is adopting the Pathways indicators to measure women’s empowerment.
- **External Partnerships:** Pathways Objective 3 focuses on informing and influencing dialogue and practice beyond CARE and engaging others pursuing a similar agenda. To this end, Pathways staff members have formed linkages with external organizations in support of Pathways activities globally and in specific countries. CARE is linking with Landessa to work on women’s land rights in multiple countries. The program is collaborating with TANGO International for the evaluation plan and baseline assessments and with the Coady Institute on the collectives learning agenda. The program is also attracting interest from multi-national corporations including Wal-Mart, Cargill, and Syngenta willing to explore how to better integrate smallholder farmers and gender equality into their supply chains. Additional partnerships being explored include collaborations with the Global Fund for Women, The International Centre for Research on Women (ICRW), Land O’Lakes International Development, Oxfam GB, Farm Radio and Dimagi.

D. Monitoring, Evaluation and Learning

- **Monitoring and Evaluation Plan Development:** A monitoring and evaluation (M&E) plan has been developed and finalized for the program. Generated through active engagement of implementing countries, the plan incorporates a formal third-party evaluation, a series of annual reviews, ongoing monitoring of key program activity areas, forward accountability mechanisms, and a cohort study to track the pathways of specific households over the life of the program. The plan also integrates a robust approach to program learning, initially grounded in a collectives learning agenda, which CARE is pursuing in collaboration with the Coady Institute.
- **Baseline Study:** In partnership with TANGO International, Pathways developed research protocols and an evaluation plan in spring of 2012. The evaluation is a panel study using a pre/post-analysis and mixed methods to assess program contributions to change and impact over the life of Pathways. Baseline data collection was complete as of October 2012 in all six countries and country-level reports have been completed for Tanzania, Malawi and India. All reports, including a global cross-program summary will be completed by April 2013.

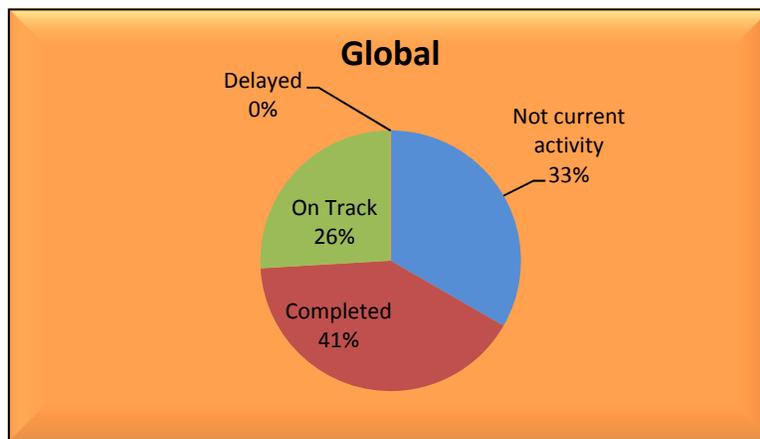
Over the reporting period, CARE has made substantial strides toward achieving the program objectives. The process has also yielded significant lessons both on what works for programming for women smallholder farmers and on how CARE can best manage the global program to maximize return on investment for all involved. The following report details these gains and the lessons learned. The report is organized around the three key objectives of Pathways and the outcomes expected under each of these.

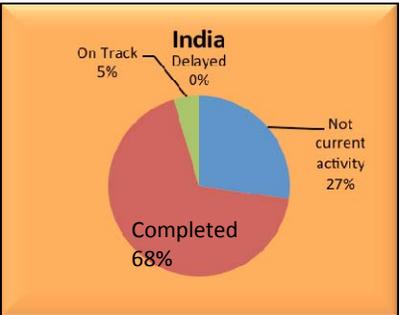
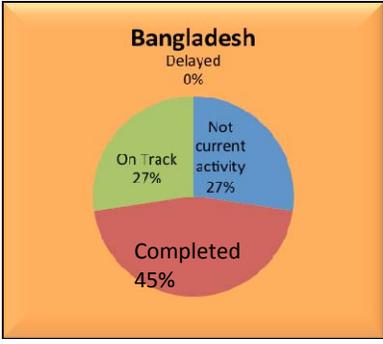
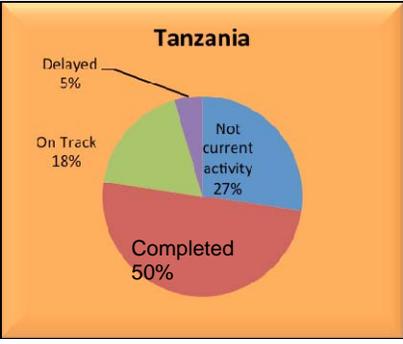
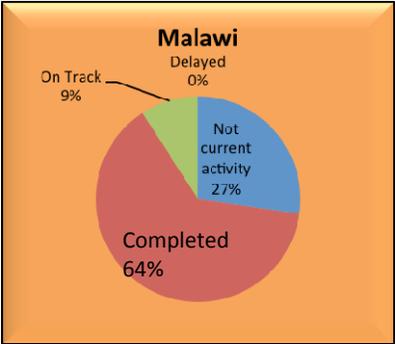
For each outcome, achievements across countries are presented followed by select examples from particular countries. It is important to note these examples are illustrative and do not reflect the full breadth of Pathways progress in that area. CARE anticipates the annexes and follow up dialogue with representatives of the Bill and Melinda Gates Foundation will provide opportunities to explore achievements in greater detail as appropriate and of interest. The report concludes with sections on program management and on monitoring, evaluation and learning.

A. Key Milestones Tab

Below is an analysis of the progress towards achievement of key program milestones at the global level and country specific levels based on country activities, outputs and outcomes. Milestones that are “not current activity” are milestones that do not fall under this reporting period. The complete milestone tracker is attached as Annex A.

At global level 41 percent of the milestones have been completed while 26 percent are ongoing.





Progress Narrative

1. General Progress and Key Results:

Objective 1: To increase the productive engagement of 150,000 poor women in sustainable agriculture, and contribute to their empowerment

This objective is the primary implementation objective of the program and accounts for 80 percent of the funding.

Engagement of collectives

Central to the Pathways theory of change is the engagement and support of collectives to reach and deliver program interventions to poor rural smallholder women farmers. As each implementing context is unique, priorities for the program during this reporting year have been to a) develop a collectives' typology, b) identify and characterize the collectives with which Pathways would work and c) assess the readiness of Pathways targeted collectives to promote the program objectives.

Over the course of the reporting period, CARE has developed a detailed collectives' typology, which will continue to evolve and be refined via the collectives learning agenda. CARE has also developed a simple "collectives readiness assessment tool," which analyzes collective financial capacity, market engagement capacity, governance and inclusivity. The tool has been applied by all six Pathways countries with the resulting data informing decisions about which collectives the program would engage, what types of support would be required and how these might vary by context and collective type. The data from the readiness assessment also laid the foundations for the baseline sampling frames and were used extensively by TANGO to that end.

The table below summarizes the collectives identified by the readiness assessment exercise as appropriate for Pathways engagement. It is important to note that the current level of activity with the total population varies significantly across countries. This reflects the level of previous engagement with the groups, which is quite high in some countries (Malawi) and non-existent in others (India, Tanzania) as well as factors such as the agricultural season and, in the case of Mali, ongoing and emerging conflicts in implementation areas.

	Mali	Tanzania	India	Malawi	Ghana	Bangladesh	Total
Number and types of collectives identified for Pathways Collaboration							3,528
• VSLAs	499	41	0	683	14	0	1,237
• Producer groups	35	154	32	232	0	0	453
• Self help groups	0	0	1,384	0	0	0	1,384
• Co-ops /Networks	36	0	4	0	0	0	40
• Other	9	9	342	0	0	54	414
Number of women smallholder members of identified collectives							
	26,139 ⁴	2,217	16,943	10,567 ⁵	300	1,445	57,611

⁴ Mali has identified and started some form of engagement with most of the collectives they will be working with over the life of the project. CARE will be having discussions in the next few weeks on the implications of the ongoing conflict on program implementation in Mali. The program is working with 36 networks that comprise of individual producer groups or VSLA's and which have a large membership compared to the average VSLA or producer group.

⁵ In Malawi, there is an overlap between the producer groups and the VSLAs. All members of the producer groups are also members of the VSLAs

Program operational framework and implementation plan

To guide the implementation of activities under this objective an operational framework and implementation plan have been developed. **The operational framework** (Annex B, screenshot 1, right) is a high-level illustration of CARE's Pathways approach and assumptions across geographies and contexts and was developed with the country teams and finalized during the annual planning and review meeting in November 2012. The framework outlines a set of push- and pull-interventions CARE will pursue and illustrates how these interventions will be combined and sequenced to support the progressive transition of women smallholder farmers from positions of vulnerability and food insecurity to positions of resilience and food security. Push interventions in the model reflect efforts to enhance women's individual and collective agency. Specific push objectives include enhancing woman smallholder farmer knowledge, skills and capabilities; strengthening the agriculture-related collectives in which women participate; and expanding women's aspirations and leadership. While this framework may appear linear, CARE recognizes that development processes are iterative and the progression of women smallholder farmers can be hindered by risks and shocks. The program, in its approaches will aim to minimize the risks and build adaptive capacity of farmers to deal with shocks and reduce vulnerabilities.



An **implementation approach** has been developed to guide the sequencing of activities on the push side of the operational framework and guide how CARE integrates other Pathways activities into the

CARE Economic Development



Innovation Brief

The Farmer Field and Business School A Pathways Programming Approach

ABOUT PATHWAYS CARE's Pathways program focuses on improving poor smallholder women farmer's productivity and profitability by empowering women to more fully engage in equitable agriculture systems. Funded by the Bill and Melinda Gates Foundation and implemented in Ghana, Malawi, Bangladesh, India, Mali, and Tanzania, Pathways is designed to improve the food security and livelihood resilience of poor smallholder women farmers and their families. In its first phase, Pathways targets to directly impact 150,000 poor women smallholder farmers in their households and communities, representing 640,000 people across six countries.



A learning by doing approach

With the goal of increasing smallholder women farmer's productivity and profitability, the Farmer Field and Business School (FFBS) is a hands-on, learning by doing approach through which groups of farmers meet regularly during the course of the cropping or livestock production cycle to experiment and learn about new production and marketing options. Building on the traditional Farmer Field School (FFS) approach, which places emphasis on hands-on management skills based on adult learning principles, the FFBS is unique in its inclusion of community approaches to visioning and planning, sustainable agriculture, market engagement, nutrition, gender, and performance monitoring. FFBS groups are made up of 25-30 farmers drawn from Pathways targeted collectives including VSLAs, producer groups, marketing groups and other common interest groups that coalesce around the production and marketing of a particular crop or livestock enterprise. Sessions are led by a trained facilitator who works with a group of FFBS community-based facilitators. For Pathways, these community-based facilitators include community based extension agents as in Ghana, Farmer to Farmer Trainers in Malawi, paraprofessionals in Tanzania, Junior experts in Mali and community volunteers in Bangladesh.

collectives. This approach, the Farmer Field and Business School (FFBS) (Screen shot 2, left) is a hands-on, learning by doing approach through which groups of farmers meet regularly during the course of the cropping or livestock production cycle to experiment and learn about new methods, production and marketing options with the objective of increasing the productivity and profitability of their enterprises. The FFBS incorporates the key features of Pathways that include community approaches to visioning and planning, sustainable agriculture, market engagement, nutrition, gender, and M&E. The participatory and hands-on nature of the FFBS is expected to lead to more use of sustainable approaches and changes in behavior among Pathways program participants, with them learning and adapting Pathways approaches, tools and other practices to their own situations. Monitoring and evaluation are built into the FFBS enabling farmers to track progress, costs as well as profit and loss and to use this information to make decisions based on their own specific circumstances. An innovation brief on the FFBS is attached as Annex C.

Coupled with these efforts, pull interventions aim to engage other direct stakeholders in the change process. This includes changing the behaviors and beliefs of 1) men, boys and power holders in women smallholder households and communities; 2) private sector actors including traders, buyers, financiers and input suppliers; and 3) government officials and civil society.

Over the course of the Pathways program, the operational framework will serve as a consistent touch stone and organizing model for discussions on what is working, what is not working, and what CARE is learning. The framework builds on tested approaches applied by CARE in Ethiopia and the Pathways team has gained deep insights on the framework based on collaboration and interactions with the AusAid funded Women's Empowerment through Improved Resilience, Income and Food Security (WE-RISE) program and the USAID-funded Graduation with Resilience to Achieve Sustainable Development (GRAD) project.

Value Chain Selection

The program seeks to achieve its objectives through a focus on selected value chains. The criteria used for selection include commercial viability, country office competencies, suitability to geography, potential for growth and scale, balancing market potential and nutrition outcomes and potential to benefit women and to transform gender roles (as it relates to the structure, agency and relations women's empowerment framework). From a women's empowerment perspective, there was consideration of:

- Agricultural value chains where women were well-positioned and well-entrenched to gain maximum benefit through increased access, income, control, etc.
- Agricultural value chains which were "new" and where the gender roles were not yet established.
- Critical or major agricultural value chains which were "worth fighting for" to ensure women's productivity and empowerment could be achieved.

In each country, the selection process typically went through a three stage process: (i) a primary value chains list based on potential for growth and scale and country office competencies; (ii) an evaluation of each of these value chains based on the above mentioned criteria, evaluated against a threshold for each criteria; and (iii) detailed value chain analysis to assess viability.

Based on these assessments, each country came up with a set of value chains that also reflect the BMGF priority commodities⁶. These are:

- Mali: Rice, millet, livestock, vegetables
- India: Cereals (maize, rice), livestock, non-timber forest products
- Tanzania: Cassava, cowpeas, sesame
- Malawi: Groundnuts and soybeans
- Ghana: Groundnuts and soybeans
- Bangladesh: Vegetables (chilies), indigo

Outcome 1 (Capacity): Improved knowledge, skills, relationships, self-confidence, and conviction of women smallholder farmers.

Increasing the knowledge, skills, and capabilities of women smallholder farmers is a critical component of Pathways. The capacity building in the program is at several levels:

Building capacity of CARE program staff and partners:

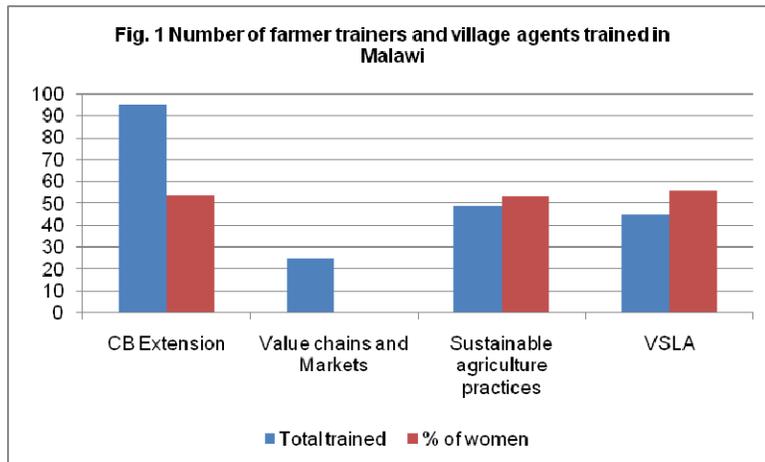
Capacity Assessment: At the global level, a capacity assessment has been carried out in key areas of the Pathways program including sustainable agriculture, gender equality and diversity, food security and nutrition, market engagement and value chain development, monitoring and evaluation and learning. The results of these assessments are informing training content and focus and will be used to assess changes in skills and knowledge over the life of the program.

⁶ Commodities in underline are in the BMGF priority list of commodities

- *Technical Guidance Notes:* Technical guidance notes on CARE’s approach to these key areas and their applicability to Pathways have been developed, and are available for use as a resource by the country teams.
- *Gender Training:* Program staff and partners have been trained on gender, equity, and diversity and on CARE’s approach to gender and women’s empowerment programming. Gender training has been done in Tanzania, Malawi, India and Ghana. Program staff used the skills gained to refine the initial gender analysis conducted in the program areas with a view to fine tune interventions and to better integrate gender and diversity in their day to day Pathways implementation.
- *Other training:* Program staff have also been trained in the key components of Pathways including sustainable agriculture, value chain development, and group empowerment approaches. Future plans are to use the FFBS to integrate the training.

Training of volunteers and paraprofessionals working directly with women smallholder farmers:

Pathways is working with community based paraprofessionals/trainers and volunteers to close the gap in the “last mile” of working with poor women smallholder farmers. It is necessary that these community agents have the same skills on Pathways implementation as the program staff and staff from partner organizations. There is emphasis to include women in these trainings to build their skills as trainers of other women.



A series of trainings have been done for the community volunteers, agents, and paraprofessionals to equip them with facilitation as well as technical skills to work directly with smallholder women farmers. While the training content is fairly the same across countries and reflects the key strategic approaches in pathways, the methodologies used vary depending on country context and experiences that the CARE team in that country has with different methods and approaches.

- In *Tanzania*, the program is using the FFBS model to train extension officers working directly on the ground, community volunteers, and paraprofessionals. The training is a five-day training, with a field activity. The paraprofessionals will also have practical training through the establishment of FFBS with the collectives with the support of CARE staff and partners.
- In *Malawi*, the team has adopted a training of trainers (TOT) model for training farmer volunteers and village agents. The TOT integrates both technical training and facilitation skills training (see Fig 1 on numbers of farmer trainers trained and the proportion that are women).
- In *Ghana*, the program has adopted the lead farmer approach, where a lead farmer is selected by the group or community, they go through the training and in turn, they organize training for other farmers. Criteria used to select the lead farmers include acceptance by the community, ability to read and write and willingness to serve the community.

- In *Bangladesh*: EKATA⁷ volunteers have been trained on facilitation skills, crop production, marketing, and the development of community action plans, amongst other skills.
- In *Mali*, junior experts from NGO partner organizations and who are working directly with farmers have been trained in value chain development, sustainable agriculture and on gender.

These different types of models allow for learning in terms of what the best strategies are for building skills for working with women smallholder farmers.

Training of women smallholders and their families:

The objective of the training for smallholder women farmers in Pathways is to build their skills, capacities and leadership on various aspects of Pathways. The training for women smallholders has been in diverse areas including: technical areas such as sustainable agriculture, basic marketing and negotiation skills, record keeping, gender and gender awareness. Most of these trainings have involved men with the objective of getting the desired changes for example in creating gender awareness and achieving equitable gender relations. While the content of training is organized around the key program areas of Pathways, the approaches used here vary across countries.

- In *Tanzania*, the training is through FFBS, where smallholder farmers come together regularly during the cropping cycle experiment together and to learn.
- In *Bangladesh*, trained EKATA volunteers in turn train EKATA members during regular meetings.
- In *Malawi*, demonstration plots of good agricultural practices are used for training on sustainable agriculture. Other topics such as marketing skills, gender are included in these trainings.
- In *Ghana*, 360 women smallholders and 40 men have been trained on good agricultural practices for the production of soybean, calculating costs and benefits using the YiPoCoMa tool⁸, and negotiation skills.
- In *Mali*, training has started on the production of shallot and other identified value chains. The program is using a training of trainers' approach where CARE staff and NGO partners, trained "relays" or facilitators who then train group members.

Box 1

Reaching women smallholder farmers in Tanzania and Ghana

In Tanzania, paraprofessionals and government extension workers have established 40 FFBS targeting 1,000 women smallholder farmers to provide "real time" training on sustainable agriculture practices, post harvest management, nutrition, gender and marketing.

In Ghana, there has been direct training of 360 women smallholder farmers by the CARE team, other NGO partners and private sector companies. Training has focused on agronomy, post harvest management and quality control, negotiation skills and pricing.

Early results show that these trainings have led to more timely agronomic practices including harvesting on time and thus minimizing post harvest losses. The trainings have also led to more market participation by women.

Outcome 2 (Access): Increased access to productive resources, assets, markets, and appropriate and reliable services and inputs for poor women farmers.

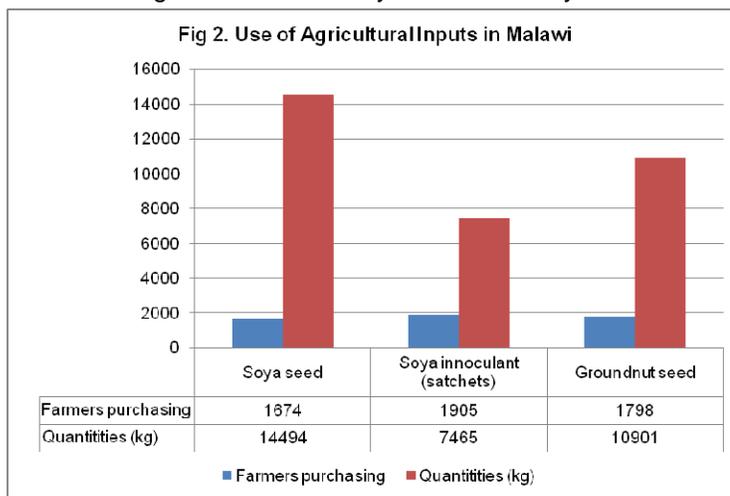
⁷ Empowerment through Knowledge And Transformative Action (EKATA) groups are groups made up of twenty women and ten adolescent girls who meet three times a week to discuss women's rights issues, receive numeracy and literacy training, identify local problems and their solutions through Community Action Plans, and become involved in local governance groups. They are led by an EKATA volunteer.

⁸ The "Yi-Po-Co-Ma" is a tool intended to provide farmers an opportunity to thoroughly analyze their own practices, better understand return on investment and come up with ways to improve their business four aspects basic agriculture related principles: "Yi" stands for Yield, and the "Yi session" aims at analyzing the practices to maximize the yield; "Po" stands for Post-harvest, and "Po session" encourages farmers to think of ways to reduce post-harvest loss; "Co" stands for Cost, and "Co session" is a training to calculate the production cost, estimated revenue and the profit; "Ma" stands for Marketing, and "Ma session" encourages farmers to think from buyers' perspective and to think of ways to satisfy their customers.

Agricultural Inputs (fertilizer and improved seeds and other inputs):

The program, across countries has built partnerships that enable women smallholder farmers to access agricultural inputs including improved varieties of the target commodities and fertility enhancing products such as fertilizers. The program strategy is to link smallholder women farmers through their collectives to market actors who provide these services and to work with these actors to develop products and use dissemination and distribution channels that are suitable and accessible to smallholder women farmers. In some countries and for some value chains, an additional strategy is to support collectives or individual women smallholder farmers or members of their families to play a role in the provision of these services, for example through community seed systems. This is especially relevant for crops such as cassava where the commercial sector is not active in the provision of planting material.

- In *Malawi*, links to research (the International Crops Research Institute for the Semi-Arid Tropics) has increased access to improved varieties of groundnuts and soybean. As a way to incentivize farmers, the program procured 1,000kg of soybean and groundnut seed and established 148 demonstration plots in the program areas as learning plots for farmers. A combination of the access and the incentives has led to farmers investing own resources in the purchase of improved seeds (see Fig 2).



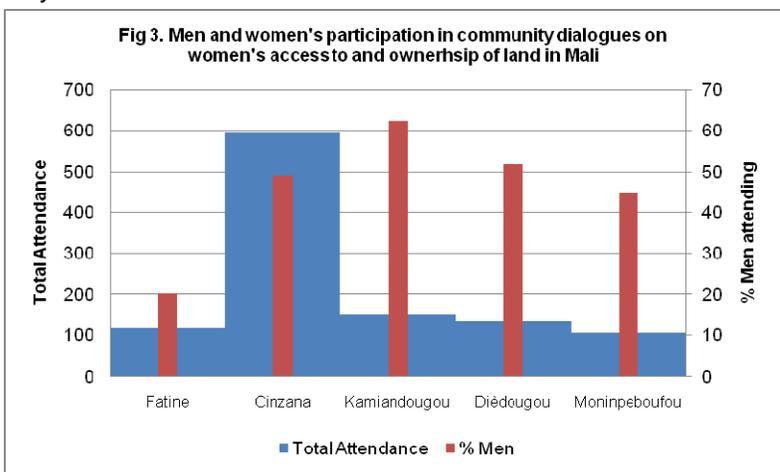
- In *Tanzania*, links to the Naliendele Agriculture Research Institute and other stakeholders has to increased access to improved varieties of cassava and sesame. Linkages are being made with other BMGF funded projects funded to develop commercial seed models for improved cassava in the program areas. As an incentive, the program procured 168,000 cuttings of improved disease free cassava stems for use in the FFBS and for bulking.
- In *Ghana*, the program has established links between the smallholder farmers and the Yara fertilizer company for accessing fertilizers and with the Savannah Agriculture Research Institute for improved varieties of groundnuts and soybeans, training of farmers on agronomic practices and establishment of demonstration plots.
- In *Bangladesh*, there has been an emphasis on using local resources and close to 430 women are making organic fertilizers to use in their vegetable gardens.
- In *Mali* a technical meeting has been held with research organizations and other technical actors to discuss a model for provision of technical services to support agriculture, livestock and fisheries.
- In *India*, partners have been identified to work with the program team and NGO partners to increase access to technologies and inputs. These include the Odisha University of Agriculture and Technology (OUAT), International Potato Centre (CIP), Agriculture Technology Management Agency (ATMA), *Krishi Vigyan Kendra* (KVK) (agriculture research centre), and the Central Rice Research Institute.

Land:

Land is one of the most critical inputs in agriculture production. Studies in both Africa and Asia however show very low access to and ownership of land by women farmers and therefore increasing women’s access to and ownership of land is a key priority for Pathways. At a global level, CARE is partnering with Landessa as part of a grant they have received from the BMGF to work with other grantees to support activities on increasing women’s access to and ownership of land. Currently discussions are on

collaboration in Tanzania, Ghana, and India. In Bangladesh and Mali, community conversations on women’s access to land are a key strategy to change attitudes.

- In *Ghana and Tanzania*, Landessa will be working with Pathways to develop materials and create awareness of the land provisions for women, engage local leaders to understand the importance of gender equality in access to land, and build skills of women to negotiate for land and advocate for the formal/semi-formal recognition of women as land owners and farmers. Working with the Pathways program participants, CARE will identify a pilot group of women within the impact group and work with the village government and village elders to initiate allocation of land and application of title and document the process and outcomes for sharing with other development actors including government policy makers.
- In *Mali*, in recognition of the fact that the farming system in the program sites is strongly influenced by the form of acquisition of land, the program has started community dialogues on the acquisition of parcels by women. These have involved men and women, given men’s role in allocation of family land (see Fig 3).
- In *Bangladesh*, a local resource mapping exercise was done with all the 54 EKATA groups who identified available local land resources (e.g. homestead land, road side land, fallow land, etc.) that can be used for agriculture. Already most of the EKATA groups have taken initiatives to utilize local resources with 805 of the women utilizing homestead land, 132 utilizing road side land, and 646 utilizing canal sides to cultivate vegetables.

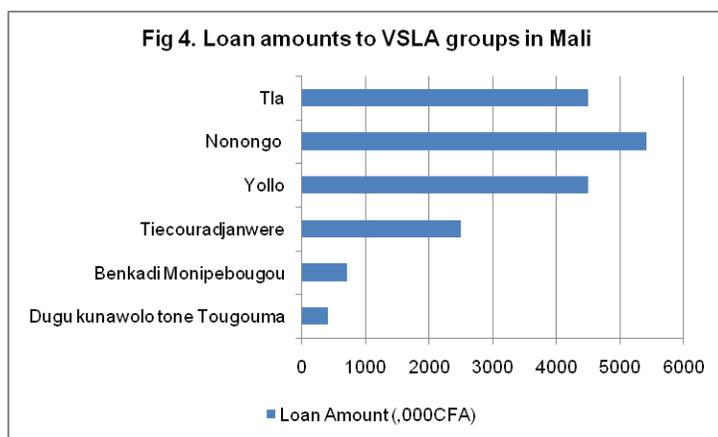


Financial Services:

The Village Savings and Loan Associations (VSLAs), self help groups (SHGs) and EKATA groups are important sources of finance for their members. However, as the members start to grow their business, there are higher requirements for large loans hence the need to link these groups to financial service providers. These linkages will happen gradually during the life of Pathways and will be guided by processes already developed by CARE’s Access Africa program.

In countries where there has been no strong culture of savings within groups, this is the starting point for building savings. In Bangladesh for example, 44 out of 54 EKATA groups have formed savings groups, with a total of 1,023 women members who by December 2012 had saved \$4,744. Most of the saving groups have opened bank accounts and are using savings for a variety of purposes including food purchase during the seasonal hunger ('monga') period and purchase of livestock such as cows and goats.

In countries where the group savings have been implemented for a considerable length of time, the emphasis is to establish linkages between these groups and formal financial institutions. For example in Mali, the program has done an assessment of



existing Microfinance Institutions (MFI) in the program area and the types of products they offer to gauge their suitability for the Pathways impact groups. Some of the groups have started linking to the MFIs for loans (see Fig 4).

Markets and Market Information:

Multiple strategies are being utilized in different countries to increase access to markets and market information. The core strategy is two pronged; the first is to build the entrepreneurial and organizational capacity of women smallholder farmers in the collectives; and the second is to link collectives with market actors including buyers, aggregators and processors. The Pathways team from across all the six countries joined a learning event organized by the BMGF funded Strengthening the Dairy Value Chain project (SDVC) in Bangladesh to learn about how this approach has worked to link smallholder women farmers dairy markets in Bangladesh. On the capacity building, marketing skills have been integrated as one of the core areas for the training and implementation of the FFBS and organizational structures such as market research committees and innovation platforms are planned across countries. Market actors have been identified through value chain analysis.

Some specific activities happening in each country include:

- In *Ghana*, the team has identified private sector actors to link with the groups of women farmers including Savannah Marketing Company, Vester Oil Limited, and Ghana Nuts Oil Limited. A representative from Vester Oil Ltd has joined the Pathways team to train women farmers on product quality, packaging, and pricing using the YiPoCoMa tools. Already, the groups have supplied 52.5 tons of soybeans to the market.
- In *Bangladesh*, a community led social enterprise 'Nijera Village and Cottage Industries (NCVI) has been identified as a key market for the EKATA group members for indigo. Plans are under development to link the vegetable producers with markets in the next few months.
- In *Malawi*, farmer trainers have been trained on value chain development and the expectation is to transfer these skills to members of the VSLA's and producer groups. Market research committees, each representing a cluster of VSLAs and producer groups are planned to act as linkages between the producer groups and the market actors.
- In *Mali*, an analysis of all value chains and the position of women in the selected value chains has been completed. Based on these findings, activities to build women's capacity and to link them with market actors have started. Women have been trained in commercial farming and activities to bulk commodities through cereal banks have been initiated.
- In *Tanzania* training on markets has been integrated in the FFBS and will be part of the 40 FFBS established during this cropping cycle. Links are being established with sesame and cassava processors and buyers and with other projects in the region.

There are also efforts to involve women in other points of the value chain. For example in Ghana, there is a role for community aggregators and the program is working women who are members of the VSLAs and currently aggregating on a small scale for the local community markets.

Outcome 3 (Productivity): Improvements in yield and income through adoption of sustainable and intensified agriculture and value addition.

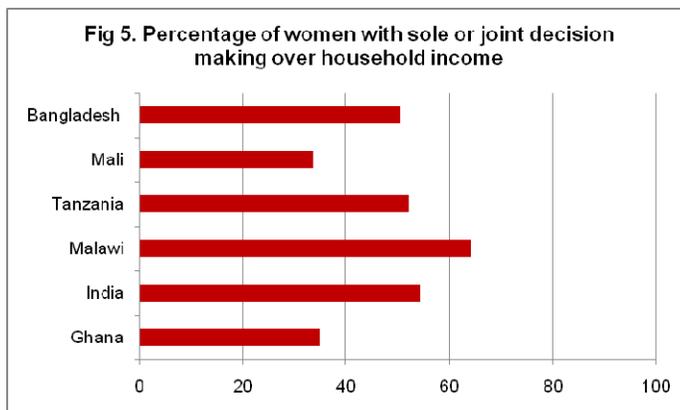
The promotion of sustainable agriculture practices in Pathways is aimed at increasing the productivity and profitability of the selected commodities. Baseline studies have shown low productivity of key commodities across countries due to low use of improved technologies and inputs. For example in Malawi, yields of groundnuts were found to be 837 kg/ha at baseline against a potential of 3,000 kg/ha. The low productivity is attributed to low use of improved seed, pest and diseases, and low input use. The program strategy in this area is to promote the use of productivity enhancing technologies, reduce inefficiencies in production to optimize profitability and link to markets that offer farmers better prices for these commodities. The FFBS, demonstration plots, farmer field schools and other approaches being used across countries are expected to lead to adoption of these technologies and inputs and subsequently to changes in the yields.

Based on early adoption of improved practices, the program is starting to project potential yield increases and potential production and value of production. For example in Malawi, the total projected output from the Pathways program area for groundnuts is 1,761.2MT of groundnuts valued at USD 228,956 and 2,300.8 MT of soybean valued at USD 163,356⁹.

Across all the countries, most of the commodities are in the first cropping cycle and therefore yield data is not available until later this year. There are however some examples of early results from preliminary activities done during the inception phase of the program. In Ghana, the yield of soybeans has been observed to increase from the current 300 kg per acre to 500 kg per acre

Outcome 4 (Household Influence): Increased poor women farmer contributions to and influence over household income and decision making.

The involvement of women in smallholder agriculture and market participation is a necessary but not sufficient condition for their empowerment. Ensuring that women contribute and have influence on household income and household decisions is therefore a key outcome for the program. Baseline studies show variation in women’s ability to make decisions over household income (Fig 5). The objective is to increase the proportion of women making major decisions either solely or jointly on household income. Several activities have been started to influence this. For example the FFBS and other gender training materials include sessions on household decision making. The engagement of men and boys will have one focus as changing gender norms on women’s decision making. The capacity building of individual women to increase their knowledge and skills is also expected to lead to changes in their decision making especially on use of income from agricultural activities. Majority of the activities leading to this outcome will be initiated this year.



Outcome 5 (Enabling Environment): More positive and enabling attitudes, behaviors, social norms, policies, and institutions (multiple levels).

The achievement of women’s empowerment requires an enabling environment at different levels. Several countries have already started activities to change the attitudes, behaviors, social norms, and policies that perpetuate gender inequality and contribute to the disempowerment of women. At the global level, a policy analysis has been initiated to develop a model for conducting gendered and equity analysis of barriers to services, resources and assets for women smallholder farmers in Pathways countries. This analysis will also identify gaps in current knowledge and understanding of these issues and inform policy engagement and public advocacy strategies to address these barriers within Pathways. Training on gender norms and the engagement of men and boys, and activities on creating awareness of harmful gender norms and consequences has been integrated in training modules (e.g. the FFBS), and are a key activity in country work plans for this year. Each country is building on previous experiences and networks that already exist in the country to influence these policies and social norms.

Activities contributing to the outcome have started in Tanzania and in Mali and other countries will be starting these activities this year.

⁹ Calculated using off season prices of USD 1.3 per kg of groundnuts and USD 0.71 per kg of soybeans

Box 2

Gender and Agriculture Learning Alliance (GALA) in Tanzania

GALA is a platform for sharing experiences, learning, and amplifying women's voice on their priorities in agriculture and has been initiated by the Pathways country team. It is a coalition of development actors that work in the agriculture sector in the Southern Region of Tanzania and was launched in November 2011 with the objective to analyze and change structural constraints to women's equitable participation in agriculture in Southern Tanzania and to generate synergies, leverage resources and promote learning among the stakeholders.

GALA is already starting to influence other development organizations especially those that did not have a focus on women. The alliance is hosted by and falls under the Regional Coordination Committee of the Regional Governments, with CARE as the secretariat. It has a steering committee composed of government representatives from Mtwara and Lindi, CARE, and Concern International.

In Mali, an intensive campaign has commenced with village authorities and municipal administration on a number of themes including violence against women and women's participation in decision making at the village and municipal level administrative processes. These campaigns have been attended both by the administrative leaders and men and women, and youth. In total, these campaigns were attended by 812 participants and the target is to reach 3,180 in the program area.

Objective 2: To enhance the scale of high-quality women-responsive agriculture programming (within CARE)

As a flagship initiative within CARE's food and nutrition security portfolio, a key objective of CARE USA is to make Pathways a platform within CARE, influencing CARE's work beyond the direct countries and areas of intervention of Pathways.

Outcome 6: Knowledge and incentives applied to scale improvements in program quality across other CARE initiatives, partners and development organizations.

Over the course of the reporting period, CARE initiated critical internal collaborations leading to Pathways tools, concepts and practices being adopted by an additional set of countries as well as being applied more broadly within the core Pathways countries of Mali, Ghana, Tanzania, Malawi, Bangladesh and India. Importantly, a number of additional initiatives are now adopting elements of the Pathways monitoring and evaluation tools, creating significant opportunities for data comparisons and cross learning within and beyond CARE in the years ahead.

Specific intra-CARE collaborations advanced over the course of the reporting period include:

Women's Empowerment: Improving Resilience, Income and Food Security (WE-RISE):

CARE Members Engaged: Australia, Malawi, Tanzania, Ethiopia | Donors Engaged: AUSAID

During the design of Pathways, CARE Australia developed a five-year proposal to AUSAID under the agency's signature Australia Africa Community Engagement Scheme (AACES). Drawing heavily on the Pathways preliminary analysis conducted in Malawi and Tanzania and the groundwork laid by the Pathways design process, WE-RISE is similar in intent, objectives and theory of change to Pathways. Seeking to maximize the opportunity in having two similar initiatives launching around the same time, CARE USA and CARE Australia collaborated to co-design the baseline evaluation generating comparable data on a much larger set of participants, including adding Ethiopia to the data set. Other areas of collaboration have included joint learning and planning meetings in country, WE-RISE staff participation in Pathways global planning meetings and some sharing of staff across initiatives in Malawi and Tanzania.

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

CARE Members Engaged: Canada, Ghana, Mali, Bolivia | Donors Engaged: CIDA

Similar to WE-RISE, the LINKAGES program was designed with a close eye to the Pathways theory of change and drawing on preliminary analysis completed during the Pathways design phase. The LINKAGES project focuses on food security and nutrition and on enterprise and economic development.

It aims to improve livelihood security and resilience of vulnerable people in four countries in Africa and Latin America, two of which overlap with Pathways (Ghana, Mali). In overlapping countries, discussions have been pursued around consolidating implementation strategies, adopting or adapting Pathways monitoring and evaluation tools and sharing staff across the initiatives. As LINKAGES was initiated later in the reporting period, these discussions remain nascent but are a key priority for both CARE USA and CARE Canada and are expected to deepen, particularly around monitoring tool adoption and, in Ghana, potential staff sharing arrangements.

Influencing Strategic Planning in Pathways Country Offices:

Beyond specific projects, Pathways teams have also taken the initiative to adopt Pathways thinking, design elements, strategies and tools for other areas of their programming. In India, the Pathways team has been involved in the development of that country office's Strategic Program Development Framework for Adivasis (Scheduled Tribes) and Dalits (Scheduled Caste) who are the impact group for Pathways. As a result, there are close similarities between the Pathways theory of change and long-term CARE India programming framework for these groups. Similarly, in Ghana, the Pathways design has contributed to the country office review of the long-term food security and nutrition program in northern Ghana. In Bangladesh, the close linkage between Pathways and the DFID-funded SETU program in Rangpur is driving the emergence of a common learning agenda within that country office. Similar 'Pathways spill over' is evident in all implementing countries in one form or another and CARE will be monitoring this process closely to routinely assess progress toward Outcome 6.

Influencing Strategic Planning and Programming Beyond Pathways Country Offices:

By establishing close ties with other teams across CARE focused on food and nutrition security, Pathways has laid the groundwork for broad-based internal impact. By engaging CARE Ethiopia through both the WE-RISE initiative but also the USAID-funded GRAD Program, which represents the cornerstone of that country office's food security platform, Pathways has generated an operational framework with broad appeal that is grounded in lessons learned in Ethiopia among other places. In contrast, CARE Ethiopia has adopted the Pathways baseline tools and applied them across several of their food security programs, establishing the Pathways toolkit as the new standard for CARE Ethiopia's long-term food security program. Striving to leverage the significant lessons learned via the BMGF funded Strengthening the Dairy Value Chain project in Bangladesh, Pathways has drawn on that teams' value chain and monitoring tools while also engaging the team in discussions on strategies for strengthening the women's empowerment impacts of the SDVC II initiative beginning on January 1, 2013.

Building the Pathways Reputation Internally:

Beyond concrete collaborations, the Pathways Team has also worked extensively to build an internal appreciation for and understanding of the programs objectives and potential. Towards the end of the first year of the Pathways program, Core Team staff reached out to organizations and individuals who had engagement with the Pathways program over the course of the year to hear about their experience and level of engagement with Pathways. From other CARE International members, the reflections shared have included appreciation for the sharing Pathways has had with other programs, in particular sharing M&E systems and learning plans which have been "greatly influential" in how other projects have constructed their programs and that respondents report they have "gleaned ideas from content and format". One area identified for growth and improvements in the coming years by respondents is increasing cross-communication, especially at the country level between programs. Other suggestions for future engagement include hosting joint learning events together in the future.

Objective 3: To contribute to the global discourse that surrounds women and agriculture.

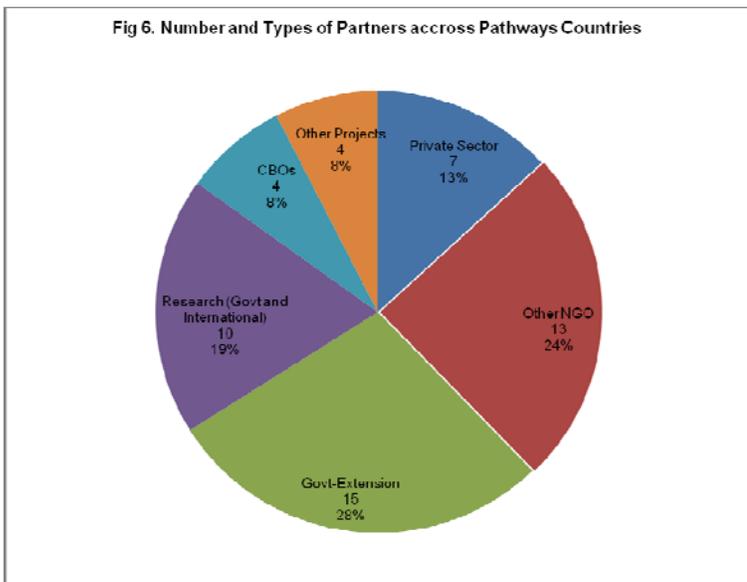
The third Pathways program objective is to position the program to be an active and influential voice in global as well as local discourse on women in agriculture. This objective is pursued through proactive engagement, relationships, and dialogue with external actors in partnerships and platforms and multiple levels.

Outcome 7: Strengthened relationships, effective dialog, and proactive engagement with external actors in learning partnerships and platforms at multiple levels.

CARE has worked extensively in the first year of programming to build relationships with key actors across the programs areas of interest (Fig. 6). These engagements have ranged from highly-visible events and announcements to management discussions around concrete collaborations. Of particular priority for CARE in this effort has been to identify and pursue collaborations with other BMGF grantees with a focus on maximizing the BMGF’s return on inter-related investments. Some of the key engagements pursued in the first year of programming include:

Pathways at the African Green Revolution Forum:

In September 2012, the second African Green Revolution Forum (AGRF) was held in Arusha, Tanzania. H.E. Jakaya Mrisho Kikwete, President of The Republic of Tanzania with former UN Secretary General, Kofi Annan chairing the forum. Pathways collaborated with Alliance for a Green Revolution in Africa (AGRA), the Ford Foundation and the World Bank to co-organize two sessions on Women in Agriculture during the forum. The first session was a functional public launch of Pathways and the Africa Women in Agriculture Research and Development (AWARD), another BMGF-funded program. The session was attended by close to 60 people. During this session, Jemimah Njuki talked about Pathways, the objectives and the key levers of change that are required to ensure women’s empowerment in agriculture. The second session was a high level discussion on investing in women smallholder farmers with several speakers among them Catherine Bertini, USAID Board of International Food and Agricultural Development and The Chicago Council on Global Affairs, Cecelia Akintomide, Secretary General and Vice President African Development Bank (AfDB) and Ngone Diop, Chief, Gender Division, African Center for Gender and Social Development, UNECA. In addition to the two sessions, Pathways organized a stand at the exhibition area that was visited by numerous organizations and individuals including the President of Tanzania and the Minister for Environment and Natural Resources. Prior to the AGRF, Pathways hosted Melinda Gates on a field visit. In her keynote speech, she noted CARE as one of the organizations working to empower women in agriculture through their village savings and loan associations.



Pathways at the G20 Girls Summit:

Pathways was invited to participate in a panel discussion at the [G\(irls\)20 Summit in Mexico City](#) in May 2012. The Summit was attended by representatives from USAID, Nike Foundation, the World Bank, FAO, Google Latin America, Nissan Mexico, Avon Mexico, NoVo Foundation, ICRW, Landesa, and others. The panel was moderated by David Joslyn from the Chicago Council. Twenty-one delegates from the G20 countries plus the African Union, all females aged 18-20, attended and then wrote a communiqué to G20 leaders about these two topics. The panel question was “What are the constraints women smallholders face? Who are women smallholders?” Abbey Davidson-Maffei, representing CARE, talked about examples from Pathways countries and three categories of women smallholder farmers emerging, the need to place gender transformative approaches at the center of agriculture and food security programming to realize the full potential of women in agriculture and the fact that this is a core aspiration of Pathways.

Pathways at the mAgri WebEx on Reaching Women Smallholder Farmers:

Haven Ley of BMGF and Jemimah Njuki of CARE participated in a WebEx organized by mAgri to talk about reaching women smallholder farmers with information. Under the [mFarmer Initiative](#) mAgri is working with mobile service providers and agricultural organizations to ensure their Agri VAS (Agricultural Value Added Services) are equally accessible to women smallholder farmers as they are to men. Dr. Njuki discussed integrated services that respond to women's multiple roles in agriculture and their households. A focus note was developed from the materials presented and is available on the mAgri website and provides practical and actionable lessons on how to design and market mobile services for women farmers.

Oxfam Women and Collective Action Research Initiative:

Pathways participated in the online dialogue organized by Oxfam GB on women and collective action as part of their final meeting of the Women and Collective Action (WCA) project's International Advisory Group (IAG). The purpose of the meeting was to share the research findings, recommendations and key messages from the WCA project. One of the key recommendations during this meeting was for CARE and Oxfam to convene a global meeting with other BMGF grantees within this year to enable sharing of lessons on working with collectives to achieve women's empowerment. CARE and Oxfam will continue discussion around that opportunity in early 2013.

Links with other organizations working on women and agriculture:

Pathways made links with several organizations working on women and agriculture. Among these are the Global Fund for Women, the International Centre for Research on Women, Farm Radio, and the International Food Policy Research Institute with which Pathways collaborated on a proposal to the International Initiative for Impact Evaluation (3IE) consortium to enhance the evaluation work in Bangladesh and Ghana.

In Tanzania, Pathways has linked with a USAID-funded program being implemented by Land O'Lakes International Development. Through this program, a multi-stakeholder organization, known as the Coalition for the Advancement of Women in Agriculture in Tanzania (CAWAT), is under development which is made up of civil society and government partners committed to building women's leadership in agriculture and food security which will implement activities that assess and aim to address gender constraints faced by women in agriculture and food security, and promote policy changes that support women in agriculture. The Pathways team leader sits in the steering committee of CAWAT.

Within the reporting period, Pathways also had strategic engagements and presentations with donors and multinational corporations. A CARE delegation that included CARE's President and CEO, Pathways Team Leader, and the Economic Development Unit Director made a presentation on CARE's engagement with women smallholder farmers to Wal-Mart and foundation staff including the president of the foundation and head of the women's economic empowerment program. Pathways was also presented at the McKnight Foundation and the Margaret A. Cargill Foundation. A representative of the Syngenta Foundation visited Tanzania and had discussions with Pathways staff on potential future collaborations.

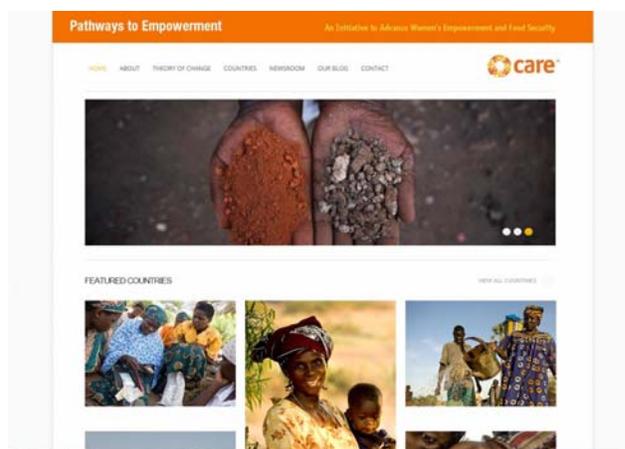
CARE has also started to build relationships with key platforms and audiences vital to achieving Objective 3. In June 2012, CARE Senior Technical Advisor Christian Pennotti represented Pathways at the CGAP/Ford Foundation Annual Graduation meetings in Paris, France at the invitation of the organizers. In July 2012, Jemimah Njuki presented Pathways at the McKnight Foundation. In October 2012, Pennotti attended the World Food Prize in Des Moines, Iowa, again building relationships and assessing potential for Pathways to play a larger role in that forum in the future. Also in October 2012, CARE Technical Advisor Elizabeth Hutchinson attended the American Evaluation Association Conference, gathering information and building contacts with leading thinkers on issues including effective evaluation in complex systems and measuring and evaluating resilience and food security.

Pathways is engaged with the Gender and Agriculture Assets Project led by the International Food Policy Research Institute. This is an eight country program bringing together research and development organizations to analyze the impacts of agriculture programming on gender asset disparities and build

capacity of program staff to collect sex disaggregated data and design and implement agriculture programs in a way that they reduce asset disparities between men and women. The Pathways team leader sits on the external advisory committee and there is potential to include Pathways in the second phase of the Gender and Agriculture Assets Project.

Pathways Communications Tools and Website:

The [Pathways website](#) was created during the inception period as a tool to share information about the Pathways program with external audiences. The website includes content about the Pathways program including the theory of change and country profiles. The website was formally launched at the AGRF event in Arusha, Tanzania in September 2012. The most popular page on the website is the theory of change, which has been viewed 102 times. The newest feature on the website is a blog which was recently launched as a forum for sharing information and generating discussion on various topics relating to women in agriculture. The website is paired with a growing library of Innovation Briefs and publications on key aspects of the program.



2. Program Management, M&E and Learning

Program Management

Staffing:

During the inception phase (November 2011 to September 2012), staffing in all countries was completed with 29 staff hired and working in the program across the six program countries. These staff members are supported by a team of four full-time technical advisors from the global team and significant level of effort from other technical advisors in CARE including on M&E, Nutrition, Policy and Advocacy, VSLA, Economic Engagement and Value Chain Development, and Gender and Women's Empowerment. All staff have been oriented to the program and most have been trained on gender, equity and diversity, gender analysis, and the technical areas of Pathways.

Staff Capacity Building and Training:

During the inception period all Pathways country teams completed a capacity assessment to identify areas of strength and growth and opportunities for training. This information has been collected, analyzed and utilized to inform capacity building and training efforts. In addition to the in-person workshops and field visits by Pathways staff which were completed, seven web-based trainings have been offered on topics including safety and security, resource mobilization, and monitoring and evaluation tools. These training webinar events have been led by various facilitators, including topical experts in Pathways countries and program technical advisors and each session has had an average attendance of 12 participants per session from at least four countries.

Development of 24-Month Pathways Work Plans:

All countries have developed 24-month work plans that have been reviewed and shared with the Pathways Core Team. These work plans lay out the key activities in each country and are constantly reviewed as program teams progress with implementation. These country work plans have been used to develop a global plan.

Inception Workshop:

A Pathways inception workshop was held in Tanzania in February 2012. The workshop was attended by all six countries and the Pathways CARE USA and regional teams bringing together 45 participants.

During the workshop, there was a review of the Pathways theory of change, a discussion of the technical approaches, internal communication strategies, and learning and governance. Key milestones were reviewed and these informed the development of country-level work plans.

Monitoring, Evaluation, and Learning Workshop:

A monitoring, evaluation, and learning workshop was held in India in May 2012. The workshop was attended by representatives from all six countries, the Pathways CARE USA and regional teams, Coady, and TANGO bringing together 29 participants. The workshop focused on developing plans for the baseline evaluation, monitoring tools and processes, evaluation plans, and the Pathways collective learning agenda, and included a field visit exercise with collectives and ecosystem actors.

Pathways Annual Review and Planning Meeting:

The first annual review and planning was held in Malawi in November 2012 with 28 CARE staff in attendance, representing the six countries. Also participating in the workshop were representatives from TANGO, Coady, and the BMGF. The objectives of the meeting included reflecting on the inception period, discussing the operational and implementation framework, and planning for the next year of the program. Additionally accomplished during this meeting was a group review of global baseline findings and country-level work plan reviews and revisions in consultation with technical advisors on market engagement, sustainable agriculture, M&E, gender, and nutrition.

Internal Governance and Communication:

A process for internal communication has been established and is operational. This has several components:

- *Leadership and Management Team Meetings* – A monthly virtual meeting is held with program managers from each Pathways country office and the Pathways Core Team to share updates, emerging lessons, and other communications. Power Point slides and notes from these meetings are shared via email after each meeting.
- *Internal Semi-Annual Reporting* – Each country office team and the Core Team develops quarterly status reports. These brief, internally-oriented status updates are used to track implementation progress, key emerging lessons, and any ‘red or yellow flag’ issues. The reports also serve as the source of information to update program communications products on a routine basis. To support transparency and accountability as well as programmatic learning, the reports are shared across the whole team.
- *Trip and Activity Reports* – Core Team members supporting countries provide a trip summary for communication and information sharing purposes.
- *Quarterly Status Reviews* – Virtual meetings, these discussions pull together key country stakeholders and the technical team to review progress and generate updates.
- *Annual Donor Reporting* – Country offices will prepare contributions to an annual report by December 15 each year. Each country will hold a reflection meeting to inform the content of their reports. The Bill and Melinda Gates Foundation require an annual report to be delivered by January 31 each year.
- *Cross country working groups*: Cross country working groups are beginning to form across different areas of Pathways implementation based on staff functions and interests. An M&E working group was the first group to be formed and includes all six country M&E focal points and members of the core technical team responsible for M&E. It is anticipated that other working groups will form around other technical areas.

External Communication:

A communications plan has been developed for Pathways. The objectives of the external communications strategy are to: (i) Position CARE as a leader in sustainable and impactful women’s empowerment, economic development, and food security programming in Africa and Asia (ii) Highlight CARE’s unique and deep understanding of the pathways toward empowerment and toward secure and resilient livelihoods for different types of women smallholder households (iii) To showcase CARE’s larger, holistic approach to breaking the cycle of poverty by empowering women in agriculture using multi-sectoral approaches, and (iv) Share learning and impact from the Pathways program with internal and

external audiences. The communication plan identifies different audiences, targeted messages and the channels appropriate for them. Implementation of the Pathways communication plan has started with the development of several materials: (i) A Pathways website and blog series (www.carepathwaystoempowerment.org) (ii) A Pathways program overview for dissemination to key stakeholders. A country specific overview is planned to complement this global overview. (iii) Banners for use in global meetings have been developed and contextualized for Asia and Africa, and (iv) Other Pathways documents such as the operational strategy, implementation plan, and innovation briefs.

Monitoring, Evaluation, and Learning

Baseline Studies:

As previously mentioned, baseline studies were conducted in all six Pathways countries between June and September 2012. TANGO led the development of a mixed methods tools for baseline studies with input from different country teams and the CARE USA and Pathways Core teams. The tools consisted of global-level indicators from the Pathways theory of change and an accompanying M&E plan to each and country-specific indicators added by country teams based on additional indicators that they wanted to monitor at the country level. In addition, TANGO played a key role in working with countries to identify qualified local partners to implement the baseline studies, provided training of enumerators, survey oversight, data analysis, and report writing. In all countries, teams of local enumerators were recruited to collect data for the baseline. Preliminary findings from the baseline studies can be found in Annex D.

Monitoring and Evaluation Plan and Tool Development:

The Pathways global monitoring plan has been designed to facilitate continual review of results and enable course corrections where necessary. The plan relies wherever possible on tested methods applied previously by other CARE initiatives or developed by leading development institutions. Where necessary, new tools have been developed for Pathways and will be applied in Year 1 on a pilot basis with anticipated adjustments at the Year 2 learning and annual review meeting. The global monitoring plan focuses on tools and practices to be applied across the program, recognizing that at a country level, teams may need to customize certain fields and response options and add additional tools to their monitoring systems. Webinars and workshops have provided training and cross-sharing of monitoring tools. In addition to the global monitoring plan, each country has developed a monitoring, learning and evaluation plan specific to their programming and systems. The global evaluation plan for Pathways was completed during Year 1 by TANGO and Pathways staff and details the specifics about the baseline and final evaluations. More detailed information about the Monitoring, Evaluation, and Learning can be found in Annex D.

Collectives Engagement Strategy and Learning Agenda:

To systematize learning around the collectives, a learning agenda has been developed with the country teams with the support of the Coady Institute. The key learning questions identified are:

- *Appropriateness:* Which types of collectives and which types of activities are best suited to meeting the needs of poor women smallholders?
- *Group Dynamics, Power, and Empowerment:* How do relations between groups and within groups actually work? What are the factors that lead to success and how can we avoid traditional failures? How does being a group member contribute to women's empowerment? Does the type of group (by typology, women only, or mixed) affect this?
- *Collectives, Households, and Communities:* How does women's participation in groups lead to change in gender relations and increased voice and power within households, markets, and communities?
- *Collectives and Ecosystem Linkages:* How do groups serve as a platform for interface with key stakeholders? What works, what doesn't and why?
- *Intervention Sequencing and Timing:* What is the best sequence of interventions and how does this vary by sub-impact groups of women smallholders? How do groups transition across functions? When and how can we exit and leave collectives empowered and sustainable?

These learning questions have been integrated into the M&E system and a platform for sharing this learning is being developed by Coady in close collaboration with the Pathways M&E team. More information about the collective engagement strategy and learning agenda can be found in Annex E.

Cross Learning:

In early September, Pathways staff representing all six countries and from CARE USA joined other CARE colleagues in Bangladesh on a learning event with the Strengthening the Dairy Value Chain (SDVC) project. This was an in-depth learning journey that saw nearly 40 CARE staff from 15 different country offices and three CARE International members come together. The event was hands-on, with staff getting to go deep into the issues and share their own experiences on trying to help poor rural producers connect with markets. The team went through the different components of SDVC including farmer group mobilization and engagement, input systems including the micro-franchise initiative, and output marketing. Participants also got an introduction to the SDVC monitoring, evaluation, and knowledge management system. Out of the 40 participants at this learning event, 11 were Pathways staff. Several tools such as the Producer Group PowerPoint used by SDVC have been adapted for use by Pathways. Other interactions at the Bangladesh meeting with the CARE Ethiopia team have led to the adaptation of the GRAD push/pull strategy as the implementation framework for Pathways. Pathways will continue to take advantage of these learning events both within and outside CARE.

Resource Mobilization

CARE's ambition is to grow Pathways as a programming platform across CARE and to use its learning, evidence, and knowledge to influence practices and policies in the development sector. To this end, the Pathways program continues to attract interest across CARE International. Through CARE UK, CARE Ghana submitted a £500,000 request for funding to the UK's Big Lottery Fund in support of Pathways. Additionally, as mentioned above, the WE-RISE and LINKAGES programs developed by CARE Australia and CARE Canada respectively, share similar objectives and theory of change as Pathways. This nearly \$15M investment is supporting the expansion of the Pathways programming platform to new regions in Tanzania, Ghana, Mali, and Malawi while also bringing the methodology to new countries.

The Pathways program is also attracting interest from multi-national corporations operating in the food and agriculture sector as a way to learn more about gender and women's empowerment in the agriculture value chain. CARE has been in conversations with Wal-Mart, Johnson & Johnson, Coca-Cola, and Cargill on potential support of Pathways. To date, funding for Pathways has not been received from these companies due to lack of geographical alignment. However, CARE India is waiting for a response on a proposal submitted to Wal-Mart in November 2012 on strengthening the turmeric value chain in the Kandhamal District. Furthermore, CARE USA is in the process of mapping new opportunities to engage with other corporate partners.

Bilateral and multilateral donors continue to be a major focus of the Pathways resource mobilization strategy. CARE Bangladesh submitted a \$1.49M proposal to USAID in October 2012 to support the expansion of Pathways to southwest Bangladesh and is awaiting approval. CARE India had an unsuccessful bid to the EU in June 2012, but is working on a new opportunity which will be submitted by the end of January 2013.

Other foundations and individual donors have shown interest in the Pathways program and CARE USA has been able to secure over \$600,000 for the program in Ghana in addition to the core funding available from the Bill and Melinda Gates Foundation. CARE is also in discussions with the McKnight Foundation, Syngenta Foundation, and the Margaret A Cargill Foundation. In-country efforts are also underway as each of the Pathways country offices are exploring funding opportunities available locally.

While CARE has been successful in raising funds to support the Pathways programming platform, it has been a challenge to secure funds which directly support the Pathways core budget. In addition to geographical alignment as a barrier to funding, donors have cited the desire to leave their own footprint and not fund a project primarily funded by another source. CARE is looking into options to address this challenge, and moving forward the CARE Pathways team plans to amplify its resource mobilization

efforts, particularly in Bangladesh, Ghana, Tanzania, and Malawi where additional support is needed to fill the funding gap. CARE also looks forward to further discussions with BMGF on how best to continue building on the progress of Pathways and address this challenge.

3. Lessons Learned, Challenges, and Risks

Lessons Learned:

- While the technical guidance notes on key Pathways approaches have been instrumental in guiding countries on key areas of Pathways implementation, how to bring these areas together into a coherent implementation process at the country level has remained a challenge. As a result of this, a small team was constituted during the inception period combining core technical team members and country team members to develop an operational framework to guide sequencing of activities. An operational framework and implementation plan was discussed and subsequently developed. Although developed in a collaborative manner, the contextualization and application of both the operational framework and implementation plans is essential.
- Countries are operating under different geographical, cultural, and social contexts. While it is important programmatically to have a coherent framework applied across countries, the diversity of these countries also allows for learning about what strategies will work for different contexts. There will be need to allow for creativity and adaptation of processes and approaches across countries, while maintaining a programmatic focus. CARE has started seeing this diversity during the mapping of collectives. While these are pretty uniform in some countries, other countries provide more room for experimentation due to the diversity of types of collectives. This balance between local creativity and maintaining a common programmatic approach is going to be a delicate balance and will need to be closely managed.
- Pathways has defined very specific impact groups amongst poor women smallholder farmers. At the same time, the Pathways strategy is to work with existing collectives as these collectives provide a ready mechanism for working with smallholder farmers. Often, the collectives have a mix of impact groups and non-impact groups. It is however essential to work with both the impact group and the target group within these collectives to achieve the goals of Pathways. At the same time, Pathways will need to be pro-active in engaging other smallholder women farmers that may not be in the collectives but who could benefit from the Pathways interventions.

Challenges and Risks:

- One of the key challenges has been the ongoing conflict in Mali. The implications of this has been delayed start of activities in one of the program sites in Mopti. The Pathways Core Team has also not been able to travel to Mali to offer in-person technical support to the team but has been providing technical assistance remotely via telephone calls, e-mail and Skype. The Pathways team in Mali has however been able to participate in all the Pathways global activities including the learning event in Bangladesh and the Annual Planning and Review meeting in Malawi. In the last two weeks, the program office in Segou has been closed and staff relocated to Bamako. Some of the NGO partner staff continue engagement on key programmatic activities. CARE is closely monitoring the situation.
- CARE is implementing a new online financial system which is expected to improve the financial management and donor reporting. This will be especially useful for Pathways given the multi-country program sites. The system was rolled out this financial year and some challenges have been experienced which have slowed down financial operations of the program.

Plans for Next Reporting Period:

There have been no major modifications to the Pathways Results Framework.

III. Budget Progress and Results

CARE recently converted over to a new financial system and continues to experience delays on financial reporting. Therefore CARE has not included a financial report here, and would like to request a further

extension for the financial report and financial narrative. CARE will submit the outstanding report as early as possible.

IV. Required Attachments

Some projects involve activities that require you to submit an attachment along with your progress report and budget. Please answer yes or no to the questions listed below, to determine whether an attachment is required. If you answer “yes” to any of the questions, please complete the required module(s) as indicated in the footnotes. If you answer “no” to all of the questions, you do not need to complete an attachment.

Questions

Does your project involve a clinical trial¹?	Yes / No
Does your project involve research using human subjects² or vertebrate animals?	Yes / No
Does your project involve the use of recombinant DNA or genetically modified organisms (including genetically modified plants)?	Yes / No
Does your project involve the use of biohazards?	Yes / No

¹ [clinical trials](#)
² [human subjects](#)
³ [select agents](#)

If you answered “yes” to *any* of the questions above, you must complete the [Clinical Studies and Regulated Research Assurances Module](#) and submit it along with your progress report.

Technology and Information Management Questions

Please provide a response to the following questions, using the definitions of terms that are provided below. If you have submitted either a Global Access: Technology and Information Management Module or an annual report previously and nothing has changed from your previous submission, please indicate “no change.”

Do any Third Parties¹ have Rights² to Background Technology³?	Yes / No / No Change
Do any Third Parties have Rights in Project Technology⁴?	Yes / No / No Change
Have you filed any copyright registrations for or patent applications claiming any Project Technology?	Yes / No / No Change

¹ Third Parties: Any individuals, organizations, or companies that have not executed a foundation-approved collaboration agreement that is associated with the project.

² Rights: (i) Any interest (e.g., license, ownership, option, security interest, etc.) in patents, patent applications, and copyrights and (ii) the rights to use any technologies, information (including trade secrets), data, or materials.

³ Background Technology: All technologies, products, materials (both physical and written), software, data, processes or formulations, and all associated Rights, to be used as part of your project that were created prior to or outside of the project.

⁴ Project Technology: All technologies, products, materials (both physical and written), software, data, processes or formulations that are created, compiled, conceived, or reduced to practice as part of your project, and all associated Rights.

If you answered “yes” to *any* of the questions above, you must complete the [Global Access Technology and Information Management Module](#) and submit it along with your progress report.