



# A Decade of Impact: CARE-Cargill Partnership





## Executive Summary

CARE is a global humanitarian organization providing disaster relief to areas in crisis, while providing long-term solutions to poverty around the world. Over the last decade, CARE and Cargill, a global food, agricultural, financial, and industrial products company, have worked together to improve the lives of rural agricultural communities globally. The partnership has implemented 19 projects across 10 countries including Brazil, Costa Rica, Côte d'Ivoire, Egypt, Ghana, Guatemala, Honduras, Nicaragua, India, and Indonesia. These projects are driven by CARE's SuPER principles,<sup>i</sup> that food and agriculture systems should be Sustainable, Productive and Profitable, Equitable, and Resilient, and Cargill's sustainability goals<sup>ii</sup> which come to life through its global purpose to nourish the world in a safe, responsible, and sustainable way. CARE and Cargill's portfolio of projects are designed to achieve multiple benefits including increasing productivity, incomes, building resilience of small-scale food producers to climate change, all while contributing to women's empowerment and nutrition. The partnership is helping build more resilient farming communities through these principles and goals.

CARE and Cargill are committed to measurement and using evidence to achieve greater impact in its programs. By employing an evidence-based approach to programming, the partnership can hold itself accountable to its goals and understand its impact, lessons learned, and areas needing improvement. This report takes a retrospective look at CARE and Cargill's work over the last decade to establish the partnership's progress and to understand where, how, and to what extent it has achieved sustainable impact, drawing on nine final evaluations, CARE's Program Initiatives and Impact Reporting System (PIIRS), and 19 program reports between 2008 and 2018. This report draws from CARE's Ensuring Sustainability report<sup>iii</sup> and uses CARE's She Feeds the World program framework<sup>iv</sup> guidelines to lay out different elements of CARE and Cargill's programs. This report helps demonstrate how CARE's SuPER principles and Cargill's sustainability goals have been operationalized and provides evidence of how the partnership has created change for vulnerable populations living in areas where Cargill's business operates.



Since 2008, CARE and Cargill have reached over 418,000 people directly and 1,786,000 indirectly through 19 projects in 10 countries. This work has addressed complex issues spanning smallholder agriculture, market access, women's economic empowerment, nutrition, child labor, education, and water sanitation and hygiene (WASH). The key has been tackling multiple challenges and creating a holistic approach to working with rural agricultural communities as CARE and Cargill aspire to create long lasting, sustainable impact. Across these geographies, the partnership has given people the resources, skills, and tools necessary, to change their own lives. Here is a selection of results from the full Decade of Impact report:

- In the three-country **Nourishing the Future** program, farmers learned and applied new agricultural techniques. As a result households in Nicaragua saw their income increase by 22.5% and incomes **more than doubled in Guatemala and Honduras.**

- In India’s **Kutch Livelihood and Education Advancement** project, the partnership linked 5,594 milk producers with the formal dairy market. These farmers were then able to sell more than 5.1 million liters of milk, leading to a two-fold increase in profit and a 182% increase in income.
- In Ghana’s **Prosperous Cocoa-Farming Communities**, 2,180 Village Saving and Loans Association members saved more than \$112,000 combined. Access to financial services increased five-fold, from 14.22% to 79% by the end of the project.
- In Indonesia’s **Promoting a Sustainable and Food Secure World**, the partnership completed construction of water and sanitation facilities in 20 schools while establishing 20 WASH committees to oversee construction and renovation of their schools’ sanitation facilities. The project was able to push the government for substantial changes that address issues of water and sanitation, resulting in an additional commitment of more than \$170,000 to replicate the project’s approaches in 23 more schools in 2018.
- In Cote d’Ivoire’s **Support to Cocoa Growing Communities II**, 1,780 parents and 963 children were trained on child labor prevention. Twelve governing bodies called Community Development Committees (CDCOMS) were created so that community members could come together to develop solutions to common problems within their communities, including child labor. As a result, there was on average an 82% reduction in the risk of child labor among families in 15 communities.

This review has not only demonstrated impact, but surfaced some critical lessons learned for the future:

- **Commit to addressing climate change:** Sustained commitment to climate change adaptation and risk management activities over the longer term is critical given the severity of the impact of climate change on small-scale food producers.
- **Enhance nutrition programming:** Successful programs do not assume that greater availability of food—even nutritious food—or higher income automatically translates into improved nutrition. Our programs should focus on providing information about health diets for women, infants, and young children and take into consideration structural and relational norms that affect nutrition practices.
- **Invest in measurement:** It is important we invest in comprehensive monitoring and evaluation systems as we design new programs. This entails building systems that allow us to routinely monitor our processes, progress toward targets, and learn quickly when our approaches are failing so that we address shortcomings early.
- **Improve knowledge management, learning, and communications:** CARE and Cargill are continually working to use and share information, tell our story effectively, as well as apply our learnings to refine delivery mechanisms for Cargill as a development partner. In the future, the partnership seeks to develop knowledge management, learning, and communications strategies that foster learning between project teams and address shortcomings and gaps through further research and innovation.
- **Stronger gender programming:** Successful programs should address multiple aspects of gender inequality in farming communities by supporting women’s empowerment, increasing women’s access to and control of productive resources, and enabling women’s access to inclusive markets. Projects that are most successful are gender-transformative and work to create change both at the household level as well as systemically.

## Introduction

Despite significant progress over recent decades, high levels of hunger and malnutrition persist. In 2018, over 815 million people were hungry, with roughly 150 million children under 2 years of age stunted, 50 million children classified as wasted, and close to 40 million children classified as overweight.<sup>v</sup> Food security and nutrition issues are increasingly complex and interrelated with limited economic opportunity, especially for women, sub-optimal agricultural production, persistent inequality, poor access to nutritious food, climate change, lack of access to education, and poor water and sanitation practices are just a few challenges contributing to these observed trends. For over fifty years, CARE and Cargill have collaborated to address these issues by promoting sustainability and improving food security and nutrition in rural communities. CARE and Cargill believe just and sustainable food systems are possible, but only if we actively address injustice, improve rural livelihoods, and build more inclusive systems can we achieve sustainable, long-lasting impact.



To combat these challenges, CARE and Cargill have launched global programs over the last decade focused on improving agricultural production capacities, connecting micro-entrepreneurs and farmers to markets, improving knowledge, skills, and practices regarding nutrition, and fostering well-governed communities. CARE and Cargill seek to understand how effective the partnership has been by measuring the success of our partnership against the impact on communities we serve. This report examines factors of success over a decade of partnership between CARE and Cargill. It includes concrete program examples that demonstrate positive impact and sustainability, lessons learned on how to best support communities to maintain gains, and serves as a resource for others to use in establishing responsible, impact-driven public-private partnerships.

## CARE & Cargill: A Model Partnership

CARE and Cargill's fifty-eight-year relationship has evolved from philanthropic to strategic engagement. In the early 1960s, Cargill sent CARE packages to more than 1,000 families, hospitals, and orphanages around the world. Cargill continued its support of CARE's work and in 2008, announced a \$10 million, 5-year commitment called the Rural Development Initiative. Similar commitments were made in 2013 and again in 2016.

Throughout the partnership, there has been consistent and clear focus: Cargill sought to invest in communities in proximity to its operations or sourcing, while CARE sought to leverage unique resources of the private sector to realize its mission. Cargill is responsible for resourcing: funding, volunteers, and expertise. CARE designs program interventions, implements programs, and oversees monitoring and evaluation. Jointly the partners liaise with government partners and media to leverage additional support and raise awareness of the initiative. Overlapping global presence, shared commitment to socially responsible business and longevity, and common core values and culture have led to what CARE and Cargill now consider a model partnership.

The CARE-Cargill partnership works because our goals truly align. Motivations may be different, but we are aligned in our desired impact. Together as partners, we set objectives, identify geographies to work in, monitor progress of

our interventions, and determine when change is needed. Transparency and collaboration are key as it enables us to design and manage programs that meet our mutual needs. In addition, each partner has dedicated champions who guide and tend to hundreds of global intersections. Both CARE and Cargill are also willing to hold conversations with transparency and assumption that there is always a way forward. Lastly, both partners are results-driven and committed to measurement. Because of this shared commitment, we have been able use our learnings to improve the way we engage with communities and to tell our story to the broader INGO and corporate community.

## Partnership through the Decades

Since 2008, CARE and Cargill have implemented three phases of programming focused on improving food security, nutrition, livelihoods, and governance for communities in Brazil, Costa Rica, Côte d'Ivoire, Egypt, Ghana, Guatemala, Honduras, Nicaragua, India, and Indonesia with a total investment of more than \$25 million.



## Rural Development Initiative

The Rural Development Initiative (RDI), in Ghana, Côte d'Ivoire, Egypt, India, Honduras, Guatemala, Nicaragua and Brazil, was a five-year, \$10 million initiative implemented from 2008 to 2013 with the overall goal of improving livelihoods and strengthening supply chains while alleviating poverty. The initiative focused on a diverse range of issues, including crop yields, market access, farmer incomes, access to education, child labor, healthcare, nutritional support, and safe drinking water. The first phase of our work reached over 100,000 people directly and more than 220,000 people indirectly. Of those reached, 164,000 were women.

## Rural Development Initiative Phase II

Phase II of the RDI, implemented from September 2013 to August 2016, built on the work achieved during previous years in Ghana, Côte d'Ivoire, Egypt, India, Honduras, Guatemala, and Nicaragua, enhancing all projects under four key pillars: building the production capacity of smallholder farmers in the supply chain, connecting farmers to markets, ensuring the food and nutrition security of communities, and addressing issues of governance, child labor and education. The three-year, \$7.5 million initiative also included increased investment in communications as well as monitoring and evaluation to better capture lessons learned. RDI Phase II reached nearly 240,000 people directly and upwards of 1.1 million indirectly. 717,000 of those direct and indirect beneficiaries were women.

## PROSPER: Promoting a Sustainable and Food Secure World

The third and current phase of the Cargill-CARE partnership, which is titled PROSPER, runs from 2016 to 2019 and spans eight countries: Ghana, Côte d'Ivoire, Honduras, Nicaragua, Guatemala, Costa Rica, Egypt, and Indonesia.



This \$7.2 million investment aims to increase gender equitable food security and resilience to climate change with women's economic empowerment as a cross-cutting theme. PROSPER supports communities to achieve four common objectives: increase equitable access to nutritious foods and income, increase capacities and assets to manage climate change-related shocks and stresses, strengthen inclusive governance, and improve nutrition behaviors and educational performance. This phase of partnership is committed to increasing local business unit involvement with a continued emphasis on communications and M&E.

## Building Farmer Prosperity and Resilience

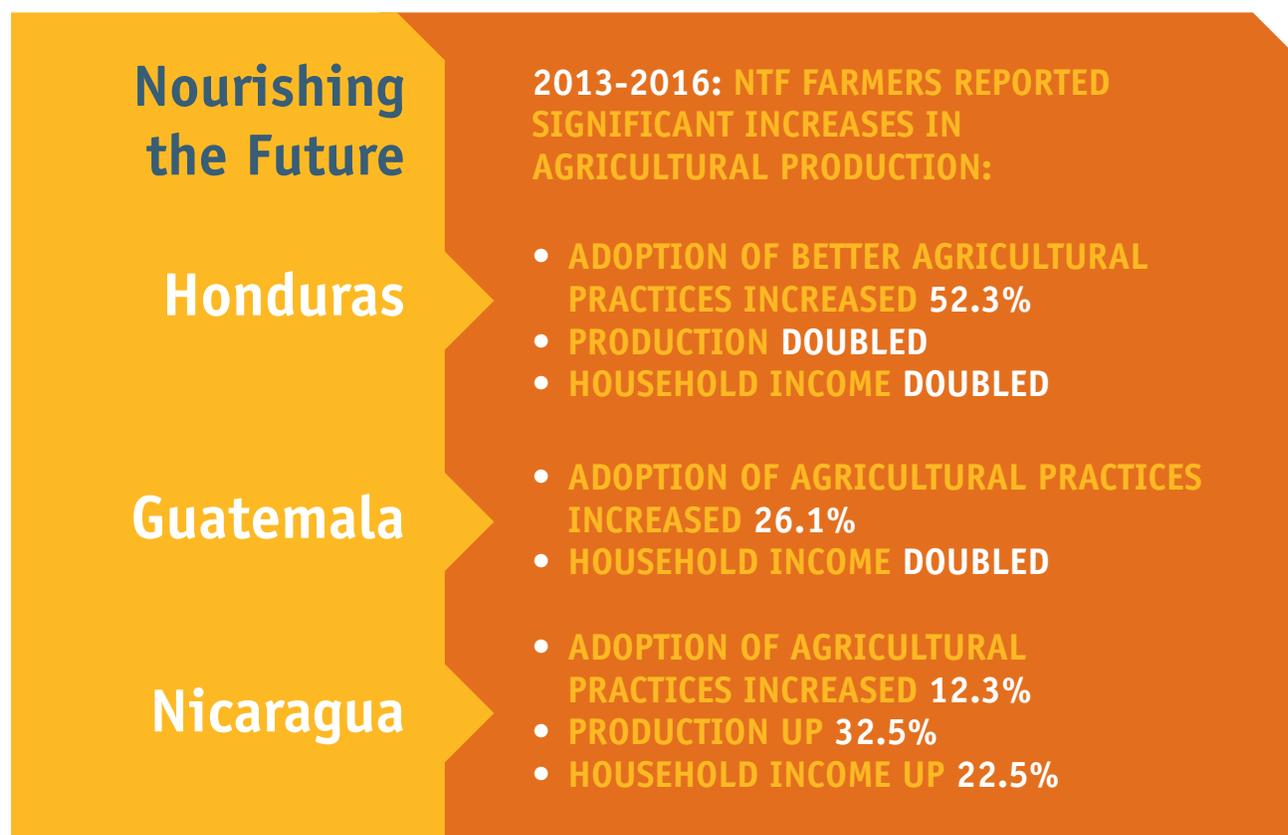
### IMPROVING AGRICULTURAL PRODUCTION CAPACITIES

CARE and Cargill have a strong focus on helping farmers increase their confidence and skills, and cope with the challenges they face, including in farming and market access. Over the last decade, the partnership has promoted good agricultural practices to improve the production capacities of farming communities through community groups including Village Savings and Loans Associations (VSLA), farmer groups, and self-help groups. Working with groups has the advantage of building on social solidarity and creating social capital, as well as giving people a space to experiment with peers, and develop literacy, financial literacy, functional numeracy, and other context specific life skills.

To improve the adaptive capacity, yield, and income of farmers through the adoption of sustainable agriculture, value addition, and market engagement practices, CARE and Cargill use the Farmer Field and Business School (FFBS)<sup>vi</sup> participatory approach as a platform for farmers to experiment with and learn about participatory approaches to resilient agricultural production techniques, risk analysis, business management, market literacy, and gender equity. This allows farmers to observe and analyze how and why different outcomes are generated and make informed decisions about farming techniques. FFBS also provides insights into individual adoption rates and challenges of adopting agriculture practices that can inform practitioners about how communities are adopting, adapting, and empowering themselves to make collective decisions on how to better manage their farms.

## The Proof

CARE and Cargill's *Nourishing the Future* regional program in Guatemala, Honduras, and Nicaragua aimed to foster more prosperous and resilient farming communities across Guatemala, Honduras, and Nicaragua. To improve production capacities and ultimately increase agricultural yield, CARE provided training in good agronomic practices across seven value chains including yellow and white maize, red beans, sorghum, green beans, blackberries, and peas. Through field schools, farmers are trained in practices that can improve water use and efficiency, soil moisture and retention, drought tolerance, and ultimately boost their production.



Small-scale producers are applying what they have learned to maintain and expand their businesses, with some venturing to develop new businesses. Despite unpredictable climate patterns and an unprecedented time of drought resulting from El Niño, farmers reported significant increases in agricultural production, while most farmers in the agricultural sector cited less productive seasons. Sorghum production in Nicaragua was 45% higher than the national average (1.82 tons per hectare).<sup>vii</sup> A likely explanation for the observed increase in production is better agricultural practices among Nourishing the Future farmers. The number of farmers using agricultural techniques that help improve production doubled in Honduras and Nicaragua. There was a 26.1% increase in Guatemala, with 95% of the farmers applying at least one improved practice. Between 2013 and 2016, adoption of promoted agricultural practices in Honduras and Nicaragua increased by 52.3% and 12.3% respectively. In Guatemala, there was a 26.1% increase in application of new technologies and optimal agricultural management practices, with 95.1% of farmers having adopted at least one new practice by the project's end line evaluation. Because of these improved practices, coupled with greater access to inputs, credit, and markets, yield and incomes increased across the board. In Guatemala, there was a 13.8% increase in green bean yield. In Honduras, yellow maize yield increased more than five-fold, with white maize yield increasing by 16%, and red bean yield by 23%. Sorghum production in Nicaragua increased by 32.5%. Households in Guatemala and Honduras more than doubled their income, with income increasing by 22.5% in Nicaragua.<sup>viii</sup>



## Connecting Farmers to Inclusive Markets

Market systems development is a proven approach to achieving sustainable impact at scale. Through market systems development, organizations seek to ensure that their work builds markets that are competitive, inclusive, and resilient. For a long time, organizations have worked on value chain development focusing on making value chains more competitive and connecting actors. Throughout the last decade, CARE and Cargill have explicitly focused on making markets work for the poor and creating market linkages.

CARE pioneered the **Push-Pull** approach,<sup>x</sup> which looks at interventions that build farmers' ability to participate in markets (push factors) and changes to the market that make it more possible for small-scale farmers to participate in markets (pull factors). Examples of push factors include: building agricultural skills, helping farmers organize collectives for group action, connecting small-scale food producers to market actors and information, and helping farmers get access to credit. Pull factors include getting market actors to develop procedures to source from small local farmer groups, supporting businesses to test models for reaching poor farmers, strengthening input supply systems, and getting services available closer to farmers.

CARE and Cargill have employed market systems analysis as a guiding approach to program design, ensuring that interventions are addressing systemic constraints that inhibit markets. Through this approach we have been able to

transform the lives of thousands of small-scale farmers. CARE and Cargill are working with farmers to ensure that they have access to productive resources, skills, and knowledge they need to improve and shape their lives. The partnership strives to not only increase access to markets but to unlock greater production, expand profits on small-scale agriculture, and increase food security. Lastly, both partners are collaborating to ensure small-scale farmers can participate in collectives to negotiate better market outcomes and make decisions in market systems.

## The Proof

The *Integrated Program for Vulnerable Children (EDUCAN)*, a five-year program implemented from 2008 until 2013 in Guatemala, Honduras, and Nicaragua, aimed to strengthen the livelihoods of farming families in the region. By the end of the program in Guatemala, CARE linked all 1,182 of its beneficiary farmers to six agro-export companies. Of those farmers, 99% increased their income with an average profit of 18.25%. At the same time, EDUCAN also helped farmers to organize farmer collective groups, creating a total of 39 farmer groups, 25 of which were formally recognized by local municipal governments by the end of the program.\* All groups now have internal regulations, payment controls, individual producer payment commitments, annual operating plans, investment plans, and legal documentation. What made the change? CARE linked farmers to formal markets, including Cargill's supply chain, and provided training in marketing, business and account management, record keeping, market literacy, strategic planning, as well as functional literacy and numeracy so that farmers could sustain their market linkages beyond the program.

### Integrated Program for Vulnerable Children

**2008-2013: Strengthened the livelihoods of farmers in Guatemala, Honduras and Nicaragua.**

**1,182 FARMERS LINKED TO SIX AGRO-EXPORT COMPANIES IN GUATEMALA: 99% INCREASED THEIR INCOME BY MORE THAN 18%**

**WHAT MADE THE CHANGE: CARE PROVIDED TRAINING IN MARKETING, BUSINESS AND ACCOUNT MANAGEMENT, RECORD KEEPING, MARKET LITERACY, STRATEGIC PLANNING, AS WELL AS FUNCTIONAL LITERACY AND NUMERACY SO THAT FARMERS COULD SUSTAIN THEIR MARKET LINKAGES BEYOND THE PROGRAM**

CARE's five-year *Kutch Livelihood and Education Advancement Project (KLEAP)*, implemented in the Kutch district of Gujarat in India, sought to help farmers reach their potential by creating sustainable improvements in the productivity of land and cattle, enhance local business prospects, and provide opportunities for women's empowerment and education. Between 2008 and 2013, the project established 192 milk collection centers to link 5,594 milk producers with the formal dairy market.<sup>xi</sup> The farmers were then able to sell more than 5.1 million liters of milk, leading to a two-fold increase in profit and a 182% increase in income.<sup>xii</sup> This success was also in part due to improved milk production quality and quantity because of greater access to feed and fodder facilities, regular animal vaccinations, and para-veterinarian services. Because farmers had better access to services and information, they could improve their livestock rearing practices and efficiencies on-farm, which led to improved business profitability, sustainable market-connections, and thus improved incomes.

## Kutch Livelihood and Education Advancement Project

**2008-2013:** Created sustainable improvements in the productivity of land and cattle, enhanced local business prospects, and provided opportunities for women's empowerment and education in India.

**192 MILK COLLECTION CENTERS ESTABLISHED AND LINKED TO 5,593 MILK PRODUCERS WITH MARKETS**

**TWO-FOLD INCREASE IN PROFIT**

**182% INCREASE IN INCOME**

*Pathways to Empowerment (Pathways)* in India, funded by The Bill and Melinda Gates Foundation, built on the vital roles women play in meeting their household food needs and contributing to sustainable development. Pathways India was implemented in remote rural villages in Odisha state where poverty levels are among the highest in the country. To address agricultural input supply system disparities, the program tested an innovation that brings affordable inputs closer to farmers—agricultural kiosks. With Cargill's support, Pathways India sought to close the input supply gap, using agricultural kiosks as sustainable providers of inputs and market information to assist farmers. The program helped local farmers set up these small businesses to bring agricultural inputs closer to small-scale farmers in quantities that better meet those farmers' needs and promote agricultural inputs that are environmentally sustainable. Kiosks were placed near Pathways villages and within access to well-paved roads, alleviating the burden of farmers, some of whom had been traveling over 25 kilometers for inputs. By the end of the project, 15 agri-kiosks were established, serving more than 8,400 women farmers and their families. The program's end line evaluation found that women's access to agricultural inputs such as seeds and fertilizers grew significantly over the project period, from 37% to 89% by the end of the project. This increase in the availability and accessibility of inputs reduced the cost and time required of farmers to purchase inputs, leaving them with more money and time to invest in their farms.<sup>xiii</sup>

## Pathways India

**2013-2017:** Addressed agricultural input supply system disparities in Odisha State, the program tested an innovation that brings affordable inputs closer to farmers – agricultural kiosks.

**15 AGRI-KIOSKS ESTABLISHED**

**8,400 WOMEN AND THEIR FAMILIES SERVED**

**ACCESS TO AGRICULTURAL INPUTS SUCH AS SEEDS AND FERTILIZER INCREASED FROM 37% TO 89%**



## Increasing Access to Finance

Access to savings, loans, and other sources of credit is a core component to fostering prosperous and resilient communities. Farmers often face capital constraints in planting or harvesting their crops and it is not uncommon for them to take loans between harvests. Many face high interest rates, lack collateral, or have few options other than loan sharks. In 1991, CARE launched Village Savings and Loan Associations (VSLA) in Niger, offering people a safe way to save money and gain access to loans. This model harnesses the ancient practices of group savings in a way that requires no outside capital, only a lock box, three keys, and basic financial training. Within these groups, members save on a regular basis which allows for income smoothing for the rural poor. These groups are established to create and support a strong savings culture in the community and to allow for a safe space for the rural poor to save for and access small loans. Members are also able to take out small loans to build income generating activities. These groups base their activities on trust, accountability, and transparency in all transactions. Savings and loan activities bring together neighbors who trust each other and often these groups meet for many years. CARE and Cargill understand the value these groups bring to communities and have focused on bringing credit closer to farmers over the last decade.

## The Proof

***Prosperous Cocoa-Farming Communities (PROCOCO)*** in Ghana sought to promote more prosperous, sustainable, and resilient cocoa farming communities through a community development approach that engages civil society to increase cocoa production, reduce child labor, ensure food and nutrition security, and promote education in some of the country's most impoverished regions. PROCOCO built on a previous five years of investment by CARE and Cargill and was implemented from September 2013 to August 2016 in 110 communities across four of Ghana's cocoa producing districts. The project is a testament to Cargill's commitment to improving the lives of cocoa farmers and their communities, also known as the Cargill Cocoa Promise.

CARE's goal of "voice, access, and dignity for the poor and vulnerable, especially women" led CARE in Ghana to find a sustainable, comprehensive solution to poverty in cocoa farming communities. The aim of VSLA integration into PROCOCO

## Prosperous Cocoa-Farming Communities

**2013-2016: PROCOCO engaged civil society to increase cocoa production, reduce child labor, ensure food and nutrition security, and promote education in some of Ghana's most impoverished regions.**

**2,180 FARMERS FINANCIALLY EMPOWERED**

**89 VILLAGE SAVINGS & LOAN ASSOCIATIONS CREATED**

**\$73,526 DISBURSED AS LOANS**

**FARMERS REPORTED ACCESSING AT LEAST ONE FORM OF FINANCIAL SERVICES INCREASED 14% TO 79%**

**75% OF FARMERS HOLD CASH SAVINGS AND ARE 3.5 TIMES AS LIKELY TO HAVE A ACCESSED A LOAN**

was to establish a savings culture and enhance financial literacy of rural cocoa communities to reduce their vulnerabilities and expand economic opportunities. During PROCOCO, 2,180 farmers (1,271 women, 909 men) were financially empowered through the establishment of 89 VSLAs, with farmers saving more than \$112,000 combined. A total of \$73,526.15 was disbursed as loans mainly used to support agricultural activities and other businesses.<sup>xiv</sup>

By the end of the project, the proportion of farmers who reported accessing at least one form of financial service increased five-fold, from a baseline figure of 14.22% to 79% at end line, with nearly three-quarters of farmers holding cash savings by the end of the project. VSLA members were more than twice as likely to report holding cash savings and more than 3.5 times as likely to have accessed a loan in the last 12 months, compared to non-VSLA members of the project.<sup>xv</sup> Moreover, saving has dramatically shifted. Eight times more families are saving for their businesses and twice as many are saving for emergencies. Increased household saving for business and emergencies, coupled with greater access to credit, provided historically marginalized small-holder farming families with a cushion in the case of unexpected emergencies on their farms or within their homes.

## Improving Food Security and Nutrition for Families

### PROMOTING POSITIVE NUTRITION PRACTICES AND HOMESTEAD FOOD PRODUCTION

Poor nutrition practices can cause chronic malnutrition and contribute to low productivity, which affects economic growth and food systems in farming communities, health systems, and education. As a proxy for many aspects of well-being, freedom from malnutrition reflects success on many fronts: food systems, health systems, education,



WASH infrastructure, and safety nets, to name a few. Improved knowledge empowers households to address negative social and gender norms and practices related to food choices, intra-household food distribution, and consumption patterns.

Consuming a diverse, nutritionally adequate diet throughout the year is essential for good health. Over the last decade, CARE and Cargill have worked with communities to promote healthy nutrition practices through training, participatory activities, and school partnerships. CARE and Cargill emphasize the importance of a nutritionally diverse diet paired with discussions on healthy eating habits, food hygiene, clean water, and malnutrition. To support healthy nutrition behaviors, the partners promoted consumption of diverse foods using food demonstrations, nutrition games, community theatre events, and the establishment of school and community gardens.

CARE and Cargill employ school and community gardens to encourage participants to practice healthy eating habits and food hygiene. Through this approach, we have increased healthy nutrition behaviors by promoting the production of diverse foods as an integral component to improving access to a nutritious and balanced diet. CARE and Cargill are working with communities and schools to ensure they have resources, skills, and knowledge to make healthy food choices when preparing and consuming meals. A unique element of this approach is Cargill's

employee engagement. For example, in Central America, Cargill employees work closely with CARE staff and alongside communities to promote positive nutrition practices.

## The Proof

*Nourishing the Future* in Guatemala, Honduras, and Nicaragua used 63 schools as a platform for nutrition promotion, training teachers and students on optimal nutrition practices and providing opportunities for broader community engagement. Nourishing the Future engaged 25,823 people in all three countries with nutrition education activities including food demonstrations, nutrition games, community theatre events, as well as establishing school and community gardens. Communities were given access to 61 school vegetable gardens, a mechanism the project used to disseminate information regarding the importance of fruit and vegetable consumption. By the end of the project, a significant impact on behavior change in nutrition was observed. Families reported healthier diets, with household dietary diversity scores increasing by 16.6% in Guatemala, 45% in Honduras, and 20.1% in Nicaragua. In Nicaragua, 90% of households were eating the minimum threshold of 7 food groups.<sup>xvi</sup> The project's holistic approach and livelihood focus ultimately contributed to greater food access across the communities. Household food insecurity was halved in Guatemala, decreasing from an average of 5 months of food insecurity to 2 months at end line. In Honduras and Nicaragua, food insecurity was reduced by 19% and 13.69% respectively.<sup>xvii</sup>



## System Strengthening and Coordination

Different sectoral service-delivery systems intervene to improve the nutrition and health status of pregnant and lactating women and children under five years of age, through preventive, promotive, and curative services. These include healthcare systems, water and sanitation services, agriculture support and extension, education (including school-based nutrition), and social protection services, both in public and private domains. CARE and Cargill work with frontline staff from all relevant line ministries (including health, agriculture, WASH, and education) to strengthen government systems for improved access to and delivery of quality services. The partnership works to strengthen the capacities of these systems to improve nutrition outcomes by linking community groups to existing systems of service delivery, strengthening capacities of front-line service providers to deliver nutrition-specific and

nutrition-sensitive approaches, establishing or strengthening multi-sectoral coordination mechanisms for nutrition, at community, local government or provincial, and national levels, and targeting advocacy for scale up of successful models at local and national levels.

## The Proof

CARE and Cargill worked together in India between 2013 and 2017 on the *Madhya Pradesh Nutrition Project (MPNP)*. The \$2.3 million, five-year effort worked to save lives and improve children and women’s nutritional status in three of the most challenging districts in Madhya Pradesh: Chhatarpur, Panna, and Tikamgarh. Madhya Pradesh has the highest infant mortality rate among all states in India, and the third-highest maternal mortality rate. Upon completion of MPNP in May 2017, the project directly and indirectly reached approximately 1.1 million rural and disadvantaged people in 760 villages, trained nearly 1,300 government frontline health workers and their supervisors with essential skills, and organized and built the capacity of 334 nutrition volunteers in 300 villages to make household visits to counsel mothers and promote exclusive breastfeeding up to 6 months and complementary feeding practices for children between 6-24 months. As a result, there was a 35 percent reduction in undernutrition among children under the age of 5 and a 37 percent reduction in severe acute malnutrition among children under the age of 5 in MPNP intervention areas.<sup>xviii</sup>

Awareness among communities on nutrition issues has also increased considerably through CARE and Cargill’s communications efforts. More than 100,000 frontline health workers and government officials were reached with mobile phone voice messages. CARE-Cargill nutrition messages were disseminated across the entire state through radio and television. These efforts generated awareness and helped the government and public know about the CARE-Cargill joint effort and achievements. In addition, all 334 nutrition volunteers now mobilize family members of malnourished children to attend monthly meetings, explaining to mothers the nutritional status of their children, and need for referring them to a nutrition rehabilitation center. During the project, 4,688 children were referred to nutrition rehabilitation centers for a 14-day stay, preventing the possible death of thousands of children under 5. Seventy percent of referrals were made by government frontline health workers who have continued this work beyond the project’s end.<sup>xix</sup>

**Madhya Pradesh Nutrition**

**2013-2017: CARE worked to save lives and improve the nutrition of children and women in three of the most challenging districts in Madhya Pradesh: Chhatarpur, Panna and Tikamgarh.**

- 1.1 MILLION REACHED IN 760 VILLAGES**
- 1,300 GOVERNMENT FRONTLINE HEALTH WORKERS TRAINED**
- 334 NUTRITION VOLUNTEERS TRAINED TO REACH 300 VILLAGES**
- 35% REDUCTION OF UNDERNUTRITION AND 37% REDUCTION IN SEVERE ACUTE MALNUTRITION OF CHILDREN UNDER THE AGE OF 5**

## Improved Sanitation and Water Access

Clean water and household sanitation are essential to ensuring adequate health and nutrition. Household sanitation includes both the use of latrines or toilets, disposing of baby/child feces in latrines/toilets, and keeping the home and compound free of animal droppings and feces so exposure is reduced for families in the household. CARE and Cargill's WASH programs focus on improving knowledge of sanitary and hygienic practices and improving water access and infrastructure in communities where Cargill has a business presence. The partnership engages with community groups to ensure they understand their rights, can demand improved water access and sanitation services, and explore how males and females can have equal roles in WASH. The partnership uses existing platforms to promote handwashing at critical times, increases access to and utilization of handwashing facilities and latrines made from locally-available materials, and discusses the benefits of clean water and improved sanitation. CARE and Cargill also work to promote coordination between WASH service providers and other sectors.

## The Proof

The *Promoting a Sustainable and Food Secure World (PROSPER)* Indonesia project seeks to improve WASH infrastructure in 20 schools and promote behavior change around sanitation, hygiene, and water use among students to reduce the prevalence of diarrhea and other infectious diseases. Most elementary schools in Indonesia do not have adequate latrines or access to clean water, leaving them highly vulnerable to diarrhea and other infectious diseases. CARE and Cargill are partnering to improve access to proper WASH facilities and education, while putting in place governance structures that can maintain these WASH facilities after the program ends. From 2016 to 2018, PROSPER Indonesia completed construction of water and sanitation facilities in all 20 schools while establishing 20 WASH committees that oversee construction and renovation of their schools' facilities. In addition, the project has trained 411 "little doctors", elementary students who learn about sanitation, hygiene, and nutrition, so they can be leaders in the classroom, in school, and at home.

### Promoting a Sustainable and Food Secure World Indonesia

**2016-2019: Seeks to improve WASH infrastructure in 20 schools and promote behavior change around sanitation, hygiene, and water use.**

**ESTABLISHED 20 WASH COMMITTEES TO OVERSEE CONSTRUCTION AND RENOVATION OF SCHOOL FACILITIES**

**411 "LITTLE DOCTORS" TRAINED TO LEARN ABOUT SANITATION, HYGIENE AND NUTRITION**

In Côte d'Ivoire, *Support to Cocoa Growing Communities I (SCGC I)* worked to improve living conditions of cocoa communities combating child labor while promoting education, community health and hygiene, access to safe water, and the socioeconomic capacity building of women. The project trained community members to act as local specialists and monitor the construction of school and WASH infrastructure. Among the many achievements, SCGC I constructed and rehabilitated 11 blocks of classrooms, latrines, and teachers houses, as well as 5 water wells on school grounds. The project also distributed 30 ceramic water filters and 76,560 water purifying packets.<sup>xx</sup> As such, 33,806 people, including 22,537 children, benefitted from the project's WASH interventions.<sup>xxi</sup>

## Support to Cocoa Growing Communities I

**2010-2012: Worked to improve living conditions of cocoa communities, combat child labor, promote education, community health and hygiene, safe water, and the socioeconomic capacity building of women.**

**11 BLOCKS OF CLASSROOMS, LATRINES AND TEACHERS HOUSES WERE CONSTRUCTED AND REHABILITATED**

**5 WATER WELLS CONSTRUCTED ON SCHOOL GROUNDS**

**33,806 PEOPLE, INCLUDING 22,537 CHILDREN, BENEFITTED FROM THE PROJECT'S WASH INTERVENTIONS**

## Preventing Child Labor

There are 168 million child laborers around the world and an estimated 100 million work in the agriculture sector.<sup>xxii</sup> Child labor is a result of factors including lack of economic opportunity, low wages, and barriers to schooling. In some cases, children stop attending school and begin working to provide additional income for their families. In cocoa-producing communities, children are vulnerable to becoming child laborers to help with household expenses. While engaged in cocoa production activities, children risk harming themselves by using machetes and other hazardous tools to harvest cocoa pods and through exposure to agricultural chemicals without protective clothing.<sup>xxiii xxiv</sup> With education at the focus of interventions seeking to reduce child labor, CARE and Cargill employ a multi-sectoral community development approach to promote education, increase awareness of child labor, and support the growth of household incomes across cocoa growing communities in Cote d'Ivoire and Ghana.

## The Proof

**Support to Cocoa Growing Communities II (SCGC II)** in Côte d'Ivoire sought to improve living conditions of small-holder farmers and their families by using holistic approaches to promote economic and social development in cocoa-producing communities. Between 2013 and 2015, SCGC II trained 1,780 parents and 963 children to recognize and understand the various forms of child labor and laws concerning the worst forms of child labor. In addition, 12 governing bodies called Community Development Committees (CDCOM), were created so that community members could come together to develop solutions to common problems within their communities, including child labor. As a result, there was on average an 82% reduction in the risk of child labor among families in 15 communities.<sup>xxv</sup> This reduction is significant as removing children from cocoa production activities in the target districts is often thought to bear negative economic consequences among small-holder cocoa families. Many rely of their children to support income generation activities, including hazardous and non-hazardous farming activities. The combination of child-labor education, community action planning via CDCOMs, and the project's stakeholder engagement contributed to the observed decrease in the risk of child labor in Côte d'Ivoire.



**PROSPER Ghana** seeks to improve the livelihoods and enhance capacity of local structures to own and lead development processes. From 2017 to 2018, the project, in collaboration with Ghana Education Services and Department of Social Welfare, trained 237 people (205 men and 32 women) from 51 communities to help enhance school governance. As of February 2018, the project developed 108 representative teams to tackle issues related to gender and child protection.<sup>xxvi</sup> These community-based teams will contribute to community by-laws, identify vulnerable children, and support processes for making referrals to formal child protection services. As the project continues, it will use a community-driven approach to improve access to education, identify, and protect at-risk children. In addition, 108 CDCOMs were established with 1,172 members. The project's community-driven approach will enhance their capacities along with other existing local structures to improve access to education and child protection.

## PROSPER Ghana

**2017-2018: In Ghana, PROSPER improve livelihoods and enhance the capacity of local structures to own and lead development processes.**

**237 TRAINED FROM  
51 COMMUNITIES**

**108 THREE-MEMBER REPRESENTATION  
TEAMS DEVELOPED**

**108 CDCOMS ESTABLISHED WITH  
1,172 MEMBERS**

## Sustainability

Sustainability is at the core of CARE and Cargill's work on food security and nutrition. CARE and Cargill promote sustainable agriculture systems that address climate and environmental impacts, and which are grounded in healthy ecosystem, driven by stable, accountable, and capable institutions and policies, and based on social and economic policies that promote sustainable progress. CARE and Cargill utilize approaches that enable partners, local service providers, and targeted participants to gradually adopt and maintain improved sustainable practices and tools across its global portfolio of projects. For example, the *Origination and Development of Smallholder Soybean Farmers in Egypt* promoted improved practices and tools for less water intensive irrigation systems that prevent nutrient loss and control water runoff, and as a result, water usage decreased by 50%.

CARE and Cargill are also committed to strengthening inclusive governance within communities. For example, cocoa growing communities are a part of the development process by carrying out participatory needs assessments with active involvement of community members and key stakeholders. Community representatives, key opinion leaders, and leaders of identifiable groups and institutions are engaged through focus group discussions and interviews to define the extent of the needs that exist in communities in which we work and the depth of resources available to address them. As a result, 251 Community Action Plans (CAPs) have been developed by local participants to address issues surrounding access to basic services, child labor, education, water, sanitation, and hygiene.<sup>xviii</sup> CAPs serve as roadmaps to accelerate and sustain community development. The partnership leveraged the success of these programs to engage local government and ultimately received support from the Conseil du Café Cacao (Coffee and Cocoa Council), which invested approximately \$1 million to match funding from Cargill and targeted cooperatives.

The partnership is also building institutional sustainability by working with and through government, the private sector, and local actors to ensure that project models are successful and sustainable. For instance, the success of *PROSPER Indonesia*, coupled with its strategic engagement of local government, led to Serang district's planning and development board committing \$170,000 to replicate the program's approaches in 23 additional schools in 2018. In Guatemala, the Ministry of Education has adopted the school feeding recipe book from *Nourishing the Future* to develop healthier school menu options across the nation. When national or regional governments adopt policies and provide on-going funding to *scale* effective cross-cutting approaches and interventions, communities benefit beyond the end of these programs.

## Looking to the Future

### CHALLENGES AND LEARNINGS

**Commit to addressing climate change:** Sustained commitment to climate change adaptation and risk management activities over the longer term is critical given the severity of the impact of climate change on small-scale food producers. The effects of climate change created crop production challenges for farmers in Guatemala, Honduras, Nicaragua, Ghana, and Egypt, however, CARE and Cargill's cross-cutting programming was able to increase resiliency of rural communities and their ability to adapt to climate change. Despite unpredictable climate patterns and an unprecedented time of drought resulting from El Niño, farmers across Central America reported significant increases in agricultural production. Similarly, while widespread production loss was reported across the Ghanaian cocoa sector, farmers were able to mitigate decreases in production where non-Cargill farmers observed twice as much loss. With that said, farmers are facing new climate related challenges each year and will need to refine their climate change management strategies as weather patterns become increasingly variable.

**Stronger gender programming:** Projects that are most successful are gender-transformative and work to create change both at the household level as well as systemically. While the partnership has a gender-focus, including explicit strategies to engage men and boys in the promotion of women's empowerment to improve attitudes, behaviors, and structures

that support gender equality for people and communities, gender inequities continue to limit women, particularly women farmers. In the future, CARE and Cargill seek to strengthen its gender programming by addressing gender inequality in farming communities, supporting women's empowerment, increasing women's access to and control of productive resources, and enabling women's access to inclusive markets.

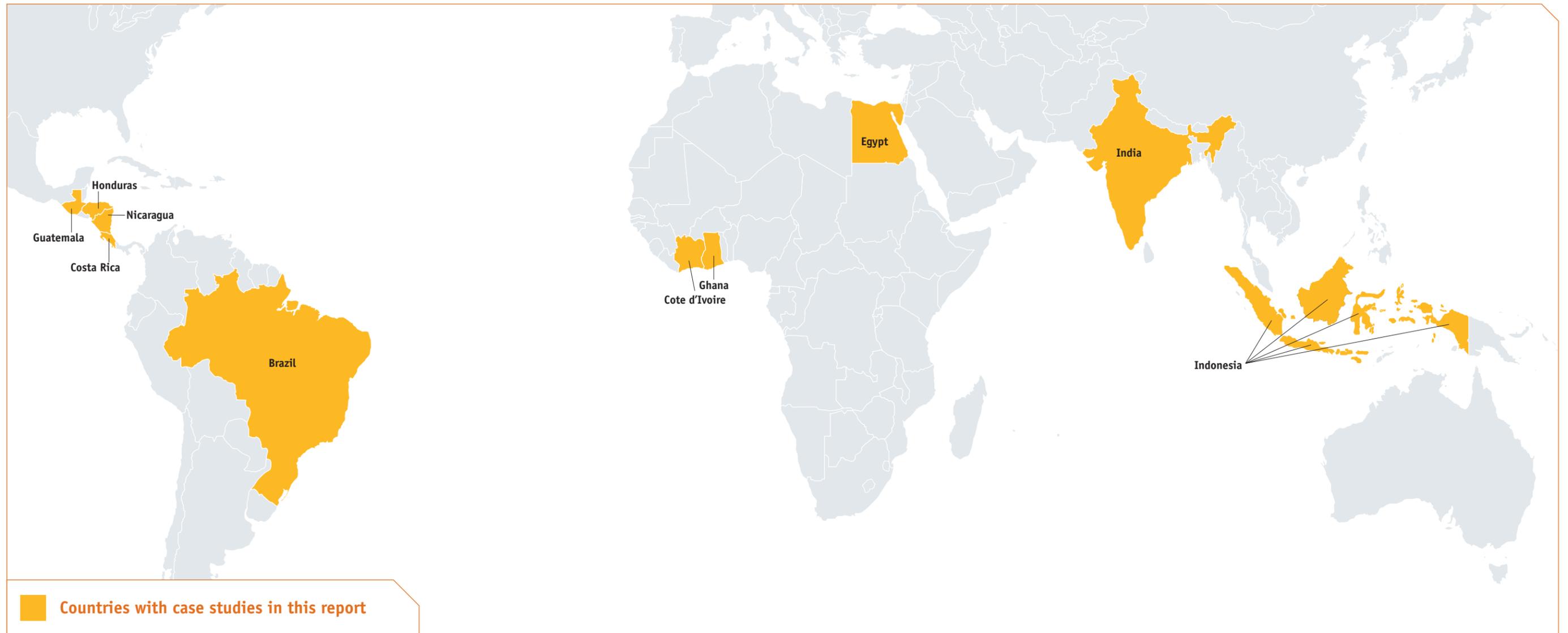
**Enhance nutrition programming:** Successful programs do not assume that greater availability of food—even nutritious food—or higher income automatically translates into improved nutrition. Our programs should focus on providing nutrition education about diets for women, infants, and young children, and take into considering structural and relational norms that affect nutrition practices.

**Better M&E systems:** Phase one of the partnership highlighted areas requiring improvement in its monitoring and evaluation (M&E) systems and ultimately resulted in increased investment over subsequent phases. It is important we invest in comprehensive monitoring and evaluation systems as we design new programs. This entails building systems that allow us to routinely monitor our processes, progress toward targets, and learn quickly when our approaches are failing so that we address shortcomings early on. The partnership now has in-depth verifiable metrics for individual projects, key performance indicators for the partnership globally, and capacity to use data for routine project improvement.

**Improve knowledge management, learning, and communications:** CARE and Cargill are continually working to use and share information, tell our story effectively, and apply our learnings to refine delivery mechanisms for Cargill as a development partner. Connecting projects with similar focuses and goals has the potential to facilitate learning and improvement rooted from each other's successes and challenges, while also creating new approaches to developmental issues. In the future, the partnership seeks to develop knowledge management, learning, and communications strategies that foster dialogue and learning between project teams and address shortcomings and gaps through further research and innovation. The partnership should also focus on transfer of learnings and successful innovations within the programs across Cargill's network of businesses.

## What's Next?

Based on the impact presented in this report, the partnership has demonstrated true impact. Farmers are reporting greater access to financial services, business and financial training, and agronomic capacity building. They are applying what they have learned to maintain and expand their businesses, ultimately increasing their production and incomes. The partnership's holistic approach and livelihood focus over the past decade has led to greater food access across the communities. Additionally, CARE and Cargill contributed to communities' ability to address the worst forms of child labor, promote education, strengthen health systems, and improve WASH infrastructure. Families are demonstrating their capacity to manage climate-related stresses, generating both more income and higher quantities of agricultural production. Communities have access to more assets, capacities, financial capital, and services that will continue to provide them with a safety net in the event of unforeseen shocks and stresses. Currently CARE and Cargill have six ongoing projects in Costa Rica, Guatemala, Honduras, Nicaragua, Ghana, Egypt, Côte d'Ivoire, India, and Indonesia.



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[www.care.org](http://www.care.org)

#### Headquarters

##### CARE USA

151 Ellis Street, NE  
Atlanta, GA 30303-2440  
USA

T) 404-681-2552  
F) 404-589-2650

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

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