



Beatrice Mwendu Ngumbistands from Embu county, Kenya, in one of her sorghum fields. Her crop yields greatly improved after adopting techniques from the SALI project.



Somir Uddin and Alefa Begum have learned how to cultivate tea and raise livestock in Bangladesh, thanks to the EqualTea project.



## Ten years of innovation against global poverty

A review of In Their Lifetime

## Foreword



Dear friend,  
A lot can be achieved in a decade.  
In 10 years, In Their Lifetime (ITL) has tested pioneering approaches to tackling poverty in over 20 countries, directly impacting the lives of tens of thousands of women, men and children around the world.  
In Buenaventura, Colombia's most dangerous city, we have trialled the first-ever humanitarian space to protect families from conflict. In Burundi, the world's fourth poorest country, we have helped farmers to make a profit from the sale of their coffee to buyers in Japan and the US. Across Africa, we have equipped faith leaders with the scriptural basis they need to speak out against gender-based violence.

In total, over £9m has been raised to fund innovation to tackle the deeper causes of poverty across the world.  
All of this has been achieved because of you. So, I would like to say, on behalf of Christian Aid, and most importantly, on behalf of those whose lives you have transformed, a sincere thank you.  
I hope that as you read through the following pages, you'll be proud of the impact which we have achieved together.

Your support has enabled us to take risks, to learn, and to imagine new horizons. It has allowed us to react quickly to opportunities and to scale these up to inform Christian Aid's future approach to tackling poverty.  
As you'll see, there are also examples of where this more dynamic approach has brought challenges, which we have learnt from and will build on in future. The wealth of insights we have gathered across ITL projects over the past 10 years will set the foundation as we plan for the next decade of fighting against global poverty. We are extremely fortunate to have been given this opportunity to test and learn through ITL.

Once again, thank you for your engagement with ITL and for trusting Christian Aid to deliver this innovative fund. There is so much to celebrate. I hope you will continue to join us as we build on this legacy and walk towards our vision: for the world's poorest women, men and children to see an end to poverty in their lifetime.

With many thanks,

**Amanda Mukwashi**  
Chief Executive  
Christian Aid



## Overview of all ITL projects

|                    |                   |                     |               |                       |                           |                         |                                  |   |                                |                                    |                 |                                   |                       |   |                                 |   |                                   |                       |   |                              |                                    |                                |                                       |                                |   |   |
|--------------------|-------------------|---------------------|---------------|-----------------------|---------------------------|-------------------------|----------------------------------|---|--------------------------------|------------------------------------|-----------------|-----------------------------------|-----------------------|---|---------------------------------|---|-----------------------------------|-----------------------|---|------------------------------|------------------------------------|--------------------------------|---------------------------------------|--------------------------------|---|---|
| Cocoa in Nicaragua | Coffee in Burundi | Honey hubs in Kenya | Rice in Ghana | Cook stoves in Africa | Cash transfers in Nigeria | EquallTea in Bangladesh | Land rights and cocoa in Bolivia | Inclusive value chains in Central America | Trade and livelihoods in Ghana | Dairy and poultry markets in Haiti | EcoVeg in India | Agricultural livelihoods in Kenya | Clean energy in India | Social enterprise programme – worldwide | Humanitarian spaces in Colombia | The power of talking and listening in Myanmar | Access to justice in Afghanistan* | Land rights in Brazil | Transforming power structures in Sierra Leone | Markets research in Colombia | Helping girls to thrive in Nigeria | Power to women in Sierra Leone | Innovative family planning in Burundi | Tackling violence in Zimbabwe* | Promoting female participation in the Middle East | Consortium of domestic workers in the Middle East |
|--------------------|-------------------|---------------------|---------------|-----------------------|---------------------------|-------------------------|----------------------------------|---|--------------------------------|------------------------------------|-----------------|-----------------------------------|-----------------------|---|---------------------------------|---|-----------------------------------|-----------------------|---|------------------------------|------------------------------------|--------------------------------|---------------------------------------|--------------------------------|---|---|

The table below outlines the cost of the 27 ITL projects, and provides a snapshot of the impact of each project against the key criteria. For more information, please see pages 2-3.

| Thematic area  | Inclusive markets |          |          |          |          |         |          |          |          |          |         | From violence to peace |          |         |          |          |          | Gender equality |          |          |          |          |          |          |          |          |          |
|----------------|-------------------|----------|----------|----------|----------|---------|----------|----------|----------|----------|---------|------------------------|----------|---------|----------|----------|----------|-----------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Project finish | 2019              | 2019     | 2017     | 2017     | 2016     | 2017    | 2019     | 2013     | 2019     | 2013     | 2014    | 2016                   | 2014     | 2013    | 2019     | 2018     | 2018     | 2020            | 2017     | 2011     | 2018     | 2018     | 2018     | 2020     | 2014     | 2016     |          |
| Cost           | £293,914          | £958,276 | £494,995 | £163,799 | £335,000 | £20,000 | £316,482 | £494,405 | £931,500 | £386,695 | £50,000 | £234,886               | £415,000 | £20,000 | £175,105 | £235,042 | £216,962 | £477,045        | £253,121 | £250,000 | £118,000 | £494,995 | £471,368 | £160,668 | £468,695 | £373,000 | £180,000 |

|                | 2019 | 2019 | 2017 | 2017 | 2016 | 2017 | 2019 | 2013 | 2019 | 2013 | 2014 | 2016 | 2014 | 2013 | 2019 | 2018 | 2018 | 2020 | 2017 | 2011 | 2018 | 2018 | 2018 | 2020 | 2014 | 2016 |
|----------------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| Leverage       | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    |
| Adaption       | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    |
| Learning       | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    |
| Sustainability | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    |
| Scalability    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    |
| Replicability  | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    | ■    |

Please note that Effectiveness was removed from the benchmark exercise in the external ITL review, because of a lack of monitoring data for many projects, which would make it extremely difficult to assess it.

| Page number | 5-7 | 8-10 | 11-13 | 14 | 14 | 15 | 15 | 16 | 16 | 17 | 17 | 18 | 18 | 19 | 19 | 21-23 | 24-27 | 28 | 28 | 29 | 29 | 31-34 | 35 | 35 | 36 | 36 | 37 |
|-------------|-----|------|-------|----|----|----|----|----|----|----|----|----|----|----|----|-------|-------|----|----|----|----|-------|----|----|----|----|----|
|-------------|-----|------|-------|----|----|----|----|----|----|----|----|----|----|----|----|-------|-------|----|----|----|----|-------|----|----|----|----|----|

■ Evidence of attaining against criteria  
 ■ Partial evidence of attaining against criteria

\*Project ongoing until 2020 and therefore cannot be fully assessed.

## Financial overview

### Overall funding and costs

Through the generous support of donors, the ITL programme, including the execution of the 27 projects referred to in this report, has been almost fully funded. As you'll see below, there was a shortfall of £161,564, which was paid for by Christian Aid's core funding.



\*Includes £467,942 for future costs relating to four projects which are set to finish by 2020 in Burundi, Zimbabwe, Afghanistan and globally (SEP programme). See project summaries for more information.

Funding for the programme peaked in 2012/13. However, this investment, in addition to the ongoing funding from donors, was able to support an increasing amount of project activity in the years that followed.

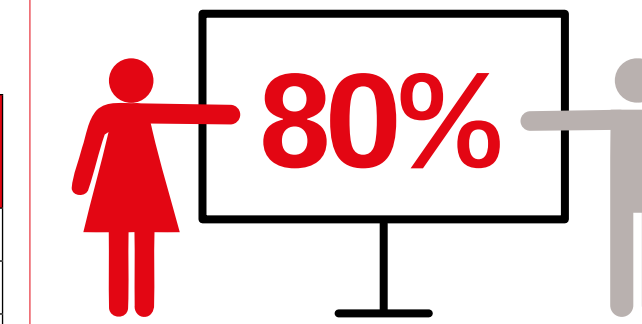
| Period                   | Total income received in the year | Total costs in the year |
|--------------------------|-----------------------------------|-------------------------|
| 2008/09                  | £274,150                          | £0                      |
| 2009/10                  | £478,078                          | £221,044                |
| 2010/11                  | £784,940                          | £482,358                |
| 2011/12                  | £947,648                          | £686,118                |
| 2012/13                  | £1,478,705                        | £959,851                |
| 2013/14                  | £1,294,606                        | £657,580                |
| 2014/15                  | £1,038,590                        | £1,167,339              |
| 2015/16                  | £907,569                          | £1,716,397              |
| 2016/17                  | £855,028                          | £1,364,708              |
| 2017/18                  | £679,797                          | £1,183,472              |
| 2018/19                  | £544,892                          | £596,083                |
| 2019/20 – up to May 2019 | £75,943                           | £18,618                 |
| 2019/20 - remaining      |                                   | £467,942                |
| <b>Total</b>             | <b>£9,359,946</b>                 | <b>£9,521,510</b>       |

### How the funds were spent

The vast majority of funds were spent on grants to partners, who in turn executed the activities involved in the design of each project. An example of this would be a partner organisation conducting capacity building (for example in training to improve agricultural practices). Programme support includes salaries for Christian Aid staff involved in the running of the programme. They also include support for the execution of project activities (such as travel, consultants, equipment maintenance and the purchase of laptops for locally based staff).

### Project grants:

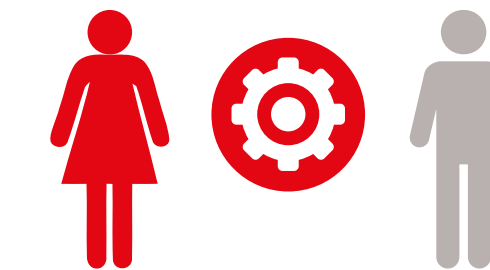
**£7,270,491**



### Programme support:

**£1,783,077**

**20%**



### Project costs by thematic area

#### Inclusive markets:

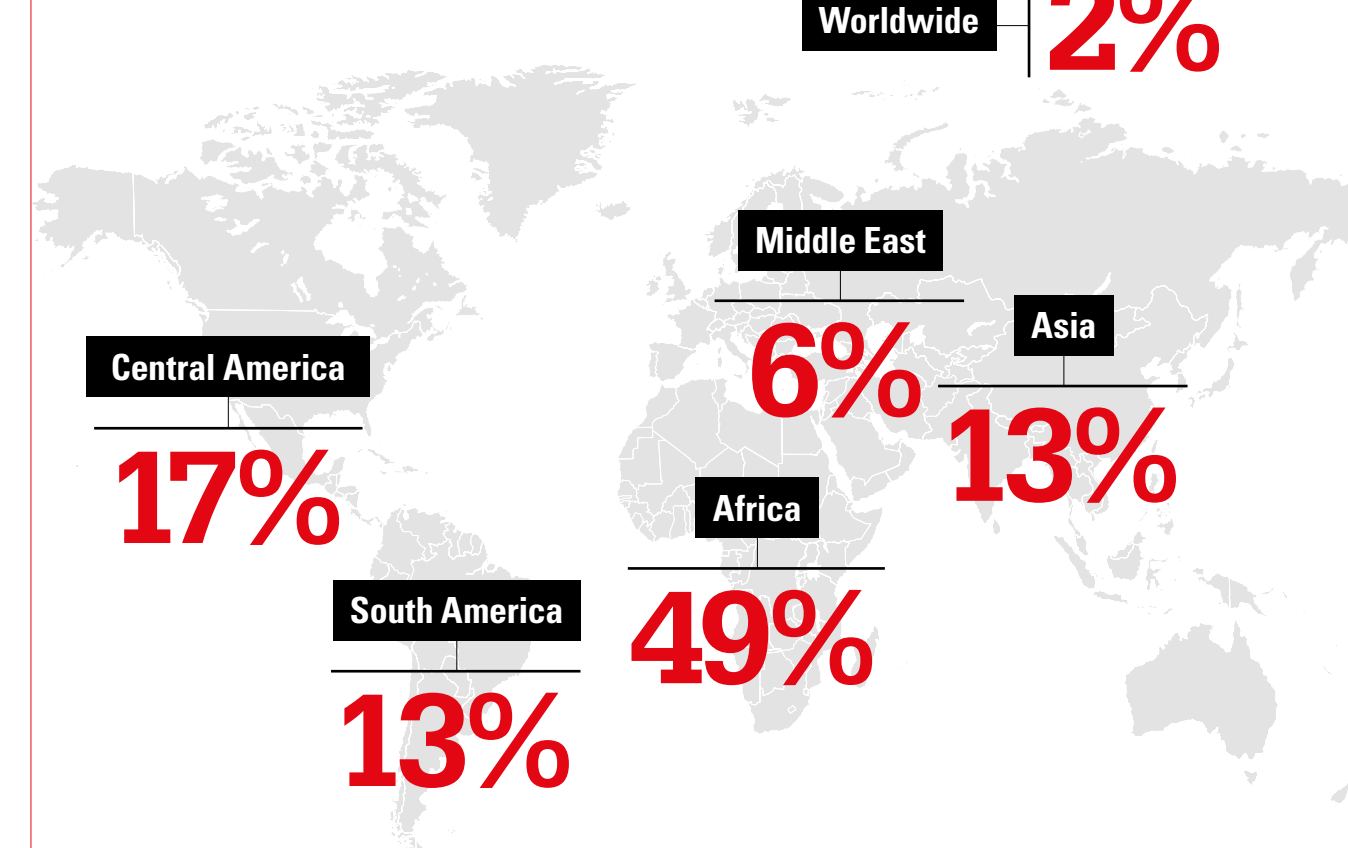


#### From violence to peace:



Percentage figures add up to 99% because they have been rounded up.

### Project costs by geography



## Ten years in review

In Their Lifetime (ITL) was conceived of 10 years ago with a view of legacy – especially, how could innovation be used to bring about longer-term change.

The ITL programme consists of 27 projects worldwide, which were each designed to enable Christian Aid to take strides in the fight against poverty.<sup>1</sup> On this 10th anniversary, and with the last of the ITL projects ending, we have taken a step back to understand what legacy the ITL programme will leave. This report will begin with an assessment of the overall portfolio, and will then go on to review each of the projects.

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### The key criteria

This report is primarily based upon an evaluation, conducted in February 2019, to assess the impact of ITL projects. This revolved around seven key criteria: effectiveness, leverage, adaptation, learning, sustainability, scalability and replicability (read more on pages 2-3).

All 27 projects were reviewed against these key criteria. We focused on six main projects (see pages 5-13, 21-27 and 31-34). These were chosen to be representative of the ITL portfolio with regards to geography and thematic areas.

Each of the six main projects include a look at the country context, the design of the project, an assessment of impact and next steps after the project has ended. The remaining 21 projects include an assessment of impact only.

Desk research, involving the review of existing documentation, was conducted across all projects. In the case of the six main projects, more in-depth research was conducted, including interviews with key stakeholders, and in the case of the conflict resolution project in Myanmar and the honey hubs project in Kenya, visits were made in-person to undertake research with staff, partners and people benefitting from the projects. The six projects are also complemented by stories told by the women, men and children at the centre of our work.

### The key thematic areas

We have categorised the 27 projects into three broad thematic areas, namely: 'Inclusive markets', 'From violence to peace', and 'Gender equality'. However, each project will likely adopt aspects of work from the other thematic areas – for example, Christian Aid employs a gender-inclusive approach to all our work.

The split amongst all the projects leans towards our work in inclusive markets. This is not accidental. It's reflective of a passion amongst ITL supporters to encourage entrepreneurship amongst otherwise marginalised women and men. It's also based on our understanding that an economic system is common to every community in which we work. When it comes to testing ways to bring people out of poverty, it's often by making the economic system more inclusive that these opportunities become more apparent and sustainable.

### Looking to the future

As you'll discover in the following pages, there is much to celebrate in ITL's impact both in the thematic areas and against the key criteria. There are multiple examples of innovation, whether that's a new approach for Christian Aid, or a completely new approach within the sector.

ITL has progressed Christian Aid forward as an organisation, most notably, but not limited to, our approach to inclusive markets. It has not been without challenges, but these will be learnings as Christian Aid plans the next era of innovation against global poverty.



## Assessing the impact of the ITL programme

Each of the 27 projects were assessed against a set of key criteria centred around innovation. This approach started with asking the question of whether the project was an improved solution to tackling poverty. But it also asked, if this innovation was successful, was it adopted to have a wider legacy impact? And even if it wasn't, were learnings and evidence captured, to improve the ways that poverty is tackled by Christian Aid and beyond?

There are clear examples of where projects have succeeded in achieving the ITL outcomes of innovation and legacy. There are equally examples of where projects have not been able to achieve them. This is the nature of a programme where approaches are tested – sometimes the result will be that they are proven not to work.

The following summary is an assessment of the overall ITL programme against the key criteria.

### Did it leverage more funding?

**Leverage** is defined by the extent to which funds have been secured in addition to the initial funding allocated to a project.

There are nine examples of this in the ITL portfolio – for instance the ability of the Inclusive coffee markets project in Burundi leveraging additional funding from the Isle of Man Government (see pages 8-10) and the humanitarian spaces project in Colombia securing additional funding from the Church of Sweden (pages 21-23).

### Was it able to adapt?

**Adaptation** involved adapting a solution from elsewhere into an existing project.

We found that five projects offer examples of the project changing over time as a direct result of the learning generated.

There is a distinction between simply adapting a project approach through situational necessity (such as a lack of transport to a community) and doing so in response to a key learning. An example of the latter was in the conflict resolution project in Myanmar where the content of dialogue sessions, established to reconcile disputes between ethnic and sub-ethnic groups, was adapted to the contextual changes and power dynamics within these groups. You can read more about this project on pages 24-27.



Facilitator, Ngwa Zu Mee, taking part in dialogue sessions as part of the conflict resolution project in Kachin state, Myanmar.

### Did it produce learnings?

**Learning** is defined by the learned experience which leads to changes in behaviour or new abilities, which could be incorporated into the current project or used in future.

There was a learning-based approach for nine of the projects. There were some very strong examples of this, notably the cocoa diversification project in Nicaragua (see pages 5-7) which produced robust documentation for the complex steps involved in cocoa cultivation and processing.



Don Esteban grows banana trees to ensure shady conditions for his cocoa to grow. This forms part of the learnings captured and shared with other farmers through the ITL project in Nicaragua.

### Was it sustainable?

**Sustainability** is defined by the extent of which the impact of the work could be continued over the long term. Given that a lot of the projects have only recently closed, gathering evidence of sustained impact following ITL investment was a challenge.

That said, five projects were shown to have evidence of sustainability and 17 where the potential for sustainability appeared to be high.

Interestingly, the projects that were often identified as being sustainable were the inclusive markets projects. People interviewed reflected that this could be in the nature of markets related projects, where there would have been a business plan in place to continue the development of a company beyond the initial funding from ITL.

However, although the end goals of financial independence and profit were clear, further challenges in reporting made it unclear whether initiatives were financially independent, or whether they were still receiving funds from Christian Aid.

Interestingly, although the From violence to peace and Gender equality projects were less precise in their longer-term objectives, and generally less tangible, they were the ones that showed signs of behavioural changes that could potentially be long-lasting and impactful.

### Did it scale up?

**Scalability** is a word that has appeared widely in communications to donors over the past decade. It has been held up consistently as one of the key aims of the ITL programme – often cited in the context of when a project finishes its ITL funding; that the approach, if proven successful, will be scaled up to benefit a much wider group of people.

The reality has been that scaling up, where it has happened, has not been quite so straightforward, often with scale up happening during the lifetime of the project. For instance, there have been issues relating to inconsistent definitions of what the term constitutes. But it is an area where ITL has made some notable impact. Based on the data collected, 10 projects were found to have scaled up. The mapping also found partial evidence indicating an additional seven projects may have also scaled up.



The Sustaining Agricultural Livelihoods Innovation (SALI) project in Kenya, which allowed farmers to plan based on SMS weather forecasts, was scaled up from two counties to four.

### Was it replicated?

**Replicability** means the approach can be replicated in other countries (within Christian Aid and outside). The reviewers found evidence of replication for four projects. Furthermore, there was partial evidence for another five projects that may have been replicated or for which there was a strong potential.

Whilst there were other stand-out examples of replication, such as the additional safe space established in Buenaventura (see pages 21-23), the thematic area that seemed to be the best example of replication was inclusive markets. This related to more intangible aspects of helping social enterprises to find additional sources of funding through helping them to develop business plans.

### Was it effective?

**Effectiveness** is defined by whether the project achieved its purpose, or whether it's expected to achieve this in future.

This was perhaps the most difficult area to assess. More so than other criteria, a project was required to demonstrate multiple sources of evidence to prove effectiveness – which would require more comprehensive research beyond our scope and budget. To this end, projects have not been scored in the same way in this area. Rather, we have included more qualitative examples of where projects have met their objectives, throughout the report.



# Inclusive markets

Most people in developing countries work in agriculture, mainly on small, family-run farms. Trade could be their route out of poverty, but poor producers struggle to get a decent price for their goods. The odds are stacked against them. Their limited access to finance or technical expertise restricts productivity and quality. With hardly any access to transport, processing or storage facilities, and limited business knowhow, they are unable to reach markets beyond their immediate area. ITL's Inclusive markets projects have supported producers to boost productivity and quality, reach new markets and secure better prices.



Don Esteban and his wife on their coffee farm in northern Nicaragua.

## PROJECT

### Cocoa in Nicaragua

This project worked with coffee producers in the north of Nicaragua, enabling them to adapt to climate change and diversify their produce by growing and selling cocoa.

#### Key project facts

**Name:** Cocoa diversification

**Region:** Jinotega, El Cua and San Jose de Bocay municipalities

**Duration:** July 2014 – January 2019

**Cost:** £293,914

**Total number of people benefitting:** 400

**Partners:** Soppexcca and the Inter-American Development Bank

**Key achievements:**

- The project equipped 400 coffee producers to produce cocoa.
- Rural farmers won third prize at a Central America awards ceremony for producing high-quality chocolate.

#### Country context

In rural Nicaragua, 25% of farming households are unable to access affordable, nutritious food. On average, more than 50% of their income generated through farming and agriculture is almost completely rain-fed; in other words, farmers rely heavily on rainfall to grow and sell their crops.<sup>2</sup>

In this context, the impacts of climate change can be severe. In addition to infrequent rainfall, warmer temperatures have facilitated an ongoing outbreak of a fungus on coffee plants known as leaf rust, which can devastate harvests.

#### Designing the project

The project aimed to promote cocoa-growing techniques to help rural farmers improve the quality and increase their yields. This enabled farmers – mainly coffee producers – to increase their income and be more resilient to climate change, by selling to stable and diversified markets.

A central goal of the project was for producers to learn about the benefits of diversifying their crops and produce cacao (from which cocoa is made) as an alternative option to coffee harvesting in vulnerable areas affected by climate change.

Specifically, the project worked with coffee farmers who are members of the 16 cooperatives that sit with UCA-SOPPEXCCA Cooperative Union (also known as Soppexcca). Soppexcca provide support to its member cooperatives in the training and tools required for coffee cultivation. They also buy the coffee from them at a fair price.

#### A new breed of cocoa

Central to the project was the acquisition of a variety of cocoa plant which had not previously existed in Nicaragua. The plant was chosen because it was known to be more resilient to climate change phenomena like El Niño. This was a significant risk, but one which was well managed. This variety of plant was imported and acquired from a research centre in Costa Rica, where it grows widely.

After acquiring the genetic material, it was planted and validated as a viable crop for the first time at the beginning of the project in a clone garden run by Soppexcca.

**'I like growing cocoa because it's easy to cultivate, and it grows very quickly. The plants are under three years old, and I am already harvesting!'**

Don Esteban, coffee farmer and member of Soppexcca

The ITL project equipped coffee farmers to adopt the new cocoa plant, and to cultivate it alongside other crops. This was a success in and of itself, because the cooperatives are known to be 'mono-croppers', and are often resistant to diversifying their crops.

### From coffee to chocolate

For Soppexcca, diversifying to a new crop for the first time was something of a leap of faith. Christian Aid worked closely with Soppexcca by developing a cocoa capacity-building plan. This involved a commitment from Soppexcca to learn about planting and growing cocoa, and integrate it in operations.

Soppexcca created a cocoa department with technical experts on cocoa who, in turn, provided technical assistance to its members from planting through to the selling of cocoa.

### Helping coffee farmers to diversify

The coffee farmers could increase their incomes and improve their livelihoods, by selling their cocoa in addition to the coffee they produced.

The project started by reaching 200 coffee producers. However, with the strengthening of Soppexcca's capacity to produce cocoa, they ended up reaching double this figure. We noticed that the coffee producers themselves also spread the word to their neighbours about the benefits of diversifying coffee with cocoa.

### A chocolate factory

The project also gave the farmers access to a market for their cocoa, which in turn helped to fund the development of a chocolate factory, where the cocoa is processed and sold.

This led to a contract secured with Ritter Sport, who continue to buy cocoa beans from Soppexcca to this day, with the quantity increasing substantially from the start of the project (500kg to 2,200kg a month).

But it wasn't just the processing and selling of cocoa

beans which have been key impacts from the project. Soppexcca were also equipped with the knowledge of how to transform cocoa into chocolate and how to package and sell it. This significant step enabled Soppexcca to increase their influence further down the value chain, rather than just being able to sell cocoa beans to a buyer. The Soppexcca factory now produces and sells chocolate nationally.

There have also been improvements in quality, as proven by the third-place prize they attained when competing with 157 other chocolate producers at a Central America awards ceremony.

#### Case study

### From coffee to cocoa: one farmer's abundant harvest

Don Esteban is a certified organic and Fairtrade coffee farmer in northern Nicaragua. When his coffee crop was decimated by a new plant disease called coffee rust, he obtained a loan from Soppexcca and replanted his entire plantation. He also diversified his crop to cocoa, to increase his resilience to climate change.

Don told us: 'I like working with Soppexcca because they pay more for my coffee than local buyers. I like growing cocoa because it is easy to cultivate, and it grows very quickly. The plants are under three years old, and I am already harvesting!'

Don Esteban is pictured holding a split cocoa pod that contains the cocoa beans he will sell to Soppexcca.



#### Assessing impact

On most fronts, this project has been a success. Certainly, in terms of **scalability** – through growing business with international chocolate producers – there has been a clear indication of impact. The contract with Ritter Sport has been one of the stand-out successes of the project, demonstrating the **scale** which has been achieved, in this case through an international buyer.

Another strong aspect of the project was the **learning** which was gathered. The complexity of the project, partially due to the adoption of a completely new breed of cocoa plant, involved numerous administrative and logistical processes – accumulating a significant amount of intellectual property, which needed to be captured and documented so that it could be easily **replicated**.

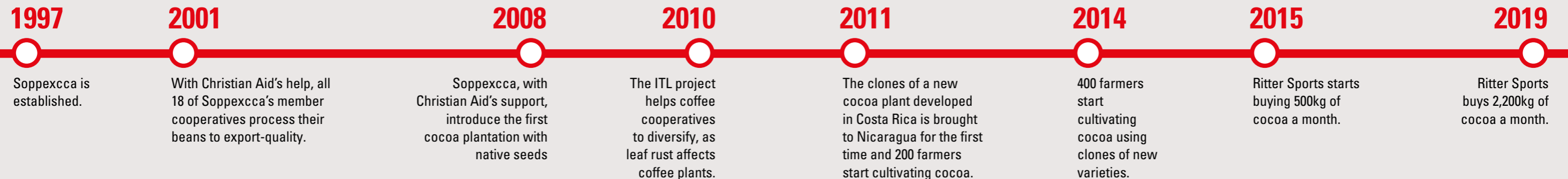
The project created a quality management system which included guidelines for intervention protocols that could be used by Soppexcca. It documented its methods of capacity building, organised into easy-to-understand modules. One of the key successes was that Soppexcca reached a point where they could assist producers in their maintenance without external help – proving that the intervention has been **sustainable**.

The success of the project was also in sharing its **learnings** on a broader level, working with other stakeholders in the sector to contribute to climate-smart agriculture.

#### Next steps

The project certainly has the potential to be **replicated** elsewhere, particularly later this year when learning is disseminated by the Inter-American Development Bank (IDB).

#### Key moments in the project





**PROJECT**

# Coffee in Burundi

**This project aims to transform the coffee market in one of the world's poorest countries – Burundi.**

**Key project facts**

- Name:** Inclusive coffee markets
- Region:** the northern counties of Burundi: Kirundo, Muyunga, Karuzi and Ngozi
- Duration:** July 2014 - August 2019
- Cost:** £958,276
- Total number of people benefitting:** 8,600
- Partners:** University of Ngozi, ABS, CNAC, Twin Trading, COCOCA
- Key achievements:**
  - Thirty-three coffee cooperatives in Burundi have improved the quality and quantity of their coffee.
  - Over 8,600 women and men have been trained in improved farming techniques.

**Country context**

Burundi is the smallest coffee producer in East Africa, but coffee has been, and continues to be, a major contributor to the country's economy.

There are significant challenges in coffee production in Burundi. Farmers have traditionally had no visibility, no stake in its processing and value addition, and no say in how or where it was sold. This has led to an increased negligence of basic renewal and maintenance of existing coffee trees. A relatively inadequate offer of financial services to coffee actors has also contributed to the deterioration of national coffee productivity.

Despite these difficulties, the country still produces high-quality coffee. Burundi is endowed with some of the most ideal conditions for coffee production, including elevated ground of up to 1,500-2,000 metres, Arabica bourbon trees and abundant rainfall.

**Designing the project**

The project has sought to take advantage of Burundi's natural coffee potential, and to create a sustainable coffee market – including marketing and selling coffee to international buyers – and enabling coffee farmers to have a stake in the profits.

The starting point for the project was to work with existing coffee cooperatives throughout the country. The cooperatives were based around local washing stations, where coffee cherries are brought in bulk, ready to be washed, before being processed, roasted and eventually distributed to buyers.

The issue which coffee farmers had faced previously was that their relatively poor-quality coffee cherries would be bought for very little by a middle-man at the washing station or the local market, and they wouldn't have any stake in their yield as it continued through the supply chain – leaving farmers and their families trapped in a cycle of poverty.

The scope of the project was to equip cooperatives with the means not only to improve the quality and quantity of their coffee, but to have a stake in what they produce once it has left the washing station. This has been achieved with 33 cooperatives so far – 18 of them own the washing station, while the remaining coops use a local one.

**11** of the 18 cooperatives were running at a profit after the first year of the project.

**Working together to transform the coffee market**

We engaged several partners to achieve the aims of the project. COCOCA, which was founded in 2012, is the uniting body for all the cooperatives. It primarily acts as a marketing organisation, seeking to build relationships with buyers to sell in bulk the coffee which they produce. ITL sought to improve its ability to do this with the help of Twin Trading who have a long history of working in African coffee markets.

The University of Ngozi was also engaged, along with ABS (Agri-Business Services), to improve the quality of coffee produced by the farmers. These partners undertook research into the optimum crop varieties and conditions for growing consistently high-quality coffee cherry trees.

CNAC, a national confederation of coffee growers in Burundi, was brought on board to assist in lobbying the government to provide a better environment for coffee business in the country – for example by securing good tax rates for coffee producers.

And then of course, was the engagement with the farmers themselves, who were trained in the necessary 'agronomic practices' and given access to the necessary technology to improve the quality and quantity of their coffee.

This holistic approach aimed to make significant impacts throughout the whole value chain – from farmer to consumer – to enable a wider transformation of the Burundi coffee market.

**Increasing productivity**

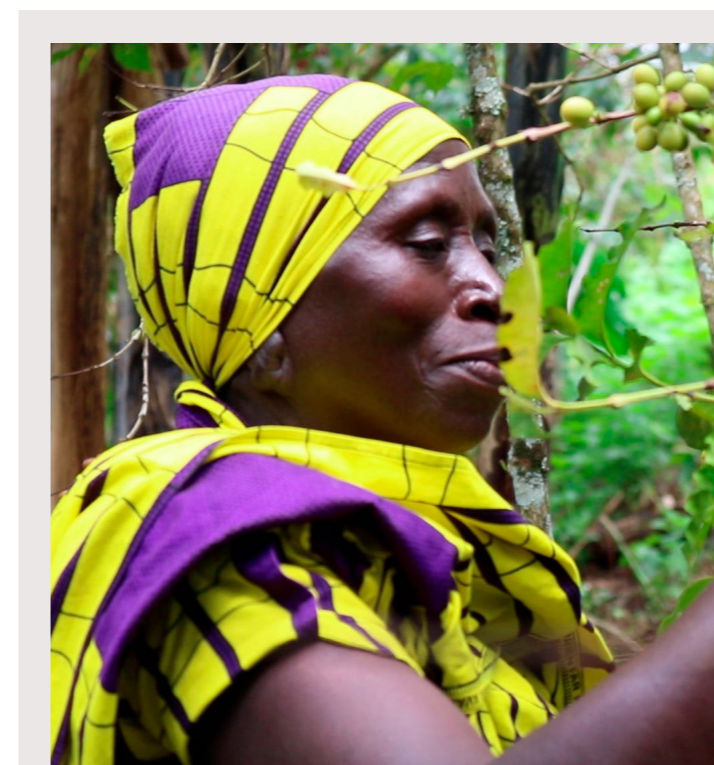
Due to the project interventions, farmers learned better farming techniques, such as pruning their

coffee bushes and applying organic fertiliser. A cascade model was used, whereby 1,148 'lead farmers' were trained by agronomists, who then in turn trained others to use the same improved techniques. An estimated 8,658 women and men have been trained by the lead farmers.

Over the course of the project, improved techniques, and the application of learnings from the research conducted by the University of Ngozi, led to increased yields. According to partner reporting, from 1kg at the beginning of the project, they managed to reap 4kg of coffee beans per tree in controlled plots.

**From 1kg originally, farmers managed to reap 4kg of coffee beans per tree, thanks to the training in improved farming techniques.**

The increase in productivity has led to increased incomes (although this has been tempered with upfront costs for equipment and training). Additionally, each cooperative created village savings and loans associations (VSLAs), which enabled farmers to buy things which would help them with their coffee growing and open up other avenues for making money.



**Case study**

**Empowering coffee farmers**

Valerie Cishahayo now has more control of her life, and can send her children to school, thanks to her involvement in the coffee cooperative.

'I thank Christian Aid for the training and support they have provided as part of this project. I used to struggle to get loans in the community, especially when it was time to send my children to school. When I was able to get a loan, I would have to pay back double what I borrowed.'

'Now I am economically empowered, and I can get a loan much easier through our savings and loan scheme. I have been able to buy a pig, a cow, and a bicycle that my child uses for transport.'

### Improving quality

The quality of coffee has also improved. This has been borne out through continual successes at the annual 'Cup of Excellence'; an international competition attended by global coffee buyers. Most notably, in 2016, six of the 13 cooperatives that took part won awards. According to reports from our partner, two of these were able to sell their coffee to an international buyer at \$8.40 (£6.65) per kg, compared to an average market price of around \$3-\$4 (£2-£3).

### Strengthening cooperatives

The project strengthened farmers' cooperatives into competitive, viable business entities that resulted in

a gradual increase in overall profits. Key informants interviewed as part of the project found that the project effectively improved governance structures; out of 18 cooperatives, at least half have adapted to governance structures after training, including recently-created business plans. After the first year of the project, 11 of the 18 cooperatives were running at a profit.

### A better enabling environment for coffee farmers

One of the most significant achievements of the project came through the establishment of a national coffee body, with the purpose of advocating for better trading conditions to suit small-scale farmers. Commercial banks reduced loan-interest rates to coffee producers by 6%.

### Assessing impact

Overall, the approach undertaken by the project has proven to be **effective**. The increased yields and quality of coffee bear witness to this – so too does the ability to secure contracts with international buyers.

The project was designed to **leverage** a cooperative business model to **scale up** and reach other members of the cooperatives above and beyond the lead farmers, and it reached its intended scale. Interviews reported that the project reached more people than we originally hoped: the target was 5,892, but in reality, it reached over 8,600 people as more farmers joined project cooperatives. It was reported that training national partners indirectly increased **scale** because these partners represent more than the project cooperatives. For example, COCOCA marketing training reached about 40 cooperatives as they applied their **learnings** to their entire portfolio.

The project has also successfully **leveraged** extra funds to finance an extension of the activity. The Isle of Man Government funded the construction of a cupping lab which will be run by COCOCA – one of three partners in this new project – which will reduce costs to test coffee quality and taste. The two-year funding builds directly on the work conducted under ITL, targeting a new part of the value chain: infrastructure. This funding will also support women by creating women-only facilities

which will be marketed internationally and will train women on organic certification. In addition to secured funding, several different trusts and foundations have shown interest.

The project has not been without its challenges. Notably, there have been problems with information management. As reported to donors in 2018, it came to light that the figures being used to inform coffee yields had been reliant upon farmers' own assessment, rather than a direct measurement by project staff – leaving a risk of exaggeration.

Christian Aid has taken steps to address this issue, and a digital monitoring system is due to be put in place in late 2019.

Although we didn't find any evidence of the project approach being **replicated** in other countries, it's within Burundi where perhaps the most significant display of the project's legacy has been witnessed.

### Next steps

The World Bank has developed a \$55m (£43m) project which mirrored the inclusive model and geographical focus of ITL. The World Bank's project **leverages** outcomes from the ITL work – Christian Aid participated in its design as key informants. The World Bank has effectively scaled up ITL's project by using the same approach but expanding the geographical scope and increasing the number of people benefitting from it.<sup>4</sup>

## PROJECT

# Honey hubs in Kenya

**This project trialled the use of honey hubs across four districts in Kenya, providing farmers with a central place where they could come and sell their honey.**

### Key project facts

- Name:** Honey hubs
- Region:** Narok, Taita Taveta, Makueni and Tharaka Nithi counties in Kenya
- Duration:** April 2014 - October 2017
- Cost:** £494,995
- Total number of people benefitting:** 2,292
- Partners:** The Hive, Nyuki Hubs and The Kenya Honey Council
- Key achievements:**
  - In Narok county, the honey hub has recorded an increase in yields of beekeepers by 100%.
  - The local government of Makueni went from investing £15,000 to £52,000 in beekeeping.

which acted as centralised collection points for farmers to bring and sell their honey. The hubs became a central point for training in beekeeping. They also provided access to specialist machinery, enabling them to pasteurise and process it, ready for sale. Farmers could buy modern beehives from The Hive, which they could pay back over a period of time.

### Training in modern beekeeping

The training taught the farmers modern beekeeping methods such as harvesting times (harvesting honey once a year and during the late summer/autumn is considered most efficient) and honey-collection methods.

In addition to the training, the project provided access to modern equipment to the beekeepers, such as bee suits, smokers and new beehives. This equipment allowed the beekeepers to produce not only better-quality honey but also to increase their productivity.

In Narok, the hub has recorded an increase in yields of beekeepers by 100% – from 2kg per hive per annum to 4kg – mainly due to an enhanced understanding of the beekeeping calendar and harvesting techniques.

### Country context

Eighty per cent of land in Kenya is suitable for beekeeping. Yet, when the project began, most of Kenya's honey came across the border from Tanzania.

Kenyan honey yields were also very poor: at the start of the project they were at only 25% of capacity, and the quality of the honey produced was low.

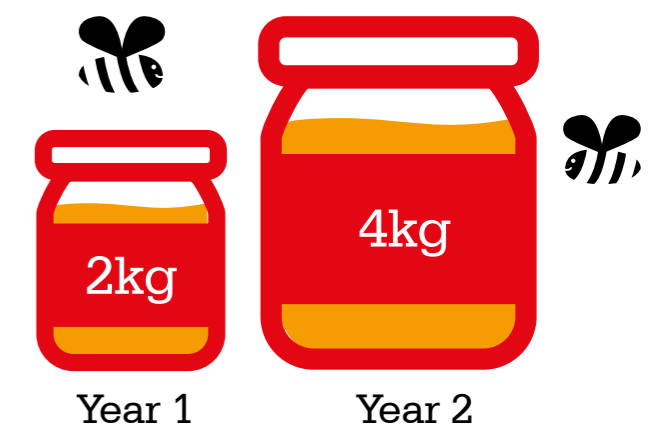
### Designing the project

The project had the ultimate, ambitious goal of re-structuring the Kenyan honey sector to provide small-scale producers with profitable, resilient livelihoods.

To address some of the common hurdles for prospective beekeepers, the project was based on learnings from the successful dairy sector in Kenya. Specifically, we adopted its model of enabling farmers to produce better quality and quantity of dairy products and giving them access to markets through a centralised hub.

Partnering with The Hive (a private company which produces and sells beehives) hubs were established

### In Narok, yields of honey have increased:





Most beekeepers interviewed had acquired more beehives since the beginning of the project and were able to produce more honey, thereby improving their livelihoods through the additional revenues they earned by selling the honey. For example, some farmers mentioned being able to pay for their children's school fees, purchase more nutritious food and build a house.

Fundamentally, the honey hubs provided beekeepers with a market to sell their now higher-quality honey, which had not previously been there. Before the project, traditional extraction and production methods would produce poor-quality honey that could then only be sold at the local market.

### A new business

As the ITL funding ended, there was a proven increase in poor farmers successfully producing honey, and a market for them to sell to. However, there was an acknowledgement that in order for this potential to be realised, there would need to be a fundamental shift in our approach.

A new social enterprise, Nyuki Hubs, was established – which took ownership of the four hubs. This set-up was funded by Christian Aid donors. The relationship with The Hive came to a close. Immediate steps were taken, including the sale of the remaining stocks of honey, as well as appointing a managing director.

Nyuki Hubs commissioned a local supplier to manufacture modern hives which are offered to farmers on a lease-to-buy approach and are significantly more affordable than those offered previously.

Nyuki Hubs now buys the honey in bulk, collects it (by either directly picking it up or reimbursing the travel costs) processes it and packages it before selling it to buyers. The enterprise offers a fixed price to mitigate price risk, which allows farmers to plan and count on a fixed income and has reduced the labour intensity of the processing and collection process.

The enterprise has been developing their own direct relationships with buyers. Although Nyuki Hubs is continuing to sell 'off-the-shelf' jars of honey to smaller supermarkets, the main focus has been to secure wholesale contracts within the hospitality and tourist market, where the proposition of ethical, locally-sourced produce is especially attractive.

This recently-developed business model is based on mobilising 3,000 farmers, to produce 31 metric tonnes of honey in 2019. This will cover 50% of the enterprise's operating costs.

### Assessing impact

The ambition of the Honey hubs project was sizeable. It aimed to establish a new market for honey in Kenya in extremely difficult conditions. It was trying to introduce a completely new source of livelihood, reaching the poorest communities, in the hardest to reach areas – highly arid and dry places. This was an inherent **risk** in the project approach, but one which made it ripe for ITL funding.

In interviews with some of the farmers from the Makueni hub, the project was most **effective** when it came to the training on beekeeping and harvesting methods. Farmers have successfully adopted beekeeping techniques and have improved their livelihoods.

The project was successful in **scaling up** from two counties to four during the course of the project. However, the total number of farmers who had started beekeeping through the project was a lot less than the initial target of 10,000. Although over 10,000 women and men had been recruited and were members of the farming groups, only 2,292 farmers were actively producing and selling honey through the hubs. It was also clear that not all the honey hubs were as **effective** as each other. Across the four counties, Narok county accounted for nearly half of the total farmers who were practicing beekeeping.

This can partly be accounted for in the fact that two of the hubs started later and so have had less time to build momentum.

The project aimed to create an enabling environment, where it would be easier for poor communities to harvest and sell honey as an additional source of income. The initial plan was to do this with the help of the Kenyan Honey Council, to help lobby for changes at a national level which

would make this possible. However, the council was ultimately unable to achieve this.

**The local government of Makueni went from investing KES2m (about £15,000) to KES7m (about £52,000) in beekeeping in the county by the end of the project.**

There were some signs though that there was a more open attitude towards honey. An example of the **leverage** of the project is the increase of local county government funding for beekeeping. The local county government of Makueni went from investing KES2m (about £15,000) to KES7m (about £52,000) by the end of the project. This was attributed to an increased awareness through the project.

### Next steps

If we are to consider the **sustainability** of only the Honey hubs project, without its continuation into Nyuki Hubs, both the implementers and farmers agreed that there would have been a gap in funding. Without the hub buying the honey produced, the beekeepers would not have been able to sell their honey at a good price.

However, there are positive signs that Nyuki Hubs' business model is on track. The hub in Narok county finished its capital injection and since September 2017 is on its way to fully funding its trading obligations, which shows that a **sustainable** business may be possible.

The project was certainly a good example of the strong application of **learnings**, and it was not without its challenges. But critically, these have been turned into learning opportunities to ensure that Nyuki Hubs, and the new beekeepers in Kenya, are set up for success.

### Case study

## Thriving in a male-dominated business: Mary's success in beekeeping

Mary Wavinya Mutulili is among the few women beekeepers in Makueni county in Kenya. She received five modern hives through Nyuki Hubs. Mary can now reach up to three harvests a year, averaging 75kg in total.

She says: 'The money I get from the honey goes a long way in helping me with household expenses as well as school fees for my children.'

Mary is now able to contribute 25% of her family's total earnings every month from beekeeping. This has given her more financial independence.





## PROJECT

## Rice in Ghana

This project aimed to enhance the quality of Ghanaian rice. It covered improved practice and technology in rice production; greater access to fertilisers and machinery, services and finance for rice growers, training female parboilers to process rice at the mill, and vegetable production as an alternative income source.

### Key project facts

**Name:** Growing Rice Market Opportunities for Women (GROW)

**Region:** Bongo district, Bolgatanga and Kasena Nankana municipalities in the upper east region and Savelugu Nanton municipality and Kumbungu district in the northern region

**Duration:** July 2015 – February 2017

**Cost:** £163,799

**Total number of people benefitting:** 6,178

**Partners:** Ghana Trades and Livelihood Coalition (GTLC) and Youth Harvest Foundation Ghana.

### Impact:

In terms of **effectiveness**, farmers' rice yields increased by 60%.<sup>5</sup> Due to the improved quality of one of the crops – parboiled paddy – some processors can sell at a higher rate.

In terms of **sustainability**, the saving and loans groups are still in action, and people are still saving. Christian Aid is looking to register the project participants with Ghanaian rice inter-professional bodies, so they can continue to access services to increase productivity.

**Learning** from a project closure meeting in 2017 suggested that more women than men were willing to try the new practices which were more labour-intensive, discouraging some farmers.

## PROJECT

## Cook stoves in Africa

More than half of the world's population cook on open fires or leaky stoves. This pilot trial aimed to improve health impacts and fuel efficiency through the distribution and sale of cook stoves that use less fuel and emit less smoke. It also aimed to reduce the number of hours girls and women spent collecting firewood and cooking to give them more time for other activities, such as going to school.

### Key project facts

**Name:** Improved cook stoves

**Region:** southern Africa; Ethiopia, Malawi, Mali, Nigeria

**Duration:** April 2014 – March 2016

**Cost:** £335,000

**Total number of people benefitting:** over 8845 (estimation based on five people per household)

**Partners:** Nigeria: Justice Development and Peace Commission (JDPC) and SOSAI Renewable Energy Limited; Malawi: MAEVE, CARD, Environment Africa and Galaxy Media; Ethiopia: Women's Support Association, Mali: GIE Katènè Kadj.

### Impact:

In terms of **effectiveness**, in Ethiopia and Mali the amount of fuel needed during cooking has reduced by at least 45%. This means women and girls now spend less time collecting firewood – or less money buying it.<sup>6</sup>

In terms of **sustainability**, in Ethiopia the project worked through more than 300 new and existing savings and loan groups to help poor women afford stoves. These have brought wider benefits in terms of women's financial literacy and access to basic banking services. This is also true with the semi-urban population which is on the increase.

An internal **learning** review was conducted by Christian Aid, which questioned the relationship between the new stoves and health impacts. The greater impact was seen in improving the social status of women and girls.

## PROJECT

## Cash transfers in Nigeria

In this pilot project in north-east Nigeria, we trialled Segovia (a cash transfer service) to manage mobile payments securely and quickly to affected communities. We aimed to increase the efficiency of cash transfers, speed up processing and distribution, and reduce security risks.

### Key project facts

**Name:** Cash transfers

**Region:** north-east Nigeria

**Duration:** January 2017 – August 2017

**Cost:** £20,000

**Total number of people benefitting:** 7,250

**Partners:** Ekklisiyar Yan'uwa A Nigeria (EYN).

### Impact:

The project was **effective** at increasing security and data protection with bank-level encryption. The use of an automatic system meant that real-time information could be easily reviewed; monitoring was improved; and errors were minimised and easier to spot because of the clear tracking system. As Segovia contracted the mobile operators, it significantly decreased the organisational risk and reduced the transfer rates.

In terms of **replicability** and **scalability**, there was limited scope to use Segovia outside Nigeria because mobile coverage was not available in some of the remote areas we work in. Segovia does not operate in all the same countries as we are delivering humanitarian aid, and their rates are not as competitive outside Africa.

## PROJECT

## EqualiTea in Bangladesh

This project enabled 1,000 marginalised tea farmers in northern Bangladesh to join 'producer groups' and take advantage of a growing, high-value market opportunity – engaging directly with buyers and lobbying for more government support.

### Key project facts

**Name:** EqualiTea

**Region:** Panchagarh district of Bangladesh

**Duration:** April 2015 – March 2019

**Cost:** £316,482

**Total number of people benefitting:** 1,000

**Partners:** Traidcraft Exchange.

### Impact:

In terms of **effectiveness**, producers' household income has increased by 55% through improved farming techniques, from the beginning of the project.<sup>7</sup> This has not been primarily due to tea, but is attributable to the diversification into other crops which farmers have been trained in. This means the impact of the project is **sustainable**, proving a source of income until the tea bushes fully mature.

An example of **sustainability** is through smallholder farmers creating demand in the region – Traidcraft have reported the number of tea factories in Panchagarh has increased from five to 13 over the course of the project.

A study undertaken by Traidcraft and Christian Aid showed that there is a significant opportunity for **scaling up** the project within northern Bangladesh. Both parties are developing plans that would enable more farmers throughout the region to start growing tea.



## PROJECT

## Land rights and cocoa in Bolivia

This project supported remote Amazonian communities to secure legal ownership of their land, diversify their produce through agro-forestry, and access markets where they could sell their goods, including cocoa.

### Key project facts

**Name:** Land rights and cocoa

**Region:** Beni in the Bolivian Amazon

**Duration:** 2009 – 2013

**Cost:** £494,405

**Total number of people benefitting:** 2,484

**Partners:** CIPCA (Centro de Investigación y Promoción del Campesinado).

### Impact:

The project initially aimed to reach 814 farmers. By the end, this had **scaled up** to more than 1,700 people, amongst whom incomes had risen by 20-25% per year.<sup>8</sup> A sign of the project's **effectiveness** was through CIPCA's advocacy work, which succeeded in securing a minimum price for Amazon cocoa, tripling its value to producers.

When severe floods devastated Beni in 2014, the ITL communities were resilient. Despite losing many crops, their cocoa trees survived – evidence of the project's **sustainability**.

Yields of cocoa did not increase at the rate expected – due to producers spreading their focus across numerous crops. This created shortages for the processing plant which has been built as part of the project. The approach was **adapted** to support producers on increasing the volume and improving the quality of cocoa.

As the ITL project ended, it **leveraged** €784,500 (£695,460) from the European Commission for a shared project to extend the cocoa work, applying the new business model. CIPCA's latest venture is reaching another 1,160 producers in new areas.

## PROJECT

## Inclusive value chains in Central America

By supporting 11 cooperatives across Central America, the project has enabled thousands of poor producers to move from subsistence to commercial farming, directly accessing markets where they can trade their goods (including hibiscus, cocoa, cashew nuts and shrimp).

### Key project facts

**Name:** Inclusive value chains, Central America

**Region:** Honduras, Nicaragua, El Salvador and Guatemala

**Duration:** October 2013 – March 2019

**Cost:** £931,500

**Total number of people benefitting:** 33,985

**Partners:** 11 cooperatives in the region.

### Impact:

The most notable example of **effectiveness** of the project came from the Hibiscus cooperative in Nicaragua, which more than doubled its annual sales between 2011 and 2015, boosting the earnings of the 293 producer families by an average of £750 a year.

This success proved to be **sustainable** as the cooperative is now a profitable, independent business with an international distribution network through Walmart. The project **leveraged** a \$2.3m (£1.8m) grant from the Inter-American Development Bank to continue and **scale up** Christian Aid's markets work in the region.

## PROJECT

## Trade and livelihoods in Ghana

This project focused on improving livelihoods for poor farmers and producers in Ghana. This was delivered through a two-step approach: increasing the voice of small-scale farmers to influence trade and agricultural policies, and increasing opportunities for small-scale farmers to engage in business.

### Key project facts

**Name:** Trade and livelihoods campaign

**Region:** 10 regions in Ghana and Burkina Faso

**Duration:** April 2010 – March 2013

**Cost:** £386,695

**Total number of people benefitting:** 15,000 in Ghana, 3,000 in Burkina Faso

**Partners:** Ghana Trade and Livelihood Coalition (GTLC), ORCADE (Burkina Faso).

### Impact:

There has been evidence of the project's **effectiveness** both in terms of the increased knowledge and confidence of farmers in agricultural techniques – 63% indicated this to be the case – as well as the impact of the advocacy and lobbying for government policies, with just under half saying that the cost of farming had reduced considerably.<sup>9</sup> The latter was attributed to the availability of tractor services and farm inputs (such as fertiliser) on credit from the government – improvements which, according to the independent evaluation at the end of the project, were the result of the lobbying conducted by the groups of farmers.

The groups of farmers were equipped to **leverage** additional funds to further the work of the project – 10 groups were able to achieve this, securing investment from the Ghana Business Sector Advocacy Challenge (BUSAC) fund. Whilst examples such as these demonstrated the ability of some farmers' groups to act independently, this was not the case for all of them. The evaluation found that, partially due to weak leadership structures, the groups were unable to **sustain** themselves without the support of the project.

## PROJECT

## Dairy and poultry markets in Haiti

This project aimed to increase people's incomes in rural areas of south Haiti by encouraging sustainable livelihoods from chicken and dairy production. It also sought to establish a domestic market in a country where most of this produce is imported.

### Key project facts

**Name:** Dairy and poultry markets

**Region:** Saint Louis du Sud and Aquin – south Haiti

**Duration:** January 2013 – January 2014

**Cost:** £50,000

**Total number of people benefitting:** 815 families

**Partners:** Veterimed/Let a Gogo, Challenges Worldwide and Practical Action.

### Impact:

The project design planned for **sustainability** – it built upon an existing national network of 13 dairies that churned local producers' milk and cheese, before selling them through domestic channels. It also had **learning** as a key feature of the project, employing a Participatory Market Systems Development (PMSD) approach – which involved analysing the local economy in Haiti and understanding where the opportunities were for communities to have a stake in it.

The project conducted research amongst the various individuals and organisations involved in the local dairy sector. The results revealed significant challenges in operational environment – a lack of marketing strategies, service providers and organisational capacities of farmers and dairies. Following technical advice from Christian Aid staff, no additional investment was made due to the complexity of the challenges.



## PROJECT

## EcoVeg in India

This project equipped poor and marginalised people to take advantage of the growing demand for organic and pesticide-free food in Tamil Nadu. A technology platform enabled transport companies, warehouses and buyers to track the produce at each stage of the supply chain.

### Key project facts

**Name:** EcoVeg  
**Region:** Tamil Nadu  
**Duration:** 2012 – 2016  
**Cost:** £234,886  
**Total number of people benefitting:** 2,800  
**Partners:** ADISIL (Agrarian Development Institute for Sustenance and Improved Livelihoods), Evangelical Fellowship of Zimbabwe (EFZ) and Methodist Development and Relief Agency (MEDRA).

### Impact:

The project was **effective** in that it increased the income amongst farmers by at least 40%. It also increased guaranteed organic and pesticide-free vegetables on the market – partner systems tracked 625 tonnes but the actual figure is estimated to be much more.

The project was **sustainable** in that EcoVeg still remains active today, employing an additional 2,000 farmers. However, a key **learning** was that selling direct to customers was not cost-efficient. Instead, a business-to-business model has been employed, securing custom from an established ready-made meal company in the region.

## PROJECT

## Agricultural livelihoods in Kenya

This project equipped 2,000 small-scale farmers with critical weather forecasts, agricultural training and access to buyers – enabling them to more effectively and confidently grow, process and sell drought-resistant crops.

### Key project facts

**Name:** Strengthening agricultural livelihoods  
**Region:** Mbeere region of Kenya  
**Duration:** 2011 – 2014  
**Cost:** £415,000  
**Total number of people benefitting:** 2,000  
**Partners:** The Anglican Diocese of Mbeere.

### Impact:

There were a number of successes in terms of the project's **effectiveness**. As a result of increased confidence, based on the promised orders from buyers, our partners reported a 66% increase in land used by the farmers. Production per acre of green grams (mung beans) – one of the three crops grown by farmers – increased by 31%, which led to a 25% increase in income.

The project had to **adapt** along the way – it became clear that, in order to be **effective**, it needed to work not just with one private sector partner (as per the project's design), but to engage with the local government in order for farmers to be provided with training. It also stopped providing millet for farmers to grow, because of low uptake and instead concentrated sorghum and green grams – which farmers continue to grow today.

Based on the success and **learnings**, the project has been **scaled up**, and now works with 4,000 farmers across two additional counties in Kenya.

## PROJECT

## Clean energy in India

This project enabled selected schools in Jharkhand without reliable electricity to attain a better quality of life by replacing kerosene lanterns with clean, safe and bright light. Christian Aid teamed up with solar lantern manufacturers D.Light to distribute solar lanterns to some of the poorest communities.

### Key project facts

**Name:** Light for education (D.Light)  
**Region:** Jharkhand  
**Duration:** 2011 – 2013  
**Cost:** £20,000  
**Total number of people benefitting:** 1,313  
**Partners:** Sona Santhal Samaj (SSS) and SAMVAD.

### Impact:

The project was designed to be **sustainable**. Profits made by community groups were invested back into buying more lanterns without further Christian Aid investment. D.Light also helped to create job opportunities by training rural entrepreneurs to repair and sell lanterns.

The lamps were generally effective in improving quality of life. Partner reporting cited increased working opportunities for farmers, basket weavers and shopkeepers with the additional hours of light, allowing them to do more work (and increase income) in the day.

However, according to the end of project report from the partner, only 30% of the project's intended 4,400 people were reached as there was less demand for the lamps than expected. Some families couldn't afford a lantern, some villages had already been supplied with electricity, and there was some mistrust of the lanterns as a small number were faulty.

In terms of **learnings**, partners are using this work as a platform to encourage greater investment in clean energy in India, with a focus on benefitting the poorest and most marginalised people.

## PROJECT

## Social enterprise programme – worldwide

ITL has been funding commercial enterprises across the world to help them grow and become self-sufficient. As well as funding, we identified that enterprises also need support to build their business skills and capacity, and so the Social Enterprise Programme (SEP) was formed.

### Key project facts

**Name:** Social enterprise programme  
**Region:** Worldwide  
**Duration:** January 2014 – March 2019  
**Cost:** £175,105  
**Total number of people benefitting:** Varies by project  
**Partners:** Various.

### Impact:

As well as enabling investment to growing businesses, the SEP enabled 'business acceleration' services to companies across the globe. For example, Mercados Agroecologicos, an organic farming business, received technical support as well as the provision of a performance-based grant. The support has deliberately been provided through locally-based consultancies, so that it can be **sustainable** after the intervention of the SEP. They increased revenue by 30% and appointed a sales and marketing team. With the grants, they have improved their accounting reporting, hired a manager and invested in sales and marketing. According to SEP staff, more than 82% of the businesses which have been assisted have reported either improvements in operational efficiency, or have seen an increase in revenue or access to external investment, proving the **effectiveness** of the project.

Part of the **effectiveness** has also been the **learnings** captured. For example, in the case of Mercados Agroecologicos, the support included light-touch business assistance, which they could take advantage of on an ongoing basis. The key **learning** is that face-to-face support, perhaps more so than with other business sizes, is essential.



# From violence to peace

Violence is a prime agent of poverty, capable of wiping out years of development and destroying thriving societies. Despite the appalling human cost of war, the majority of violent deaths occur outside of armed conflict. Social violence within families and communities is endemic in many of the areas where we work. ITL's From violence to peace projects aim to protect people living in violent contexts due to armed conflict, crime or domestic abuse.



A young woman combs the hair of a child in the humanitarian space in Buenaventura.

## PROJECT

### Humanitarian spaces in Colombia

One of ITL's boldest endeavours came in the form of humanitarian spaces, in neighbourhoods previously beset by extreme gang violence in Buenaventura, on Colombia's pacific coast.

#### Key project facts

**Name:** Humanitarian spaces

**Region:** Buenaventura, Colombia

**Duration:** August 2015 – October 2018

**Cost:** £235,042

**Total number of people benefitting:** 1,177

**Partners:** Justice and Peace, ABColombia and Peace Brigades International (PBI)

**Key achievements:**

- No killings took place in the humanitarian spaces throughout the duration of the project.
- In one humanitarian space, thefts decreased by 80%.

(IACHR), meaning that any acts of violence will gain global attention – which in turn acts as a deterrent to potential perpetrators. Unlike the rural zones, the humanitarian spaces allow for armed protection by police.

The first humanitarian space was established in the neighbourhood of Puente Nayero, a community of around 300 families, followed by an adjoining space called Punta Icaico, of similar size.

#### Building community

Christian Aid's partner Justice and Peace undertook wide-ranging work with the two communities to help them build their confidence, as well as cope with past experiences of violence. They provided the communities with psychological, educational and spiritual support to aid recovery from trauma.

Children and young people took part in artistic, cultural and sporting activities to protect them from being recruited to armed forces and using illegal drugs.

These activities were given extra priority when it became clear that dealing with the effects of trauma with young people was urgent. The project also formed women's groups, in response to the increasingly apparent need to address gender inequalities within the humanitarian spaces.

#### Advocating for peace

An indicator of the stability and safety of the community in Puente Nayero was that it attracted numerous human rights defenders, who are at particular risk in Buenaventura, to take up residence in the space. We also saw evidence of other residents of the city coming to the space for safety.

Some success has been borne out of the project's partnership with CONPAZ – a network of 140 victims' organisations in Colombia, which petitions for the protection of people vulnerable to violence. This gave leaders from both humanitarian spaces the opportunity to share their experiences and discuss the issues they faced.

#### Country context

Colombia is scarred by a history of violence. Decades of conflict have left over 200,000 people dead and over five million displaced from their homes – a number surpassed only by Syria.<sup>10</sup>

For over a decade, Buenaventura has been known as the most violent region in Colombia, with an almost constant fight for territory and control amongst criminal gangs and paramilitaries. Residents who show any signs of resisting intimidation from these groups 'disappeared' or were brutally murdered in the notorious 'casas de pique' or 'chop houses'.

#### Designing the project

It's within these tumultuous communities that ITL helped to pioneer an approach that reclaims areas of the city, to free them from the constant threat of violence.

The project established humanitarian spaces, along the lines of the existing humanitarian zones that had been created to protect communities at risk in rural areas. As with humanitarian zones, the urban spaces are granted protection under the orders of the Inter-American Commission on Human Rights



## Case study

### Creating a safe space for families

Fernando Rodallega is a young man in his 20s who works nightshifts at Buenaventura port.

Fernando told us that, before the street was set up as a humanitarian space, he often had to sleep elsewhere before going to work, because it was too dangerous to venture out at night.

'There were shootings and a lot of violence. I feared for my life,' he says.

Through this project, Fernando has seen a remarkable change in his neighbourhood.

'Thank God the humanitarian space was established. It has improved things a lot. So many families have begun to invest in their houses. You can see for yourself, there are children playing in the street.'



Fernando outside his house with his family in one of the humanitarian spaces.

Another issue was the geography of the spaces – both of which are set on small peninsulas jutting out to the sea. Puente Nayero only has two entrances, whereas Punta Icaico is less enclosed and less isolated which meant it's not as easily protected. Being the second humanitarian space, illegal armed forces were also more prepared and knew how to find ways to continue to terrorise its inhabitants outside its borders.

Although Punta Icaico fulfilled its main aim of retaining the basic safety of its inhabitants, there wasn't the same community development witnessed in Puente Nayero – however it is understood that, from the outset, residents were more disparate compared to Puente Nayero.

Punta Icaico suffered perhaps more than Puente Nayero from a lack of clear definition of what a humanitarian space means for an urban area. Without that definition or the IACHR measure of protection, the area of Punta Icaico was not as well demarcated and the inhabitants themselves could not clearly identify the contours of the safe space.

All of this is not to downplay the fundamental changes in security which the humanitarian space in Punta Icaico achieved, as expressed by one of its inhabitants:

'Security has changed, thank God. Before we had many thefts here, including from the boatmen who came from the river nearby, but now with the humanitarian spaces, thefts have decreased by 80%'

John Eduar Sinisterra, Punta Icaico

Overall, both Puente Nayero and Punta Icaico are clear examples of the successful **replication** of the concept of humanitarian zones into humanitarian spaces.

There were complexities and challenges in the project – not least the highly volatile nature of the environment. But in many ways, this is what made it a good fit for ITL. It was a high-risk intervention, and unchartered territory which has led to a wealth of new insights.

## Next steps

To what extent will the spaces be able to continue as safe, and even flourishing spaces (at least in the case of Puente Nayero) now that ITL funding has come to a close? To what extent are the spaces **sustainable**?

The project worked through locally-based partners so that they could empower community leaders and build trust within communities, ultimately with a view that communities feel empowered to take over the activities. To an extent, this has happened in Puente Nayero where local leaders have emerged – some of whom have run for local office. There have also been continued signs of the community working together – with regular town meetings and parties as a means of celebrating and re-affirming the peace of the space.

There are ongoing talks between community leaders from other areas of Buenaventura about the possibility of **replicating** the humanitarian spaces.

The potential for **replication** does raise an important, broader, more conceptual question about the humanitarian spaces, compared to zones based in rural settings. Urban cities are supposed to be dynamic and remain open to the public. Therefore, if successfully done in cities, where invisible frontiers already exist, humanitarian spaces would effectively create ghettos, albeit ghettos of safety – potentially constricting mobility across the city. This is a conceptual issue that will need to be considered as discussions around replication continue.

The formation of women's groups shows the project's ability to **adapt** to changing circumstances and its capacity to **leverage** further investment. The Church of Sweden is now funding the continuation of the more social aspects of the project.

## Assessing impact

At a most fundamental level, the project was deemed **effective** in that it prevented any killings from taking place across the two spaces throughout its duration. Given the extent of the violence which continues in Buenaventura to this day, this impact is not to be underestimated.

The project was also highly **effective** in using international attention to put pressure on the Colombian authorities to protect the spaces. It was effective in grabbing the international public's attention, organising high-level visits from British parliamentarians, publishing articles in the press and securing international media coverage – all

examples of the project successfully achieving **scale**.

The second humanitarian space in Punta Icaico was identified as a good example of **replicability** – doubling the potential number of people reached through the project. However, there were some challenges faced with this space which meant that it didn't have the same impact as Puente Nayero.

This can partly be attributed to the fact that, unlike Puente Nayero, Punta Icaico was unable to attain official protection measures from the Inter-American Commission on Human Rights. One of the reasons identified was because the local authorities tried to block the opening of the new space.



PROJECT

# The power of dialogue in Myanmar

This project sought to address the problem of ethnic conflicts in Kachin state. It provided a space for people to share their experiences, with a view of reconciling divisions between groups, and ultimately to help feed into Myanmar's peace process.

### Key project facts

**Name:** Strengthening intra/inter-ethnic peace-building

**Region:** Kachin state, northern Myanmar

**Duration:** January 2016 - September 2018

**Cost:** £216,962

**Total number of people benefitting:** 4,362

**Partners:** Gender and Development Institute and Myanmar Council of Churches

#### Key achievements:

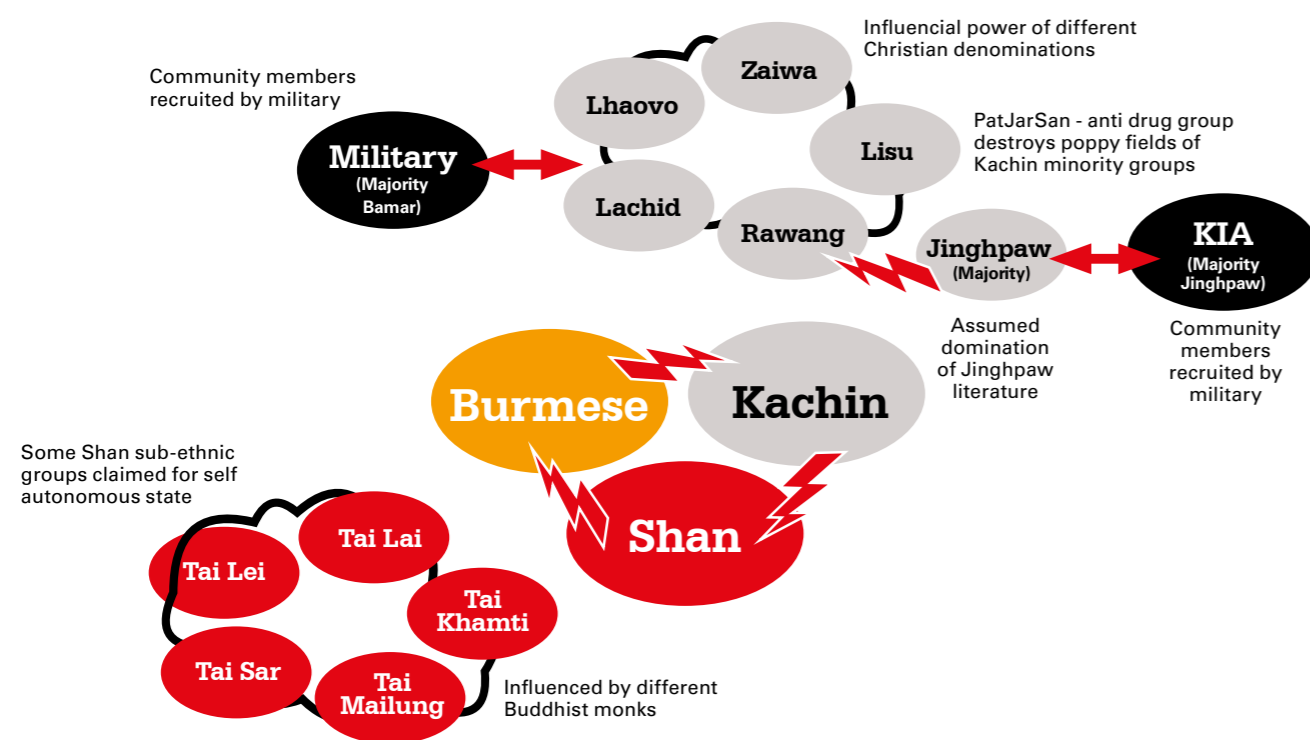
- The project hosted 100 dialogues for peace, with over 4,000 people taking part, and representing 50 political parties, civil societies and local organisations.
- Many participants testified that the tensions and conflicts among some ethnic groups in Kachin state have been reconciled after the dialogue process.

### Country context

Myanmar has the world's longest-running civil war in history, lasting more than 60 years, since its independence from Britain in 1948.

Northern Myanmar, especially Kachin state, is the most contested region of the country, where the fighting continues today. It is home to many ethnic groups, most predominantly Kachin, Shan, and Bamar.

Conflict between these ethnic groups has been fuelled by the region's rich natural resources – 70% of the world's jade is extracted from Myanmar, with northern Kachin state exporting up to \$9bn (£7bn) a year.<sup>11</sup> But to add complexity, division also exists within these groups.



### Designing the project

The project aimed to promote mutual understanding and trust between different ethnic groups and sub-groups through creating spaces for dialogue, with an ultimate view of feeding into the Kachin state-wide peace talks.

To achieve this, the project adopted a two-step approach. This started with what we called 'listening exercises', before moving on to encouraging dialogue between the different groups.

### The power of listening

Through the listening exercises, opinions and perspectives of women and men from across communities, ethnicities and religions were solicited to understand the sources of conflict. The insights were then used to develop a dialogue process within and between ethnic groups.

Seventy 'listeners' were trained to carry out exercises in townships with different ethnic groups across Kachin state. The listening exercises provided a safe space for the interviewees and enabled a rich gathering of insights on the root causes of conflict, on a scale which had never been achieved previously in the state.

These listening exercises included insights around the everyday challenges faced by communities – often related to the conflict. For example, the groups revealed that civilians from some ethnic groups were being forced to become soldiers. This had the knock-on effect that, because people spend time avoiding recruitment by the Kachin Independence Army (KIA) or government army, they don't have time to develop their businesses or livelihoods.

Drug addiction was also shown to be a significant challenge for people across the townships, which was attributed in part to the breakdown in educational provision and the absence of communal activities, such as sport, for young people. To compound the issue, the government bodies responsible for fighting drug production were accused of misusing their authority and bullying people indiscriminately.

Crucially, some common preconceptions came to light between ethnic and sub-ethnic groups. Common across other Kachin sub-groups was the belief that the majority of Jinghpaws were involved with armed groups, specifically the KIA. When members of the other sub-

ethnic groups who had been recruited by the state military were killed in conflict with the KIA, the blame for their deaths was put at the door of the Jinghpaws.

Religion also played a big part in the tensions between sub-ethnic groups, as revealed by the listening sessions. For instance, there was evidence of friction within the different Christian denominations represented by the Kachin sub-groups, with some groups perceived to have more power and influence than others.

When the listening exercises had finished, the next step was for the key learnings to be shared with more than 150 leaders from across the ethnic and sub-ethnic groups, through a leader's forum established through the project.

### From listening to dialogue

It was then time for the second step – the bold tactic of hosting dialogue sessions between ethnic groups and sub-groups. This started with training locally-based members of the community to be facilitators, over 900 in total. The insights from the listening exercises were critical in preparing for the sessions, and helped facilitators to pre-empt points of conflict.

The project hosted 100 dialogues and four forums participated by 4,194 people, representing 50 political parties, civil societies and local organisations.

The dialogue sessions took numerous forms. They were hosted by political parties, who engaged in talks with parties from other sub-ethnic groups. Youth facilitators were trained to conduct sessions with other young people from different sub-ethnic groups. The same was done for church groups and civil society organisations.

### Managing risk

The fact that Christian Aid went ahead with the dialogues despite being advised by some of its strongest local partners in Kachin not to, for fear of escalating tensions, was a carefully-managed risk that the project took.

Indeed, at the beginning, some of the sessions between Kachin and Shan people had to be stopped because of tension between the two groups, but over time relations improved, and now they sit together in dialogue.



‘We should not stay isolated in our group, religion or culture. Diversity is important and understanding among different groups can help to build a peaceful world’

Brang Sau Moegaung, dialogue facilitator



Brang Sau is a dialogue facilitator as part of the conflict resolution project in Myanmar.

### Case study

## Building trust in Kachin state

One dialogue leader attests to the power of dialogue in bringing people together:

‘In my township in Putao, there was a lot of doubt about the difference any “dialogue” could make. People were not familiar with the concept. Putao is a very deprived area, with low levels of education and development. The problem is that people don’t trust each other, and ethnic and religious conflicts occur.’

‘Initially, it was quite hard for me to build trust and understanding with the cultural and religious leaders,

youth and wider community.

‘In total, we held about six dialogues with different Kachin tribes, Kachin youth and the Rawang people. In the end, people saw that dialogue can help to overcome differences and to co-exist peacefully, as it creates channels for the groups to talk to each other.’

‘Speaking for myself, I realise that dialogue is truly effective in creating harmony among people with different views. I wish it would become our culture in our community.’

### Assessing impact

The overarching sentiment from speaking with those involved in the project was that it created a culture of listening and understanding where one had not previously existed. This speaks well for the **sustainability** of the work which has been carried out.

The involvement of civil society organisations was deemed as evidence of the **effectiveness** of the project, as there had never previously been any significant dialogue between these different groups.

Many participants testified that the tensions, wrong perceptions and conflicts among the six sub-ethnic groups of Kachin state have been reconciled after the dialogue process. They reported listening to each other more than before – a seemingly simple action, but especially significant given that they would not have had the space to do this previously.

Those who were previously afraid of speaking up about their feelings, views, emotions, perceptions and beliefs have now become more outspoken. Ethnic leaders were also convinced of the project’s benefits and have started meeting to discuss important issues with the other ethnic groups.

Yet, although the overarching feedback was positive, we recognise that the project only went

so far. There was a sense that by the time the project had finished, the talks were still in their early stages. Indeed, in terms of the **scale** of the project, the initial target had been to reach 10,000 people, but there was a recognition that the learning and dialogue sessions needed to focus on quality rather than quantity.

There were other challenges to the project which limited its **effectiveness**; we were only able to reach five out of the intended eight townships because of budget restraints and changes to staff throughout the project. In some townships, the bureaucracy slowed down the ability to hold the dialogue sessions.

### Next steps

There has been evidence of **replication** of the project. A new project has been designed for the state of Rakhine based on the outcomes and **learnings** of this ITL project, named Sagar Winne, which means ‘circle of conversation’. The project works with Rakhine and Rohingya communities and promotes a culture of dialogue to build resilience, trust and understanding among the communities in conflict.

Other opportunities for the project approach to be **replicated** have been made possible through the extensive sharing of its **learnings** outside of Christian Aid, with other agencies working on conflict resolution.



## PROJECT

## Access to justice in Afghanistan

This project seeks to bring together Afghanistan's formal and informal legal systems to improve the provision of justice for poor and marginalised citizens in Herat and Badghis districts.

### Key project facts

**Name:** Promoting access to justice  
**Region:** Herat and Badghis districts of Western Afghanistan  
**Duration:** November 2017 – October 2020  
**Cost:** £477,045  
**Total number of people benefitting:** 2000 by project end  
**Partners:** Coordination of Rehabilitation and Development Services for Afghanistan (CRDSA).

### Impact:

It is still too early to make a full assessment. The project is set up to be **sustainable** by establishing community-based human rights committees (CBHRCs) and Human Right Defenders (HRDs) in 90 villages across the two districts – made up of local community members who are trained on human rights.

There have been numerous examples of where the CBHRCs and HRDs have been **effective** advocates for vulnerable members of the communities. The project has also brought together the two justice systems (formal and informal) for the first time, to discuss how best to support the poorest and most marginalised people in the community.

It is hoped that through collaboration of both systems, there will be more efficient referrals of cases between the two and an increased awareness of human rights amongst communities.

If successful, the project plans to be able to **scale** awareness of human rights to 300,000 community members.

## PROJECT

## Quilombola land rights in Brazil

This project supported Quilombola communities in the Amazon rainforest to protect their land against increasing pressure from mining companies, and helped remote forest producers to make a decent living.

### Key project facts

**Name:** Quilombola land rights  
**Region:** Oriximina district in the Brazilian Amazon  
**Duration:** July 2016 – September 2017. ITL funded the final year of a multi-year project.  
**Cost:** £253,121  
**Total number of people benefitting:** 17,723  
**Partners:** Comissão Pró-Índio (CPI).

### Impact:

The main evidence of the **effectiveness** of the project was the district court ruling that all outstanding Quilombola land claims be resolved within two years and ordered that the government pay Quilombola communities around £17,600 in damages.

With the land titles now in Quilombola hands, large areas of the forest are now protected from threats of environmental damage.

In terms of **scalability**, since the project finished, there have been two significant breakthroughs, building on the work done through ITL. Through sustained advocacy by the Quilombola people, the community of Cachoeira Porteira, comprising 145 families, won the battle for 225,000 hectares of their land. The other breakthrough was in Óbidos, where the community of Peruana received the definitive title for their land, after years of legal dispute, comprising nearly 1,900 hectares.

**Learning** from this project has informed Christian Aid's 2019 plan for the Amazon (in Brazil, Bolivia and Colombia).

## PROJECT

## Transforming power structures in Sierra Leone

This pioneering approach to democracy in Sierra Leone helped communities defend their rights, influence decision making and hold their chiefs to account.

### Key project facts

**Name:** Transforming traditional power structures  
**Region:** Bo and Bonthe districts, Sierra Leone  
**Duration:** 2009 – 2011  
**Cost:** £250,000  
**Total number of people benefitting:** 34,453 people in 60 communities  
**Partners:** PICOT (Partners in Conflict Transformation).

### Impact:

The project was highly **effective** at improving transparency of government funding – an end line project survey showed that 74% of people agreed that they have a say in how money is spent locally, compared to 28% at the start of the project.

At a national level, the project also made significant progress in placing chieftaincy reform on the political agenda – as a result, the Sierra Leone Government called for a nationwide review of the Chieftain Governance and Tribal Administration policy that was drafted.

Village development committees were trained in managing conflict, human rights, citizenship and advocacy. The subsequent decision amongst these groups to form a coalition was a sign of the project's **sustainability**. Thanks to the project's success, our partner PICOT could **leverage** new funding to **scale up** its governance work – including €680,000 (£600,600) from the Irish Government and a further £157,000 from the ENCIS programme.

## PROJECT

## Markets research in Colombia

A research project to uncover opportunities for farmers in post-peace deal Colombia to move from illegal to legal economies, with a view of developing a market system that can be replicated across the country.

### Key project facts

**Name:** Project Maria Caicedo  
**Region:** northern Colombia  
**Duration:** July 2017 – July 2018  
**Cost:** £118,000  
**Partners:** ACVC (local level) and ANZORC (national level)

### Impact:

In terms of **effectiveness**, the project was successful in that it uncovered the most viable economic opportunities for farmers, in the form of buffalos from which they could sell milk, cheese and ultimately their meat.

In terms of **learnings**, the project has also identified the issues that impede the development of market systems in rural Colombia.

The project was designed to be **sustainable** in that it provided insights which are now being incorporated into phase two of the project, which is working with a group of farmers to build a functioning market for buffalo meat and produce. This involves finding opportunities to sell to overseas buyers, such as cheese to Bolivia. Moving farmers to legal economies helps to secure their land rights.

Once a market has been established, the aim is to **replicate** it to other communities and across other sustainable products including coffee and cacao.



# Gender equality

In every ITL programme, we take gender sensitivities into account. However, ITL's Gender equality projects take more of a strategic focus on reducing gender-based violence and harnessing the power of faith leaders and other influential networks to champion gender justice. Much of our work, especially in recent years, has focused on identifying, inspiring and resourcing agents of change.



Blessing Bitrus, 18, from Kaduna state, Nigeria, received support from the CAAGI project.

## PROJECT

### Helping girls to thrive in Nigeria

This project worked with faith and community leaders to transform attitudes about girls' rights. Ultimately, it supported girls to stay in school, reduce early marriage and increase their long-term economic opportunities.

#### Key project facts

**Name:** Collective Action for Adolescent Girls Initiative (CAAGI)

**Region:** Kaduna state, northern Nigeria

**Duration:** April 2016 – July 2018

**Cost:** £494,995

**Total number of people benefitting:** 144 faith actors and 859 community members

**Partners:** Gender Awareness Trust (GAT) and Development and Peace Initiative (DPI)

#### Key achievements:

- We equipped 144 faith leaders to engage with the issue of early marriage and promote girls' rights, by reflecting on Scripture.
- In total, 93 of these 144 faith leaders have acted to improve the welfare and opportunities for adolescent girls.

Patterns between child marriage and education are interlinked: marriage often prevents girls from getting an education and, conversely, girls with less schooling are more likely to marry early.

#### Designing the project

The project had two focus areas. Firstly, it worked with perhaps the most influential cultural agents within Nigerian communities – faith leaders – to engage them on matters relating to adolescent girls.

Secondly, it worked with adolescent girls themselves and other members of their communities to build awareness of these issues.

#### Equipping faith leaders to be agents of change

In total, we worked with 144 faith leaders through this project. Importantly, we ensured that all of the engagement around these topics, and the materials produced, were grounded in Scripture.

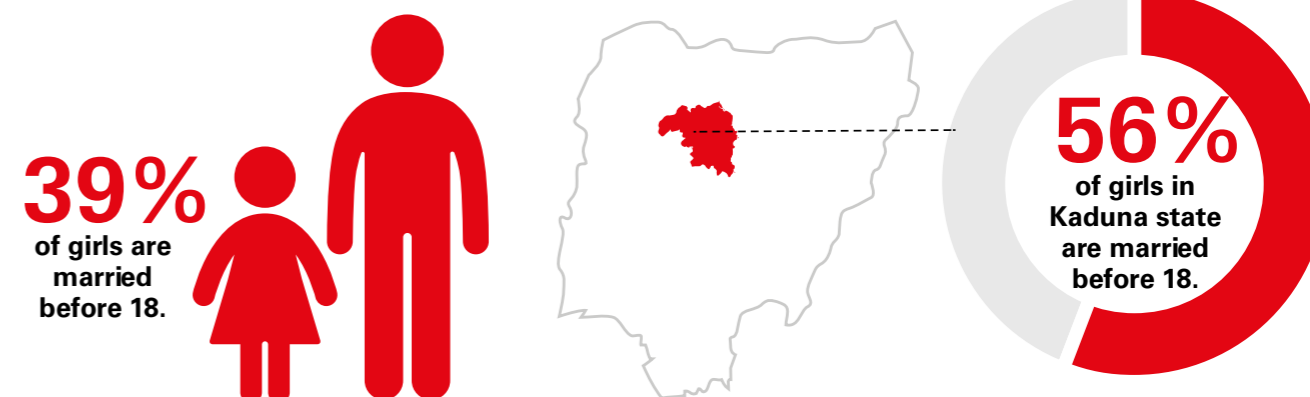
It became clear through the project that this was an area which had been neglected before. One church minister remarked that, although he knew girls were facing these issues, he didn't feel as though he had the knowledge or capacity to advocate on behalf of young girls, their parents, or to his congregation.

#### Country context

The prevalence of early marriage in Nigeria is high, and even more pronounced in Kaduna state.

Child marriage traps girls in a cycle of poverty and powerlessness. It can severely harm their health, prospects, and the children they later bear.

### Early marriage in Nigeria



Source: United Nations Development Programme, 2012



### Grounding arguments in Scripture

As part of the project, we developed a faith leaders' toolkit to provide information on topics such as puberty in girls. This aimed to raise awareness among faith leaders of the wider context in which girls live. Critically, it uses passages from the Quran and the Bible (such as the example below) as a basis for treating girls with dignity and valuing their education.

'She sets about her work vigorously; her arms are strong for her tasks. She sees that her trading is profitable, and her lamp does not go out at night.'

(Proverbs 31:17-18 - one passage from the faith leaders' toolkit)

In total, 93 of the 144 faith leaders working with the project have acted to improve the welfare and opportunities for adolescent girls. Specifically, there have been numerous instances of faith leaders stepping in on behalf of adolescent girls, to prevent forced early marriages.

### Enabling girls to advocate for themselves

As well as equipping faith leaders, the project also works with girls, and other members of their communities, to seek to change the wider culture.

One of the core initiatives of the project was the establishment of 'GEADOR circles'. GEADOR stands for Gender and Development Organising Resource – they are forums comprising women, men, girls and boys. They provide a space where issues relating to adolescent girls can be openly discussed. The project ensures that girls can share their experiences.

'All my male siblings had formal education, but we, the women in the family, did not have such privileges. Now, women are making sure our own children do not face the same challenges we faced'

**Hannatu Mohammed**  
GEADOR member from Makarfi

These forums exist within each of the communities where the project is working – each of them fall within a wider group of forums called a 'GEADOR circle'. This enables insights from the individual GEADOR groups to be escalated and shared with representatives from the local government.

The fact that adult and adolescent members of both sexes are cooperating to resolve community issues is significant – in many of the communities where CAAGI has worked, divisions between women and men are deep-seated.

The GEADOR forums have also been the means by which girls, and other community members, have received training to help the plight of adolescent girls.

Through training, girls have gained practical skills in negotiating their welfare within the family. This has led to closer relationships with their parents and caregivers at home, in schools and at their church or mosque. Adolescent girls in four communities have advocated to community leaders for improved access to education and economic empowerment.

Where girls are already married, or have children, CAAGI has enabled them to return to school or to learn new vocational skills to help them provide for their families.

'Male champions' were appointed as part of the work with men and boys. These GEADOR members have supported adolescent girls by paying for school fees, books and school uniforms.

### Case study

## An Imam fighting against early marriage

Imam Sani explains that, through his involvement with the project, he now preaches in the mosque about creating opportunities for girls to access an education.

'I had never talked about these issues before, but now that the project is here in Sabon Gayan, I am talking about them freely. Previously, you didn't talk about it because it would be taken to mean you are questioning the authority of the religion,' he says.

Now, through the local community group, Imam Sani is equipped to back everything with verses from the Quran.

'Why should girls be denied an education and made to marry early?' he asks. 'People are now beginning to question these practices.'



17-year-old Amina Salisu's decision to go back to school and speak against her planned marriage in 2016 was inspired by the teachings of Imam Sani.



17-year-old Mariam Musa's parents stopped her from going to school, so she could sell products on the streets to support her family. Marian returned to school, after participating in one of the GEADOR groups and is learning to become a tailor.

### Securing state protection for children

The Faith Actors Dialogue Forum (FADF) was established as part of the project, comprising representatives from several different faiths and denominations. The forum meets on a monthly basis specifically to discuss topics relating to gender. This provides an opportunity for the faith leaders involved in the CAAGI project to share their learning. There have also been instances of faith leaders proactively requesting time slots to speak at conventions, beyond the FADF, to speak to their peers about the topics covered in the toolkit.



Perhaps the most tangible outcome of the FADF was to influence the passing of the Child Rights Act in Kaduna state. The FADF mobilised not only faith actors, but adolescent girls to participate in public hearings to add pressure and ensure the passing of the law.

In addition to prohibiting child marriage and child betrothal, the Child Rights Act categorically states that the best interest of the child shall be of paramount

importance in all considerations. The law emphasises the child's right to survival and development, their right to a name and registration at birth, and the right to protection and all necessary care.

### Assessing impact

Early marriage can be a highly sensitive topic. It's partly this sensitivity which qualified the CAAGI project for ITL – based upon the risks associated with challenging deep-seated beliefs.

The baseline study conducted at the beginning of the project revealed that, in addition to the application of religion, cultural reasons and expectations from family members (including mothers) were cited as the basis for girls marrying at a young age.

Equipping faith leaders, who are trusted by communities, has proven to be a successful means of broaching the subject and challenging deeply-held beliefs – and avoiding a backlash.

The project has had success in engaging with faith leaders at both a community and state level. This was more of an organic process – done through natural networking amongst faith leaders. The successes of the project can be linked to this grassroots approach and this enabled the impact to be **sustainable**.

The capacity-building of adolescent girls has also proven to be a success and is an approach which could be **replicated** in the future. In all 12 communities which CAAGI has worked in, adolescent girls are actively engaging with local government actors to improve the support which they receive.

The engagement of men and boys was deemed to be especially **effective** – and led to evidence of boys also refusing to get married young or waiting until their betrothed wives had finished school before marrying.

We also noted behavioural changes witnessed by community members, including the collective pooling of resources to fund girls' education.

On a broader level, the UK Department for International Development used the CAAGI project as an example of best practice in a publication on tackling gender-based violence in Nigeria.

With a relatively short period of time elapsed since the end of the project, it's not easy to gauge the long-term effect of the intervention. However, with the evidence of adolescent girls and communities continuing the work of CAAGI, the project is deemed to be a success across all the criteria.

### Next steps

Evidence would suggest that faith leaders have been able to continue this work even after the project funding has finished, which indicates its **sustainability**. Christian Aid staff have returned to the project communities to find that faith leaders have continued to meet to discuss progress in their respective communities, and we continuously receive requests for the toolkit.

It also noted the impact of the toolkit in **scaling up** the project. An additional 1,000 toolkits had to be produced to keep up with demand. It is now being used beyond Kaduna state, indicating its **scalability**.

The Faith Actors Dialogue Forum is working to abridge the toolkit and translate it into local languages so that awareness of it can be spread across Kaduna state. This is one of the activities funded by the Highway One Trust – a good example of where an initiative has been able to **leverage** continued investment after it's closed as an ITL project.

### PROJECT

## Power to women in Sierra Leone

This project raised awareness of gender-based violence and women's rights locally and nationally, complemented by legal support to survivors and their families. The project raised the representation of women and their rights in the 2018 national elections.

### Key project facts

**Name:** Power to women

**Region:** Kono and Kailahun districts, eastern Sierra Leone

**Duration:** July 2015 – July 2018

**Cost:** £471,368

**Total number of people benefitting:** 10,914

**Partners:** SEND and NMJD.

### Impact:

A clear example of the **effectiveness** of the project was its contribution to the election for the first time of female MPs across three constituencies in Kono and Kailahun districts.

This was contrasted however with a reduction in female councillors in the same elections – which was attributed, at least in part, to insufficient financial backing of candidates.

The Women's Manifesto, which set out the demands of women's networks to political parties, is an example of the project's **sustainability**, which will continue to be relevant for years to come.

### PROJECT

## Innovative family planning in Burundi

This project aimed to change cultural traditions around family planning in Burundi. It engaged influential faith leaders on family planning, using Scripture to challenge attitudes and equip them to create change in their communities.

### Key project facts

**Name:** Reconciling faith and family planning

**Region:** Bujumbura, Rumonge, Bururi and Makamba districts

**Duration:** January 2016 – December 2017

**Cost:** £160,668

**Total number of people benefitting:** 74,320 people including 254 faith leaders

**Partners:** Anglican Province of Burundi (PEAB), Network of Faith Based Organisations for Integral Wellbeing of the Family (RCBIF), World Outreach Initiatives (WOI) and Burundi Network of Religious Leaders Living or Affected by HIV (BUNERELA+)

### Impact:

In terms of **effectiveness** there has been evidence that the project has achieved its objectives – for example the percentage of women being accompanied by their partners to antenatal classes increased from 45% to 86%, according to surveys done before and after the project.

The project was judged to have **sustainability** through its approach to equipping religious leaders with messages around sexual and reproductive health. In the Anglican church, a cascade model was used to disseminate messages on sexual reproductive health to all followers. It achieved **scale** through a cascade model, starting with the first pastors of the parishes and their assistants, then pastors of the sub-parishes, and finally to the catechists.



## PROJECT

## Tackling violence in Zimbabwe

This project partners with faith leaders and engages men to tackle gender-based violence in Zimbabwe. Working with national church leadership, regional ministers' forums, community leaders and women's groups, it brings education on gender equality through a biblical lens.

### Key project facts

**Name:** Tackling violence against women and girls  
**Region:** Harare, Makoni, Chimanimani, Buhera, Chipinge, Nyanga and Mutasa districts  
**Duration:** January 2017 – March 2020  
**Cost:** £468,695  
**Total number of people benefitting:** 986 people including church ministers and leaders, prisoners, partner staff, men and boys  
**Partners:** Padare and Zimbabwe Council of Churches (ZCC).

### Impact:

There are signs of **sustainability** with Padare and the Zimbabwe Council of Churches taking counselling training to support survivors of gender-based violence, which they can use beyond the lifetime of the project. To date, the training has proved fruitful, as Padare have offered counselling to more than 100 affected women.

In terms of **scale**, a mix of awareness through community and church dialogue, radio and social media has helped the project to address gender-based violence at the centre-stage.

**Learnings** have been shared through a gender manual which has been developed as part of the project – a guide for faith leaders around addressing gender issues with their congregations.

## PROJECT

## Promoting female participation in the Middle East

The project contributed to the empowerment of Palestinian women in the West Bank and Lebanon, who suffer from poverty as a result of ongoing occupation and conflict; and unfair laws which restrict their ability to work and hold them back from taking part in decision-making.

### Key project facts

**Name:** Promoting female participation  
**Region:** occupied Palestinian territory and Lebanon  
**Duration:** January 2012 – December 2014  
**Cost:** £373,000  
**Total number of people benefitting:** 2,121  
**Partners:** YWCA and Association Najdeh.

### Impact:

Career workshops and vocational training proved to be **effective** – 40% of women reached by the project in Lebanon and 65% in the occupied Palestinian territory found employment. This helped them to gain control over their income, support their families financially, and enabled access to and control of family resources.

In terms of **leverage**, after ITL's investment in the project, the European Union pledged €1.5m (£1.3m) to further this work.

The project was **adaptive**, as when some students found the length of the course problematic because of their domestic and other employment responsibilities, the YWCA looked to shorten the training from eight to six months.

## PROJECT

## Consortium domestic workers in the Middle East

This project brought together human rights organisations from across the Middle East to advocate for better conditions for migrant domestic workers, with the ultimate aim of ratifying the International Labour Organisation's Convention 189.

### Key project facts

**Name:** Consortium domestic workers  
**Region:** The Middle East  
**Duration:** 2013 - 2016  
**Cost:** £180,000  
**Total number of people benefitting:** 12,300  
**Partners:** Migrant Forum in Asia, Kav LaOved (Israel), Egyptian Association for Community Participation Enhancement, Caritas Lebanon Migrants Centre, Insan Association (Lebanon).

### Impact:

While the consortium's ambitious goal of achieving ratification of Convention 189 in the Middle East was not met, there were still signs that the project has been **effective** in improving conditions for migrant domestic workers.

For example, in Israel, consortium partner Kav LaOved reported that migrant caregivers have been granted re-entry visas – allowing them a 90-day grace period with which to find a new employer if they leave their original employer.

In terms of key **learning**, the overall level of involvement by migrant domestic workers in the social media campaign was not considered to be **effective**. A bottom-up approach, engaging existing communities, would be preferable in future.

Partners did report though that migrant domestic workers are more aware of ways to use social media to discuss issues relating to their work. Although the project raised awareness, it was not clear how the activities could continue or **scale up** without further funding.



Kiffaya Mohammed Ibrahim Atallah Sa'ad, from the women's association in East Jerusalem which benefited from the Promoting female participation project.



# Drawing Conclusions

The starting point of this 10-year review was to establish whether innovation had been employed successfully. Beyond this was a question of legacy – to what extent was the approach being adopted to effect change on a bigger scale?

As the name of this report suggests, innovation has been central to the mission of In Their Lifetime and has set it apart from the rest of Christian Aid's work in tackling global poverty. It was through innovation – trialling approaches which were previously untried – that ITL could bring about longer-term solutions to poverty.



Alefa Begum benefited from the EqualTea project in northern Bangladesh.

## ITL's impact

Through your generous support, and the support of all our donors, the programme has grown to be an integral part of Christian Aid's efforts to tackle poverty. It has changed the way that Christian Aid functions as an organisation. Perhaps most notably, it has provided a testing ground for Christian Aid to develop its now advanced approach to inclusive markets.

There are some significant examples of where ITL has fostered true innovation – the first time a humanitarian space has been tested in an urban area or the first time a drought-resistant cocoa plant has been grown in Nicaragua. But equally, it has enabled Christian Aid to make many innovations which would not otherwise have come about.

## What has Christian Aid learned and what will we do differently?

The 10-year milestone of ITL has coincided with the development of Christian Aid's new global strategy: 'Standing together'. After extensively reviewing ITL, several key lessons have emerged for Christian Aid as

an organisation which we are taking forward into the new strategy:

- **Redefine our understanding of innovation** within our programme work and how we measure success in achieving it. ITL has tested our understanding of innovation within Christian Aid, and this understanding will be built into the implementation of our global strategy.
- **Explore our propensity for taking risks** – as part of defining innovation, we will also address the potential benefits of taking risks, and consider the implications for our programmes. Again, this has been tested throughout ITL and will be incorporated into programme design in future.
- **Improve our programme design** – with a focus on robust monitoring, evaluation and learning processes. We're developing key guidelines to enhance the programmatic quality of our work and this will be a large component of the global strategy implementation. This also involves ensuring adequate resource to manage the entire portfolio, ensuring that learnings are both captured and applied across all projects.

## Summary

ITL was set up as an exciting, dynamic fund to trial riskier endeavours in global development. As the programme has grown, there has been a lot of work to formalise processes – much of this being put in place in the past couple of years.

As this report has highlighted, we have encountered challenges in oversight and implementation which we are dedicated to learning from and building on in future. However, there is much to celebrate, and there are some significant examples of success.

Indeed, there is clearly much insight to show that, over the course of 27 projects and spanning over 20 countries, ITL has enriched the ability of Christian Aid and the wider development sector to fight poverty more effectively.

Perhaps a good question to pose is what would have happened had it not been for ITL?

One can assume with confidence that Christian Aid would be much the poorer – and so too would the women, men and children we exist to help. Thank you for being part of this bold venture.

**Amanda Mukwashi**  
Chief Executive  
Christian Aid



## Next steps

We want to build on the generous commitment and energy that has been built up around ITL and offer a new opportunity for you to be involved in Christian Aid's new global strategy. We will continue with what was great about ITL – the ability to leverage funds to form a greater impact, test new approaches and learn within our programming.

Taking all of the learning from ITL over the past 10 years has now enabled us to develop a strengthened approach to identifying, designing and managing innovative programmes in challenging environments. To this end, ITL is now in a process of evolution that aligns with Christian Aid's global strategy and improved programme design which will give you the opportunity to co-invest and collaborate in our most strategic work. This will involve leveraging a greater impact in our core programmatic areas alongside providing seed funding to test pioneering programme ideas.

If you would like to become even more involved in our work, and feel you have skills and expertise to offer, then we are also looking to engage with you to help inform the design of our programmes within the new global strategy.

We will be in touch over the coming months with more information and to discuss your involvement in this exciting new phase of our journey.

## A note on data

The data in this report come from a mix of sources. Our evidence is gathered from our own internal data systems, partner reports, external project evaluations and the 2019 global internal and external ITL review processes. We have strived to source our claims of results as far as possible, including the timeframes in which the results occurred.

## Endnotes

1. There have been 27 discreet 'projects', but some of these comprise multiple projects, such as cook stoves and the social enterprise programme.
2. Food and Agriculture Organization of the United Nations, June 2013, [www.fao.org/climatechange/59732/en/](http://www.fao.org/climatechange/59732/en/)
3. Partner programme reporting in Burundi.
4. Whilst Christian Aid is cited, there is not a direct relationship between the two organisations. The World Bank is using a similar value chain approach but they have not disclosed that they have scaled up ITL's approach directly.
5. Annual report, Christian Aid, 2017. Average yields were shown by project evaluations to increase from 0.68 metric tonnes to 1.1.
6. Independent research showing new cook stoves used 45.8% less wood than conventional stoves.
7. Annual report, Traidcraft, 2018.
8. Study conducted by Christian Aid, including data from external project evaluation from 2013.
9. According to a survey conducted across five farmer groups as part of an independent project evaluation in August, 2013.
10. Colombia's National Centre for Historical Memory.
11. Asia Pacific Journal, 2011 <https://scholarspace.manoa.hawaii.edu/handle/10125/21489> and Global Witness, 2014 [www.globalwitness.org/id/blog/will-myanmars-government-walk-its-talk-extractive-industries-reform-jade-trade-will-be-key-test](http://www.globalwitness.org/id/blog/will-myanmars-government-walk-its-talk-extractive-industries-reform-jade-trade-will-be-key-test)