



IMPACT AND LEARNING REPORT 2015

# INSPIRING CHANGE

tearfund

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# FOREWORD

I am delighted to share our first Impact and Learning report, *Inspiring change*. Since 2006 we have been pursuing a ten-year vision – to see 50 million people released from spiritual and material poverty through a network of 100,000 local churches. Over the last few years it has been incredibly encouraging to see our organisational thirst for powerful learning and robust evidence of impact continue to grow. During the year ahead we have plans to deepen our evidence base, to learn from our work and to make sure this learning is put into practice. Next year we will report in detail what we have achieved against our ten-year vision.



Photo: Richard Hanson/Tearfund (Haiti)

## We are committed

Over the past ten years I have been deeply impressed by the commitment of both our staff and the local partner organisations (with which we work) to strive for the greatest effectiveness in their work and to seek continual improvement across all they do. As change accelerates and complexity increases, we know that we must become more agile and responsive, adapting to the needs and contexts in which we work. Our passion to learn and to grow is vital here.

As a faith-based organisation we are deeply committed to understanding more fully how faith in all its many aspects enables communities to thrive and to flourish. Lasting and sustainable transformation is only possible when negative behaviours, mindsets, norms and narratives are changed. Faith plays a vital role in helping people to discover hope, meaning and purpose in their lives. We are investing greater effort to support our staff and partners to distil front-line learning and marshal more evidence of how faith contributes to flourishing individuals and restored communities.

We are committed to going where the need is greatest. As we do so, we are especially keen to learn what is working well and how we can replicate, scale up and innovate from this existing work into new countries and contexts. As the international aid sector discusses future sustainable development targets, we also want to be driven by ambitious targets that will benefit the communities we work with.

## We are achieving

Tearfund's contribution to helping release people from poverty and injustice is only effective in conjunction with the professionalism, skill and energy of the front-line partners with which we work – local organisations, churches, faith networks and individuals. Their commitment and passion inspire me every day. As I hand over leadership of Tearfund later this year, I am encouraged and inspired by what we are achieving collectively through our work, as highlighted in this report. *Inspiring change* marks an important milestone in Tearfund's journey. I hope you find the report as inspiring as I do. We invite you to join us on this journey of change.

Matthew Frost  
CEO Tearfund – May 2015

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## Acknowledgements

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We would also like to thank our Executive team and senior leaders for their support in developing this report and their ongoing commitment and passion for learning and building our evidence of impact.

Most importantly, huge thanks go to our partners and field teams who are at the forefront of delivering change on a daily basis and who are responsible for much of the impact and learning showcased in this report.

Front cover photo:  
Kieran Dodds/Tearfund (Cambodia)

Design: Wingfinger

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# ACRONYMS LIST

|               |   |                |  |               |   |
|---------------|---|----------------|--|---------------|---|
| <b>ALNAP</b>  | Active Learning Network for Accountability and Performance    | <b>FCO</b>     | Foreign and Commonwealth Office                              | <b>OFDA</b>   | The Office of US Foreign Disaster Assistance        |
| <b>ANC</b>    | Antenatal care  | <b>ICAI</b>    | Independent Commission for Aid Impact                        | <b>PAG</b>    | Pentecostal Assemblies of God                       |
| <b>CAR</b>    | Central African Republic                                      | <b>ICDP</b>    | Integrated Community Development Project                     | <b>PHAST</b>  | Participatory Hygiene and Sanitation Transformation |
| <b>CBO</b>    | Community-based organisation                                  | <b>ICS</b>     | International Citizen Service                                | <b>PLHIV</b>  | People living with HIV                              |
| <b>CCA</b>    | Climate change adaptation                                     | <b>IDP</b>     | Internally displaced person                                  | <b>PTCT</b>   | Parent-to-child transmission of HIV                 |
| <b>CCM</b>    | Church and community mobilisation                             | <b>IGA</b>     | Income-generating activity                                   | <b>PWD</b>    | People with disability                              |
| <b>CHO</b>    | Cambodian Hope Organisation                                   | <b>INGO</b>    | International non-governmental organisation                  | <b>RTR</b>    | Real Time Review                                    |
| <b>CLTS</b>   | Community-Led Total Sanitation                                | <b>JLI-FLC</b> | Joint Learning Initiative on Faith and Local Communities     | <b>SGBV</b>   | Sexual and gender-based violence                    |
| <b>COP</b>    | Community of Practice   | <b>KAP</b>     | Knowledge, Attitude and Practice (survey)                    | <b>SHG</b>    | Self-help group                                     |
| <b>CTP</b>    | Cash transfer programming                                     | <b>KR-I</b>    | Kurdish Region of Iraq                                       | <b>SV</b>     | Sexual violence                                     |
| <b>DC</b>     | Discipleship Centre   | <b>LFC</b>     | Local faith communities                                      | <b>TILZ</b>   | Tearfund International Learning Zone                |
| <b>DEC</b>    | Disasters Emergency Committee                                 | <b>MiHOPE</b>  | Mobile Interactions Bringing Hope                            | <b>TLM</b>    | The Leprosy Mission                                 |
| <b>DFID</b>   | Department for International Development                      | <b>MoA</b>     | Ministry of Agriculture                                      | <b>UNAIDS</b> | United Nations Programme on HIV/AIDS                |
| <b>DRR</b>    | Disaster risk reduction                                       | <b>MINUSCA</b> | Multidimensional Integrated Stabilization Mission in the CAR | <b>VDMC</b>   | Village Disaster Management Committee               |
| <b>ECHO</b>   | European Commission for Humanitarian Aid and Civil Protection | <b>M&amp;E</b> | Monitoring & evaluation                                      | <b>WASH</b>   | Water, sanitation and hygiene                       |
| <b>EFICOR</b> | The Evangelical Fellowship of India Commission on Relief      | <b>NFI</b>     | Non-food items   | <b>WDO</b>    | Wholistic Development Organisation                  |
| <b>EU</b>     | European Union  | <b>NGO</b>     | Non-governmental organisation                                | <b>WUC</b>    | Water Users' Committee                              |
| <b>EUFOR</b>  | European Union Force  | <b>ODF</b>     | Open Defecation Free   | <b>WWSO</b>   | We Will Speak Out                                   |

# INTRODUCTION

## Contributing to change

At the heart of Tearfund's work is the desire to see long-lasting sustainable change achieved in a way that empowers individuals and communities, respects the diversity of those we engage with, and ensures accountability to local people as well as our donors and supporters.

This is Tearfund's first Impact and Learning report in which we outline our vision for change, evidence of the change we are contributing to, what we are learning, and how we will seek to build on these lessons to continue to improve the quality of our programmes and interventions. Change is a process and not an end state; we recognise the need for ongoing analysis and learning in order for us to understand what is working, what could be done differently and where Tearfund and its partners bring a distinctive contribution.

## Our vision of change

Tearfund is committed to working where the need is greatest in terms of economic, social and physical vulnerability and exclusion. Poverty, exclusion and injustice are the result of different belief systems, worldviews, power imbalances and mismanagement of the environment. This often leads to conflict and violence, a lack of opportunities and lack of access

to services, and an overall poor environment and a diminished sense of wellbeing.

We want to see flourishing and thriving individuals and communities who are part of the solution to their own issues and who are resilient to future shocks and events. This means individuals and communities who enjoy fairness, sufficiency and productivity, empowerment, justice and hope. We believe that the restoration of relationships is central to this change if we want to see individuals, communities and organisations being the key players in their own contexts to support their own wellbeing. As a faith-based organisation we approach wellbeing from a holistic perspective whereby physical wellbeing is influenced by belief systems and faith dimensions which in turn can influence behaviour, cultural norms, attitudes and practices.

In order to bring about this holistic change, Tearfund works towards four corporate outcomes: churches envisioned, communities developed, policies and practices changed and disasters responded to. We have a number of areas of expertise to help deliver these outcomes. In this report we focus on: food security; livelihoods; water, sanitation and hygiene; tackling sexual and gender-based violence; disaster risk reduction/resilience. In order to achieve our four outcomes we are committed to mobilising for change, speaking out for change and responding for

change; this report is structured around these three approaches.

We recognise that there are many other actors working to bring about change and contributing to the lives of individuals and communities within the often complex environments in which we work. In everything we do, we apply our Quality Standards:

- be impartial and neutral
- target the most vulnerable people



Photo: Kieran Dodds/Tearfund (Malawi)

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- respect diversity and value others
- cause no harm to others and the environment; strive for excellence and quality work
- be accountable both to those who benefit from the change and also to those funding and supporting our work.

through a combination of reach, leverage, integration and innovation. We are committed to working with and empowering local communities, irrespective of grouping or religion, and our work is driven by the needs on the ground.

Our partners include grassroots communities and individuals, churches and local organisations. We also work with entrepreneurial individuals who are key change agents and influencers as part of our Inspired Individuals initiative. As well as working through partners, 65 per cent of our delivery funds are spent

working directly through our own operational teams to respond to crisis situations.

In all our work, strategies are defined at a country level in consultation with partner organisations and other key stakeholders in the world's poorest communities; their experience informs our policies, strategies, international advocacy and networking activities.

Our work is also shaped by interactions with our supporter base, institutional donors, peer agencies and wider networks. This includes the Joint Learning Initiative on Faith and Local Communities (JLI-FLC), an international collaboration on evidence for faith groups' activities and contribution to community health and wellbeing.

## Our partnership approach

Tearfund's distinctive partnership approach seeks to maximise the impact of our work and value for money

### Between 2006 and 2014, Tearfund has achieved the following against our four corporate outcomes, through support to partners and direct operational work:<sup>1</sup>



Churches envisioned: **90,522 churches engaged** with a Tearfund initiative and actively embracing their role to address poverty and injustice



Policies and practices changed: **303 policies and practices changed** or implemented as a result of Tearfund and its partners', allies' and coalitions' activities at the local, national and international level

Communities developed: **23,367,654 people** (men, women and children) have benefited from the work of local churches and partners (working to reduce poverty and build resilience – sustainably and holistically)



Disasters responded to: **8,041,471 people** have received services and resources to meet basic emergency needs and/or resources to recover their livelihoods and infrastructure

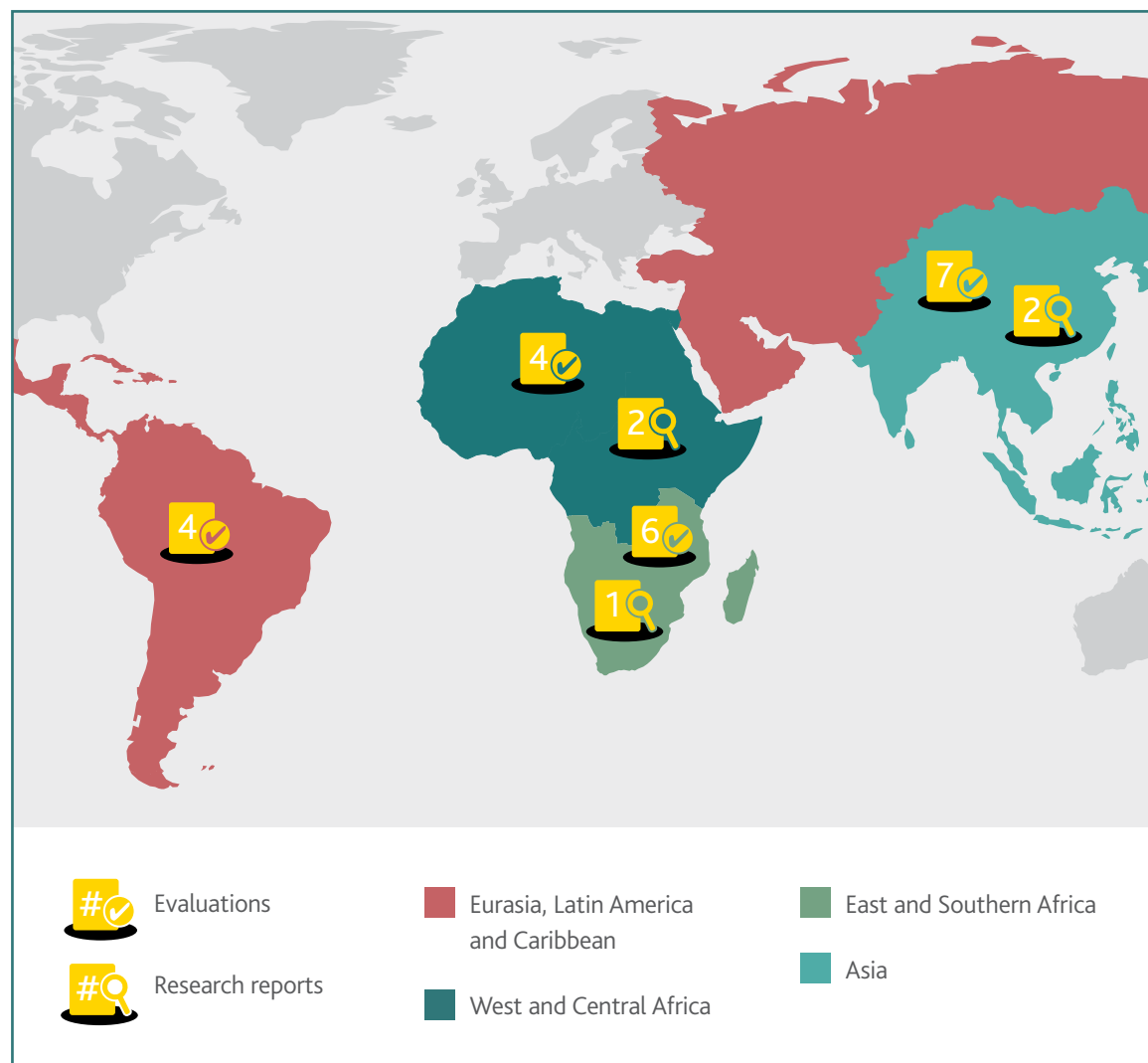


**Total number of beneficiaries: 31,409,125 people**

<sup>1</sup> The data is intended to give an indication of reach against our Corporate Outcomes and overarching vision statement. These figures represent those churches and individuals who have been reached through the work of Tearfund and our partners in the 50 countries in which we work. This data is taken from internal monitoring systems across the organisation and based on a number of assumptions. Where possible double counting of data has been factored in and the data does not include those indirectly reached through our advocacy work. These numbers do not include those for financial year 2014–15.

# OUR APPROACH TO EVIDENCE

## Number of evaluations and research reports by region



## Building our evidence base

In order to assess our contribution to change, Tearfund is committed to collecting robust, credible frontline evidence which will enable us, with our partners and through our operational programmes, to increase our impact, effectiveness and quality. Our evidence is primarily collected in the following ways:

- **Monitoring data** includes beneficiary numbers, headline indicators, stories, case studies and anecdotal evidence and is collected on a quarterly and annual basis.
- **Evaluations** are required as part of Tearfund's project cycle management approach and may be undertaken in the early stages of an intervention, in the middle or end of a particular project. These give insights into whether the right things were done and how well they were done, along with key lessons and recommendations for the project, Tearfund and its partners. We are also committed to evaluating our six-year strategic investments and interventions in the countries in which we work. Evaluations are available from our Tearfund International Learning Zone (TILZ) website as part of our commitment to transparency.
- **Impact assessments** delve deeper, allowing comparative analysis and statistical rigour of programmatic impact and uncovering the drivers of change. Further work is being undertaken to develop our evidence from such assessments and

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we are proposing to use a newly developed tool to assist us in doing this, the LIGHT Wheel (see box), which includes a set of standard programmatic indicators. We will also explore further opportunities to use econometric and statistical comparative approaches, such as cost benefit analysis, where appropriate.

- **Commissioned research studies** which often require additional funding over and above that allocated to projects and programmes and which seek to explore drivers of change and the effectiveness of our interventions. We are keen to extend our partnerships with academic institutions to undertake such future studies.

## Evidence and knowledge into practice

We recognise that evidence collection in itself is not enough and as an organisation we are committing more to the analysis, interpretation and utilisation of learning and knowledge from our evidence base. We are also committed to strengthening the quality of our evidence base and methods of collection. This report is one mechanism for us to set out our contribution to change and we recognise there are areas we need to build on to enhance our understanding and evidence of where and how change happens.

**Communities of Practice (CoPs)** are another mechanism we use for knowledge sharing between our staff, partners and other agencies. Tearfund currently has 17 active CoPs focused on topics such as evidence & effectiveness, advocacy, resilience, and church & development.

Tearfund is also well known internationally for its **resources and publications** which are used by many organisations and individuals across the world. Their focus is on sharing good practice and learning from a wide variety of groups and participants.



Photo: Richard Hanson/Tearfund (Pakistan)

## The LIGHT Wheel

The LIGHT Wheel (Learning and Impact Guide for Holistic Transformation) is an interactive tool for measuring change across nine areas including:

- participation and influence
- social connections
- personal relationships
- living faith
- emotional and mental health
- physical health
- stewardship of the environment
- material assets and resources
- capabilities.

This tool has been developed by Tearfund to articulate what holistic change looks like, and approaches it from a wellbeing perspective. It has been developed with the aim of being used for different purposes, including by communities themselves for self-assessment and as a framework for an impact assessment. The LIGHT Wheel takes into consideration the influence of specific contexts on change. In subsequent years, we plan to use this framework and a common set of indicators to build our evidence base. We see this tool as unique in enabling us to understand and learn from the interactions of the different domains of change and the 'softer' elements that contribute to and influence a person's sense of wellbeing.



# ABOUT THIS REPORT

This report is designed as an interactive pdf and includes live links between sections to demonstrate the interconnectedness of Tearfund's work. The document can also be printed or, alternatively, a limited number of hard copies are available to order from Tearfund.



Photo: Layton Thompson/Tearfund (Uganda)

## PART ONE – OUR APPROACHES TO CHANGE and PART TWO – OUR CONTRIBUTION TO CHANGE

The first two sections draw on evidence from 21 project evaluations and five key pieces of research (including cost benefit analysis research and learning reviews) undertaken across Tearfund's international work between 2012 and 2014. This covers both our approaches to change and our contribution to change in our technical focus areas. The decision to include evaluations from this period reflects the fact that this is our first Impact and Learning report and there are important pieces of evidence which we did not want to neglect from 2012. These include real time, mid-term and final evaluations, commissioned research and impact assessments. We have also drawn upon case studies and the experience and knowledge of our teams to draw out key insights in addition to what is captured through our evaluation processes.

Evaluations and research studies were selected based on their assessment against the **BOND Evidence Principles**.<sup>2</sup> This has ensured consistency in the quality of the evidence reviewed for this report.

## PART THREE – RESOURCING OTHERS FOR CHANGE

This section of the report outlines what we have been learning and evidence of the change we are contributing to through our wider collective actions, whether through engagement with our volunteering programme, our campaigning work with supporters, or our resources and publications. The learning in this section is drawn from insights, experiences and survey data where available. This section demonstrates Tearfund's reach and unique contribution to change.

## PART FOUR – LOOKING AHEAD

### Conclusions from our International Directors

In the concluding section, we draw together key lessons from the evidence presented, with reflections from our two international directors, David Bainbridge and David Westlake, on the implications for our work. This is presented with consideration of wider trends in development and humanitarian practice and the distinctiveness of Tearfund's contribution to change.

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2 <http://www.bond.org.uk/effectiveness/principles>

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# OUR APPROACHES TO CHANGE



# OVERVIEW

This section highlights key impact themes, learning points and case studies which relate to Tearfund's three core approaches to change. In essence, we describe the way we work, how we approach change and our values. Evidence is drawn from evaluations, research studies and insights from the front line.

Tearfund pursues three core approaches to change across all our work:

- **Mobilising for change** through church and community mobilisation (CCM)
- **Speaking out for change** through advocacy
- **Responding for change** through humanitarian response.

These 'ways of working' enable us to achieve our corporate outcomes and contribute to wider impact.



Photo: Layton Thompson/Tearfund (South Sudan)

# MOBILISING FOR CHANGE

We know that local faith communities are uniquely well placed to help bring about holistic transformation. This builds on their faith-based motivation, their scale and reach, their local expertise and knowledge and their potential commitment to all aspects of holistic work. Tearfund shares the vision of the Joint Learning Initiative (JLI-FLC), working towards 'full and appropriate engagement of faith groups for community health and wellbeing, and a world without poverty'.

Tearfund contributes to this vision by supporting local grassroots Christian groups to act as facilitators in mobilising their communities, regardless of religious background or any other differences, to address their own needs, and provides them with the skills to do this. We call this process church and community mobilisation (CCM).

## What is CCM?

Through CCM, Tearfund resources facilitators through training and mentoring, and accompanies churches and communities to address the most pressing needs in their contexts. Practically, churches and community leaders are encouraged to meet together to identify needs in their local area, and to find collective resources and solutions to meet those needs. The process includes mapping of community assets and key stakeholders, articulating a vision for the future

and identifying key priorities that they will work on together to bring about positive change in their lives.

CCM unlocks the potential of individuals and communities to be key agents of change themselves, thereby reducing dependency on external resources. The priorities and solutions vary across contexts; examples of solutions include formation of self-help groups (SHGs), savings groups and local advocacy groups which can help to address issues relating to livelihoods, food security, support to survivors of conflict, and building strong social capital and connections within communities.

CCM is a process rather than a project or programme, and it takes time. Through CCM, Tearfund commits to walking with the church and community at their own pace, as we know that this leads to greater sustainability in the long term. We know that local churches are experts in their contexts; they have been there for many years and will remain there when our support stops.

## What change have we seen?

Analysis of impact in Tearfund's CCM work draws from nine project evaluations from eight countries across Africa, Asia, Latin America and the Caribbean, which are brought together to present a broad picture of Tearfund's impact through CCM.



Photo: Will Baxter/Tearfund (Cambodia)

## Churches and communities are being mobilised to use their own resources

Our evaluations show that local churches who have participated in CCM are being empowered to address the needs of their communities, and they are taking action.

In Cambodia, Tearfund partner Wholistic Development Organisation (WDO) has found that CCM has empowered local churches to get involved in the economic, social and political development of church

members and local communities. At the community level, members are assessing their own needs and resources and are planning and implementing small projects for the benefit of their families and communities. The churches and communities engaged with WDO have learnt the value of using local resources to solve their problems and meet their own needs. As a result, there have been significant improvements in the living conditions of the target communities:

#### ■ Food security

Many households are benefiting from improved agriculture practices and animal raising, which has helped them to become more food secure.

#### ■ Health

Communities are increasingly aware of good health and sanitation practices due in part to the training provided by WDO; 70 per cent of people in the target villages now wash their hands with soap before eating.

#### ■ Participation

Community members are coming together with greater awareness of the issues facing them. In

A self-help group (SHG) is typically a group of 15 to 20 people who are often from the poorest sectors of the community. External facilitators help each group to develop positive relationships and social connections, discuss common goals, set up a saving scheme and establish rules and bylaws on how they will operate.

particular, people have an increased level of knowledge about human trafficking, child abuse and domestic violence. They are now keen to attend training courses or meetings on these issues.

#### From dependency to self-sufficiency

As well as practical action, our evaluations show that the CCM process has encouraged a significant shift among both church and community members, away from dependency on external sources and towards self-sufficiency or 'self-help'. This was expressed as a challenge by a number of evaluations as CCM projects are working against the status quo of traditional top-down development projects where financial resources are given; instead, they encourage a bottom-up approach where communities use their own resources to solve problems corporately. Although the process takes time, once churches and communities see their future in a different way, the results are very positive and sustainable as communities feel a deeper sense of ownership of the initiatives.

A great example of this is the growth of self-help groups (SHGs), which have been particularly well established in Ethiopia. A cost benefit analysis (CBA) of this work found that the social impact was most significant:

*'SHG members talk constantly about increased confidence and skills, the ability to relate better to one another, the sense of support they feel from one another, and the strong sense of empowerment and dignity.'*

This success relies on a shift away from dependency on donors and NGOs, and towards the

Tearfund has a Church and Development Community of Practice (CoP) which is a valuable platform for sharing knowledge and learning across organisations and internally. The CoP has 247 members from 83 organisations across 45 countries. A member from Cambodia says:

*'The CoP inspires and gives encouragement all the time when I realise that I am not alone in facing challenges and we have opportunity to share and help one another.'*

development of collective solutions to problems using local resources. (See the **Building resilience** section, page 39, for more detail on the financial and other benefits of SHGs in Ethiopia.)

#### CCM as the foundation for further sustainable interventions

Evidence shows the benefit of the CCM process in laying the foundation for further interventions because of the change process it initiates within the local community. In Uganda, Tearfund partner Pentecostal Assemblies of God (PAG) began a pilot programme to introduce advocacy into the CCM process. CCM facilitators were trained in advocacy methods, and the results were very positive. (Read more about this example in the **Speaking out for change** section, page 14.)

## OUR APPROACHES TO CHANGE



## Holistic change through CCM in Tanzania

Nine years ago, Tearfund began a CCM process in Tanzania through local partners. In 2013, a quasi-experimental research project led by external consultants was undertaken in the north-west of the country to explore the impact of the process on the lives of community members. A sample of people was drawn from communities in which the CCM process had started in 2008 or earlier. Eighteen research communities were selected in order to give a diverse mix of communities across the six dioceses in which



Photo: Louise Thomas/Tearfund (Tanzania)

each of the partner organisations had been working. In light of concerns that inadequate sub-samples of people with no engagement in the programme might be returned, a small control sample was also obtained from neighbouring communities.

### Methodology

The methodology was based on making comparisons between people in these communities who had been engaged in the CCM process and those who had not; 757 people were surveyed in total. Comparisons were also made between members of CCM communities who had no awareness of the programme and respondents from the control communities; this was in order to highlight where benefits of the programme may have 'trickled down' to all members of the community.

A whole range of poverty and wellbeing indicators were used to assess the change that had taken place, including Multi Poverty Index indicators of material assets, education and health. 'Wellbeing' considers the individual's access to more than money, and included indicators of education, health, livelihoods and a range of indicators relating to the individual's social context (such as personal relationships).

### Research findings

Analysis of the results has highlighted a number of key areas in which participation in the CCM programme (through activities, membership or attendance at meetings) is clearly linked to positive changes, notably improvements in household dwelling, improved agricultural productivity and community relationships. Some of the results are highlighted here:

- The quality of the household dwelling was consistently higher among those who had participated in CCM; 44 per cent of participating households had changed or improved their dwelling (compared with 26 per cent of those who had not participated in CCM), and 23 per cent had improved their source of drinking water (compared with 11 per cent).
- Households who participated in the programme were more actively engaged in agricultural activities and had increased their agricultural productivity; 81 per cent of CCM households had employed at least one improved agricultural practice, compared with 66 per cent in non-CCM households; and 98 per cent of CCM households were growing more than one type of crop compared with 90 per cent among non-CCM households surveyed.
- There were more women in employment among those who had participated in CCM. Eighty-two per cent of women from CCM communities had worked in the last 12 months, compared with 63 per cent of those not involved in CCM. This implies that the CCM process has contributed to the empowerment of women.
- A higher proportion of CCM participants were politically engaged: 22 per cent more people who had participated in CCM had raised an issue with local government and taken part in political meetings when compared with non-participants, and 29 per cent more were members of community groups (such as SHGs and savings groups). This was accompanied by a more positive view of local government accountability from

CCM communities, which implies that local government performed better. The higher rates of membership of community groups among the CCM community reflect a greater willingness to engage with and improve community life.

Throughout all sets of indicators, there was a consistent trend for perceptions of change to be higher among those who had participated in CCM, implying that the process had clearly made people feel more positive about change.

### Limitations

We recognise that the lack of baseline data presents a significant limitation to the evidence found by this study. We also recognise the marginal differences in some cases between the CCM and non-CCM groups. Despite this, the data does indicate positive change among CCM participants. However, in light of the limitations, Tearfund is committing to invest more resources into research into the impact of CCM in particular in the coming year, and is investing more in improving baseline data across all our projects in order to gain a clearer understanding of our impact and to build our evidence base.

## Key Lessons

### ✓ In order for CCM to bring about change, Tearfund recognises that a strong and dedicated facilitator is required

The success of CCM is reliant on the facilitator's understanding and skills to share the process with the church and community. Therefore, the careful selection, training, constant replication, mentoring and ongoing support of facilitators are critical. The responsibility for this lies with the partner, but Tearfund's role is to help shape and inform how CCM is implemented. It is Tearfund's role to ensure that there is adequate understanding and ownership from the partner, including staff time allocated and support structures in place to develop facilitators.

### ✓ CCM works towards behaviour change, making it a slow process which requires perseverance and a long-term strategy

CCM is a process not a programme, requiring perseverance and a long-term strategy. It is about walking with the church and community to help them realise their vision and equip them to achieve it. CCM moves away from the traditional 'handout' development culture and

it can take time to see changes in behaviour, attitudes and practices. It is worth the initial and ongoing investment in leadership envisioning as once CCM is understood it leads to a genuinely sustainable process owned by the church that has the potential to be multiplied without Tearfund and our partners.

### ✓ Targeting the most vulnerable people in the CCM process is critical

The most vulnerable must be fully involved and active in the CCM process. Individuals are self-selected through the CCM process, meaning that women, children, the poorest people and people with disabilities (PWD) could miss out. Reasons for this vary according to context, but the process needs to be more intentional in including the most vulnerable people. Tearfund's focus is on strengthening facilitator training around the issue of inclusion, ensuring that marginalised people are not seen just as projects but as active participants in the process, which is a critical area for ongoing development.

# SPEAKING OUT FOR CHANGE

Tearfund is committed to influencing the decisions, policies and practices of powerful decision-makers, to address the underlying causes of poverty, bring justice, and support good development. This means we support our partners and operational teams to hold their governments accountable for delivering on their promises and budgets for people living in poor communities. We also encourage them to reform and create legislation that works in favour of people living in poverty. Closer to home, we advocate directly to the UK government, the European Union (EU) and other international institutions, where this will support the work that our partners and operational teams are doing in-country.

Tearfund's *Advocacy toolkit* is an introductory and comprehensive guide to the theory and practice of advocacy. It provides a clear overview and guidance about advocacy, based on the key questions: What? Where? Who? Why? and How? The second edition, published in 2014, includes 80 case studies which share the learning and experiences of Tearfund partners over the past 12 years. This is available to download from our TILZ site: <http://tilz.tearfund.org>

## What change have we seen?

Evidence from our advocacy work is best demonstrated through case studies which illustrate the impact of each type of advocacy that Tearfund is engaged with and supporting. Below are three recent case studies from our advocacy work:

- a local-level partner advocacy example from northern Uganda
- a national-level partner advocacy example from Myanmar
- an example of advocacy work to influence decision-makers in the UK and EU governments.



Photo: Jay Butcher/Tearfund (Uganda)



## Local-level partner advocacy

**Empowered Ugandan citizens collaborate with local government officials to improve their communities**

At the end of 2011, Tearfund partner Pentecostal Assemblies of God (PAG) in Uganda began a pilot programme to introduce advocacy into the church and community mobilisation (CCM) process.

Through CCM, communities are equipped to mobilise their own resources to address issues affecting their community. The advocacy pilot programme builds on this by empowering communities to engage in local-level advocacy so that they draw down local government resources, see enhanced service delivery and improve governance.

To do this, PAG has provided advocacy training to CCM facilitators who then equip community members with local-level advocacy skills. PAG also provides follow-up support by assisting communities in developing and submitting proposals to local government, requesting what they are entitled to, and supporting them at meetings with local government officials.

Over the past two years, PAG has supported 33 communities in this way. Although each group is at a different stage in the process, several communities have already seen significant outcomes. There was evidence of 34 service delivery outcomes in the 11 best-performing communities (ie those that have



reached the stage of holding community dialogues or beyond). These included local government provision of new water sources and repaired boreholes, immunisation outreach, new drugs for village health teams, health centres renovated, roads opened and more.

### Positive changes in Okulonyo

Okulonyo is a rural community in northern Uganda which has benefited greatly as a result of this work. The CCM process (which began there in 2008) inspired community members to grow new crops, build a centre for mobile medical teams to visit and start new income-generating initiatives such as turkey-rearing. However, PAG recognised that there was a limit to what the community could do with the resources available to them, and that the local government had the responsibility to provide public services to the community. So in 2013, PAG delivered advocacy training to the CCM facilitators and community members.

Following the training, the community wrote a letter to the district authority outlining the issues that needed to be addressed (such as access to water, a health centre and a road) and they met with government officials to discuss them. The government were impressed by the initiative taken by the Okulonyo community; one official said:

*'To be honest, before they approached us, I didn't really think much of these communities. But since they advocated and engaged with us, we can now see how we can work with them.'*

By the end of the month, a mobile health clinic visited Okulonyo providing much needed health services and vaccinations, and within three months the community had a new water pump, providing a water supply. The government also announced on local radio that it would construct a road and build a new health centre in Okulonyo.

### Self-led community transformation

The determination and persistence of the Okulonyo community was the driving force behind these great successes. Tearfund's initial advocacy training to PAG followed by ongoing technical support and accompaniment enabled PAG to influence the Okulonyo community. The training the community received from PAG provided them with the information and skills they needed to be able to use their own resources which, combined with their energy, led to improvements in the life and wellbeing of the whole community.

Evidently, this pilot programme has already had a great impact; in fact, it has delivered a significant return on investment. A cost benefit analysis (CBA) of the project showed that in total, the 11 best performing communities have received an estimated value of more than 330,000 USD in service delivery outcomes in just two years. For every \$1 spent on providing direct advocacy support to the 11 communities, the communities received on average \$30 in service delivery outcomes.<sup>3</sup> This cost is likely to drop significantly once the particular approach is well established in the local context, making it a worthwhile investment for Tearfund and partners.



✓ If local governments have the funds and the desire to support good development then organised and motivated communities can draw down significant amounts of those government funds to help meet their own defined priorities.

✓ The CCM advocacy process enables communities to demonstrate that they are doing things for themselves, which means they can focus on building relationships with their local government officials, rather than solely making demands of them. This leads to greater responsiveness from local governments.

<sup>3</sup> Calculation based on PAG's financial reports to Tearfund for 2012–2013 and 2013–2014. Note: This is based on the assumption that the costs for 11 communities are equal to all 33 communities.

## OUR APPROACHES TO CHANGE



## National-level partner advocacy

### Protecting people with disability (PWD) in Myanmar through advocacy

Tearfund partner The Leprosy Mission (TLM) in Myanmar works with people with disability (PWD), one of the poorest, most vulnerable and marginalised groups in the country. When Cyclone Nargis hit Myanmar in 2008, it soon became clear that PWD were a low priority in the government response. However, TLM saw the potential opportunity presented by the disaster. Almost immediately after the cyclone, TLM approached the government and talked with them about the needs of PWD who were suffering because of the cyclone.

As a result of the talks, the government agreed to work with the partner with inputs from other organisations to develop the National Plan of Action for PWD who were affected by the cyclone. Their success in drafting the action plan led to the government's request for this organisation to help to develop a longer-term policy and guidelines concerning the needs of PWD. TLM also funded a nationwide survey of the needs of people living with disability in order to provide the evidence base for the plan. The cyclone had triggered their advocacy and prompted activities which had a national impact.

Soon after agreeing the National Action Plan, TLM was successful in influencing and encouraging the government to sign up to the United Nations (UN)

Convention on the Rights of Persons with Disabilities in 2011. Tearfund has been supporting the partner to ensure its implementation ever since, and this has led to positive changes in the lives of many PWD in Myanmar.

### Lives changed through national advocacy

U Soe Win lives in Myo Chaung village in Myanmar's Ayeyarwady Delta, and is affected by leprosy. At first appearance, this village looks much like any other village in the area: bamboo and wood houses raised off the ground, with tin or thatched roofs. But in reality, it is very different. In Myo Chaung village, there are a group of positive and active PWD who are part of the life of the community. In Myanmar, PWD are seen to bring bad luck, so they are not welcome at weddings, in tea shops or at community events; they are hidden away in their homes because no one wants to engage with them.

TLM has been working in this village since 2010. Along with advocacy work, TLM has also been providing mobility and other aids, physiotherapy and leprosy treatment. They have supported PWD in the village to form a self-help group (SHG) for mutual support and income-generation activities.

U Soe Win is the leader of the SHG in Myo Chaung; through TLM's support, he has realised that he is equal to those who are not disabled, and that although he may not be physically strong, he is able. Before he would stay hidden at home all day, but he is now earning a living by making liquid soap which he sells in his village, along with ice pops. The other PWD in this village were also once hidden in their homes, but now they are confident to be out four or more times a day. They have realised that they can earn a livelihood

by growing and selling vegetables, selling ice pops or repairing bicycles.

As a result, the attitude of the rest of the community towards PWD has changed from seeing them as useless beggars to acknowledging them as people who contribute to the life of the village. PWD are now welcome at community events and U Soe Win is part of the village leadership. He says:

*'In the past we had to hide and we were alone. But now we can come forward and live among other people. We are connected. We have self-respect.'*

## Key Lessons

✓ **Modelling good practice in programmatic work through practical project/community-level engagement brings greater credibility to advocacy requests.**

✓ **It is vital to build relationships with government officials before the need arises to ask them for anything. It remains good practice to be collaborative rather than confrontational when building relationship with government; to find common ground; and to show respect, honour and integrity.**



## UK government / EU advocacy

### Lobbying for peace in the Central African Republic

The Central African Republic (CAR) is a landlocked country at the heart of Africa and is considered one of the poorest and least developed countries in the world. The UNDP Human Development Index 2014 ranks it 185th out of 187 countries. Since 2012, the country has suffered a major political crisis which has left 2.7 million people in dire need of assistance (as of January 2015), which is more than half of the total population.

Tearfund joined the humanitarian community in responding to this crisis early on, providing assistance in livelihoods, food security and water, sanitation and hygiene (WASH). However, we know that humanitarian assistance alone is not enough; in order to see long-term change there is a need for political stability, good governance and peaceful communities. This is where our advocacy work is crucial.

In October 2014, Tearfund hosted the parliamentary visit of Baroness Berridge and Lord McConnell to CAR. The trip included visits to internally displaced persons (IDP) camps, meetings with political leaders including the interim President Catherine Samba Panza, Diane Corner (Deputy Head of the UN peacekeeping force), and the interfaith delegation comprising the Archbishop of Bangui, the Chief Imam and the head of the Evangelical church.

Since returning to the UK, both members of the House of Lords have remained committed to the

cause. In late-October 2014, Baroness Berridge and Lord McConnell had the opportunity to act.

The MINUSCA/UN peacekeeping mission was taking over from the EU peacekeeping force in Bangui, but had not yet reached its full capacity. An extension of the EU mission (EUFOR) was therefore seen as necessary to help ensure the protection of civilians and the long-term restoration of security to CAR. The presence of EU peacekeeping troops had been crucial to containing and limiting the impact of violent incidents from spreading in Bangui. Both peers supported the request of a coalition of NGOs

(including Tearfund) for the extension of the EU peacekeeping mission in CAR for three months. This request was passed in both the House of Lords and the House of Commons in the same month, and resulted in an interim extension of the EU peacekeeping mission.

This is a small victory in the context of a complex political emergency in CAR, but an important one. Our advocacy work is about building the steps for a better future; there is a long way to go, but Tearfund is committed to seeing peace and stability in CAR.



#### Working in a coalition with other NGOs to see change in policies is very effective when coordinated well

There is more strength in international NGOs (INGOs) joining together collaboratively to lobby for change. In this case, Tearfund's collaboration with other agencies (particularly CAFOD) enabled this policy success, as shared knowledge and learning between INGOs enabled a stronger advocacy ask.

#### Being ready for when key opportunities arise often requires quick thinking, but also being well prepared

The timing of this trip worked well: while the peers were visiting different stakeholders in CAR, Tearfund staff were meeting with the Foreign and Commonwealth Office, DFID and other INGOs. In these meetings, the issue of the MINUSCA force being under capacity and the need for an EUFOR extension was raised as a priority that required parliament to be lobbied as soon as possible. Tearfund's links with the peers enabled a quick response to this issue. Linking up with the team in CAR required working to a tight deadline to contribute our emerging points from the visit to the joint INGO briefing policy documents, but this efficiency led to the passing of the EU extension.

# RESPONDING FOR CHANGE

Tearfund's humanitarian response work integrates relief, recovery and resilience in responding to disasters. This includes:

- natural disasters as a result of climate change and environmental degradation
- humanitarian crises as a result of ethnic and social conflicts and the increased migration of communities into fragile and marginal locations.

We know that natural disasters are more frequent than before; the number of climate-related disasters

has increased dramatically in the last 20 years, and the effects are being felt most by the world's poorest communities. In 2030, up to 325 million extremely poor people will be living in the 49 most hazard-prone countries, the majority in South Asia and sub-Saharan Africa (ODI, 2013<sup>4</sup>). This knowledge informs our approach to both responding to basic needs in the aftermath of a crisis, and integrating this with long-term resilience-building activities to ensure sustainability.

**When disasters strike, Tearfund responds in one of two ways:**

- **Directly**

In situations of overwhelming need where there are no local partners or where the scale of the emergency is too great for our partners' capacity, Tearfund implements disaster response teams to respond directly in country. We currently have Tearfund operational disaster response programmes in CAR, Democratic Republic of Congo (DRC), Iraq, Nepal, Pakistan, the Philippines, Sudan and South Sudan.

- **Through partners**

Tearfund works through partners in large- and small-scale disasters, according to their capacity. Their expertise and local knowledge are invaluable in identifying the greatest needs and working with communities to help provide immediate aid in terms of food, shelter and other essentials.

**Responding to disasters in coalition with other agencies**

Tearfund is a member of the [Disasters Emergency Committee](#)<sup>5</sup> (DEC), an umbrella organisation of up to 13 humanitarian aid agencies that unites aid efforts in times of disaster. Over the past ten years, the DEC has funded Tearfund's responses in DRC, East Africa, Haiti, Nepal, Pakistan, Philippines, Syria, the 2004 Asian tsunami and the Ebola epidemic in West Africa.

Tearfund is also a member of Integral Alliance, a global coalition of 22 Christian relief and development agencies, working together to present a more effective response to poverty worldwide. Integral members work in 85 countries across 30 sectors and resource more than 1,100 projects. The alliance upholds fully the standards and good practices of the global relief and development community as identified by the UN and sectoral coordinating bodies, as well as quality standards specific to the relief and development community in members' respective countries.

## Tearfund's priorities in responding to disasters

Evidence of impact in our humanitarian response work and key lessons are drawn from five evaluations. This

<sup>4</sup> <http://www.odi.org/publications/7491-geography-poverty-disasters-climate-change-2030>

<sup>5</sup> <http://www.dec.org.uk>



Photo: Kieran Dodds/Tearfund (Malawi)

includes Real Time Reviews (RTRs) from our responses in Syria and Philippines, programme evaluations from Pakistan, the Sahel and the Horn of Africa, and a ten-year review of our response to the crisis in Darfur, Sudan. We also incorporate the findings of an external evaluation report from Darfur which reinforces the evidence from Tearfund's Darfur ten-year review.

### **A commitment to building sustainability through community engagement, even in the most isolated areas**

Tearfund is responding to the needs of communities where there are few other organisations doing the same. Our ten-year review of programmes in Darfur demonstrates the way Tearfund has adjusted its geographical focus in Darfur to coincide with changing needs. Tearfund's Sudan team elected to work in some of the most isolated areas of Darfur with the most intense needs and where there was very little support from other NGOs. Tearfund's approach in Darfur was commended by an independent body for its emphasis on building sustainability through community engagement:

*'We find that Tearfund has responded much better to the protracted nature of the Darfur conflict than [others], minimising dependence and investing in building sustainable capacity in its target communities... Tearfund's community engagement approach offers a real prospect of sustainable impact.'*<sup>6</sup>

Since 2004, Tearfund's projects in Darfur have provided vital services to almost three million beneficiaries in some of the most remote, insecure

and badly affected parts of Darfur. The project was designed to bridge the emergency and early recovery phases of the humanitarian response. Therefore, Tearfund's programmes have combined the delivery of critical life-saving emergency inputs in the sectors of nutrition, water, sanitation and health promotion with longer-impact work in the areas of education, food security and community development. The programmes have been delivered with a high degree of community participation and in close coordination with government agencies. Tearfund spent more than £39 million in Darfur between 2004 and 2012, more than £4.5m per year, with the largest proportion of funds coming from the European Commission for Humanitarian Aid (ECHO), The Office of US Foreign Disaster Assistance (OFDA) and DFID.

### **Integration of relief, recovery and resilience in our response to disasters**

Tearfund is committed not only to meeting the short-term basic needs of those affected by disasters but also to working with individuals and communities to ensure their wellbeing in the long term. This means implementing activities which will ensure full recovery and build resilience, protecting them from future shocks and stresses. (See the **Building resilience** section, page 39, for more detail about this specific aspect of our work.)

In early 2013, Tearfund launched an appeal to respond to the worsening crisis in Syria; this was followed by a DEC appeal launched in March 2013. By May

2013, Tearfund had raised £1.8 million to implement programmes to support Syrian refugees in Jordan and Lebanon. In Lebanon, one organisation that Tearfund partnered with delivered food parcels, and three organisations in Jordan delivered food parcels, conditional cash-for-rent assistance, psycho-social trauma counselling and child-friendly spaces for Syrian refugee children.

An RTR was undertaken in August 2013 to assess progress seven months into the response. The review found that the immediate needs of refugee families were being addressed through food distributions, non-food items (NFI), cash-for-rent and the installation of water, sanitation and hygiene (WASH) facilities in the refugee camps. Crucially, there was also support



Photo: Marcus Perkins/Tearfund (Philippines)

<sup>6</sup> ICAI, 2013, *DFID's Water, Sanitation and Hygiene Programming in Sudan*: pp 1, 10

being given to the recovery and resilience of both refugee families and local partners; an emphasis on learning and capacity building for partners aimed to improve their ability to respond to future disasters, an ongoing challenge for the NGO community. In Jordan, a Tearfund partner delivered psycho-social support and counselling to Syrian refugees as many of them had been through intense trauma and needed support to overcome the fears they carried with them. This holistic approach to humanitarian response aims to provide for longer-term impact by going beyond the provision of basic needs, with emphasis on building resilience for the future. Our response to Typhoon Haiyan in the Philippines in 2013 (see below) is another example of our work to build longer-term resilience of communities through the design of stronger shelters.

### Building capacity of local actors to deal with future disasters

A challenging yet critical part of building resilience and sustainability within the humanitarian sector involves improving the capacity of local partner organisations to be able to respond to future disasters. This is especially important as there are often great demands placed on small local organisations when a disaster strikes, and they need to be prepared.

An RTR of Tearfund's response to Typhoon Haiyan which struck the Philippines in November 2013 presents some useful learning on building local partner capacity. Tearfund worked through five local partners in the Philippines with a commitment to provide additional capacity to partners where there were gaps in capacity. The review (conducted four months into the response) concluded that a

To share learning and facilitate discussions between agencies on this issue, Tearfund moderates a Community of Practice on 'Partnerships and Local Capacity in Emergencies'. This CoP is hosted by ALNAP and currently has more than 200 members from 56 countries.

significant and enduring impact of the response would be in the developed skills of the communities, councils and partners with whom Tearfund has worked. A training programme provided to Tearfund partners in Manila and Tacloban on Tearfund's Quality Standards was highly rated by partners and there was clear evidence that the principles promoted by the training were translated into actions on the ground. Partners introduced new policies and approaches to accountability as a direct result of the training.

'Key lessons' from Tearfund and four other agencies who responded to Typhoon Haiyan were published in the September 2014 report, *Missed again: making space for humanitarian partnership in the Typhoon Haiyan response*. The report highlights some of the challenges identified in relation to working through partnerships, including the tendency of INGOs to prioritise direct delivery over partnerships and the resulting difficulty in taking partnerships to scale. Tearfund will continue to work in collaboration with other agencies to share best practice to inform our ongoing work.



## Preparing for the winter months in Iraq

The use of cash and vouchers in emergencies is an established and growing trend across the global humanitarian sector. Where appropriate, cash transfer programming (CTP) can offer a number of advantages over traditional in-kind distributions and in recent years national and international NGOs have moved increasingly towards CTP to meet needs more effectively in emergencies. Tearfund partners and operational teams have been implementing a wide variety of cash and voucher programmes for a number of years. The following case study from Iraq highlights one example of our cash voucher programming.

### Northern Iraq

The conflict in northern Iraq intensified in June 2014, causing mass displacement and widespread humanitarian needs among people in the region. In total, an estimated 946,266 individuals fled to the Kurdish Region of Iraq (KR-I) from insecure areas, often arriving with very few possessions. This influx, in addition to the quarter of a million Syrian refugees already residing in KR-I, put significant pressure on resources and on the host population. Newly displaced families took refuge in abandoned or unfinished buildings, built makeshift shelter in open spaces, occupied tents or took refuge with host families. With winter approaching, many families faced an extremely difficult situation living

in unsuitable accommodation and lacking essential items such as heating fuel, clothes, bedding etc.

### Tearfund's response

Tearfund conducted a needs assessment among internally displaced persons (IDPs) in KR-I and found that their number one concern was inadequate shelter, followed by the lack of heating/fuel and warm clothes to help them survive the oncoming winter. Many families were already beginning to experience the effects of harsh weather conditions as the unfinished or makeshift structures they were sheltering in were damaged by rain. A market assessment looking at non-food items (NFIs) for the winter season found that markets were accessible and the required products were available. Financial institutions were also found to be operational and security was considered stable enough to allow for safe delivery of cash assistance. Accordingly, Tearfund's operational team decided to implement an emergency cash assistance programme to reduce the vulnerability of IDPs during the winter months.

Although most IDPs articulated the same general needs, the specific needs within these categories varied from family to family. With a cash grant they were able to address a range of needs far greater than with any in-kind 'shelter sealing kit' or 'NFI kit', and

The Hawala system is an informal money transfer process, operated through an extensive network of money brokers (Hawala agents) and widely used throughout the Middle East, North Africa and the Horn of Africa.

their dependency on distributions was reduced. One recipient explained:

*'This is the best kind of help we could have received as each family has its own unique needs and priorities. For example, many families have members in need of specific medical assistance.'*

Tearfund developed good working relations with the leaders of the targeted villages and sub-district, which made it easier to identify IDPs. In total, 562 displaced families (an estimated 3,637 individuals) were selected based on family surveys and visits conducted by Tearfund staff. Families were given varying amounts depending on their size (\$200 for small families, \$500 for medium-sized, and \$700 for large ones) as agreed by the Cash Working Group (a group that helps to coordinate cash transfer programmes) and local authorities. The amounts were calculated to cover the cost of essential items and a proportion of the fuel needed for the winter months.

In this specific context, different cash delivery methods were considered, including the banking system, formal money transfer agents such as Western Union, and the Hawala system (see box). The Hawala system was finally selected as the preferred mechanism for distribution, having been successfully used in cash transfer programmes by other INGOs who had found it to be reliable, efficient and secure. Delivering direct cash through the Hawala system has the additional advantage of being fast, and easy to access and use.

## Key Lessons



### Ensure the most vulnerable people can access cash distributions

Despite initial assurances from elderly beneficiaries that the selected distribution point was accessible for them, in the end many of them struggled to travel to the distribution point. As a result, the team explored alternative solutions to ensure the process would be more suitable for the elderly in future programming.



### Coordination with national NGOs is vital

Any INGO response must be designed to complement the work of national NGOs as these organisations bring considerable capacity, local knowledge and experience and will be present for the long term.

Overview of part one

Mobilising for change

Speaking out for change

Responding for change

# OUR CONTRIBUTION TO CHANGE







Photo: Tom Heath/Tearfund (DRC)

# OVERVIEW

Overview of part two

Food security

Livelihoods

WASH

Tackling HIV and sexual violence

Building resilience

In this part of the report, we share key impact themes, lessons and case studies relating to our five thematic areas of expertise:

- food security
- livelihoods
- WASH
- sexual and gender-based violence
- Disaster risk reduction / resilience.

Evidence of impact and key lessons are taken from evaluations, research studies and impact assessments. When viewing the interactive pdf you can click the links in the different sections to see the integrated nature of our work.

# FOOD SECURITY

Tearfund's food security interventions work to enable individuals and communities to have access to enough safe and nutritious food throughout the year, even in times of crisis. All of our interventions follow the Four Pillars of Food Security. These Four Pillars seek to: increase the availability of food; improve access to food; increase stability of food access over time; and improve nutrition.

Depending on the context, each programme may focus on a particular aspect of the following four areas, while recognising the overlaps between these areas:

- Tearfund intervenes in **emergencies**, ensuring assets are protected and communities have access to emergency life-saving supplies.
- Tearfund supports individuals and communities in their **recovery** from crises, restoring and protecting assets as well as supporting agricultural livelihood rehabilitation and restoration.
- Tearfund also supports community **development** in food security, with activities such as agricultural livelihood promotion, training on soil and water conservation methods, nutrition training, improving access to inputs/credit through self-help groups and improving access to markets through business training.
- Lastly, to address the root causes of food security inequalities, we engage partners in **advocacy**, to help transform the global food system including

encouraging government investment in agricultural development and lobbying for land rights. (See the **Change through collective action** section, page 50, for more detail on how Tearfund is engaging supporters in this area.)

## What change have we seen?

Evidence for our food security interventions is drawn from six project evaluations from Myanmar, Cambodia, Tanzania, DRC and the Sahel region. The evaluations cover a wide variety of food security interventions, and our analysis of these has indicated the following impact themes.

### Farmers are improving food security by adopting innovative and sustainable agricultural practices

Prevailing agricultural practices do not always produce the most sustainable results or the highest yields; the pressure to produce high yields in the short term often leads to situations of food insecurity for farmers in the long run. Our evaluations show that the agricultural training provided by Tearfund and partners which introduces farmers to innovative and sustainable practices is leading to greater uptake of such practices; communities are seeing higher yields and are becoming more food secure as a result.

A Tearfund partner in Tanzania was supported to deliver agricultural training to its local communities; as a result, 74 per cent of respondents from



Photo: Tom Price/Integral Alliance (Philippines)

participating communities reported they had used at least one improved agricultural practice. Meanwhile, in South Kivu, DRC, a post-conflict rehabilitation programme funded by Tearfund provided training on new agricultural skills and practices, leading to increased yields. The majority of households assessed by the evaluation reported having food supplies stored for three months or longer, and reported eating three meals a day, compared to one or two meals before the programme. Respondents reported that the yield

from their crops was two to four times that which they expected from the number of seeds planted; this was consistently attributed to the application of new agricultural practices learnt through the programme. Training on new practices was carried out using a comprehensive curriculum developed for the region and agreed with the Ministry of Agriculture (MoA). Follow-up was provided by Tearfund's food security animators and MoA workers trained by the programme.

### Seed banks and home gardening initiatives are improving access to nutritious food

The limited availability of healthy food is a common issue for poor communities who are often unable to grow vegetables throughout the year due to factors such as weather, accessibility of water and availability of seeds. Our evaluations show that, through seed distribution via seed banks, communities are able to grow new as well as existing varieties of vegetables.

In South Kivu, DRC, project participants reported eating vegetables more frequently than before due to growing new and existing varieties of vegetables as a result of the seed distributions. A similar approach has been implemented by the Integrated Community Development Project (ICDP) in Cambodia, where communities have been trained in how to take care of home gardens and are now able to grow vegetables throughout the year. As a result, families are reported to have improved diets and lowered the cost of buying staples by growing their own crops.

The home gardening approach enables families to grow vegetables all year round, rather than only in the rainy season. This is because home gardens

require less water than fields, and water is more readily available near the home from the local well or by collecting waste water. In Myanmar, a Tearfund partner supported 307 families to practise home gardening in 2012; 90 per cent of them have increased food for family consumption. This approach was also encouraged as part of a project in Afghanistan, where communities were given vegetable gardening toolkits and vegetable cultivation training. Home gardens in Afghanistan were affected by drought and access to land, but the produce that was successfully grown was shown to supplement family diets and to promote healthy improvements in eating habits.



## Improving food security in the Sahel food crisis, 2012

Africa's Sahel region covers ten countries and is subject to changing climate, extreme floods and cyclical droughts. In 2012, the region was hit by a devastating food and livelihoods crisis. At its peak, the crisis affected an estimated 18 million people across nine countries.

Tearfund partners began to respond in January 2012 before the peak of the crisis with disaster preparedness activities in Mali, Burkina Faso, Niger and Chad as these were the countries worst affected by the crisis and areas where Tearfund had existing partners on the ground. Tearfund's timely response was successful in reducing the damage caused by

the crisis, particularly with regard to food security. Tearfund partners distributed food to help families cope with the situation when there was a lack of food and to prevent the selling of assets including livestock which would have had devastating knock-on effects.

### Tearfund's response

Tearfund's response focused on building resilience in food security; we had learnt from previous experience that food distributions alone are not enough and will not lead to sustainable outcomes. Therefore, in addition to food distributions for vulnerable community members, we gave support towards long-term activities, including market gardening and cash-for-work schemes. This not only contributed to increased agricultural yields in the participating communities but also provided increased access to income in the long term.

It was noted that communities had started working together more as a result of the interventions, using innovative techniques to overcome their daily challenges. In agriculture, this included using water-retaining bunds in the fields to slow down water loss, making natural fertilisers and letting seedlings mature for longer as well as trying out new varieties of seed. One village in Burkina Faso whose fields had flooded decided to start growing rice, an initiative that was not introduced by the project but indicates that the community was finding creative new ways to adapt to their circumstances.

Food security between harvests is a key indicator of sustainability, and one method to ensure this is the use of cereal banks. Cereal banks contributed to food security across all four countries where Tearfund

## OUR CONTRIBUTION TO CHANGE

responded during the Sahel food crisis. However, the method proved to be challenging and could have been improved upon in some cases. For example, in Chad, a cereal bank was built by a Tearfund partner, but the evaluation found it was operating as a permanent grain store where community members could store their harvest for a small monthly fee; although their storage facility was an improvement on traditional grain stores, there was no management of the buying, stocking and selling of cereal during the hunger gap, so the cereal bank was ineffective despite the training given.

## Conclusion

This case in Chad illustrates that in order for cereal banks to operate to their full potential, it is essential that partners have experience of implementing successful cereal banks before they are funded. It also highlights the importance of sharing learning between partners who have functioning cereal banks to ensure best practices are followed. This case also highlights the need for good start-up training and ongoing follow-up to ensure the bank is being used to its full purpose. Despite the overall underperformance of cereal banks in this case, a participant from Guilo village in Chad reflected on the changes she had seen in her community as a result of the project:

*'We have learnt to improve household management of food and resources; to not consume all the harvest immediately but to save it until bad times and look for other ways to make money. Now this year's harvest can last until next year's.'*

Key  
Lessons

✓ The establishment of seed/cereal/grain banks should be combined with appropriate training sessions on how to maximise the benefits of these initiatives

Distribution of assets at a household or community level must be accompanied by training sessions on how to use and manage the asset in the future. This ensures that the community has the knowledge required for sustainable management of the initiative and is particularly important when systems need to be developed to ensure the longevity of the asset's potential.

✓ Farmers' transition to sustainable practices is a long-term process which requires behaviour change

Tearfund and partners recognise that behaviour change in agricultural practices is a slow process which requires rigorous reinforcement, training and sharing of successes in order to build momentum. This is especially important when encouraging farmers to adopt sustainable low-input agricultural practices which are often counter to other higher-input practices being promoted by external agents and input suppliers.

✓ The long-term impact of food distributions is enhanced when integrated with other sustainable interventions such as income-generating activity (IGA) loans and training

This lesson reinforces the interconnectedness of food security and livelihoods. While in certain contexts, including humanitarian crisis situations, food distributions are necessary to meet immediate basic needs, the integration of these with training in sustainable agricultural practices or training for IGAs will improve long-term food security.



Photo: Will Boase/Tearfund (Rwanda)

# LIVELIHOODS

Our livelihoods work uses the Sustainable Livelihoods Approach to support individuals and communities in developing their assets in the following six categories:

- social
- financial
- natural
- political
- physical
- human and spiritual.

... and to build on their strengths and develop sustainable and resilient livelihoods.

Tearfund is currently framing its livelihoods work around three main outcomes, towards which all our projects are working:

- increased daily incomes
- improved skills
- more resilient livelihoods strategies.

This is primarily achieved through vocational, agricultural, business, management and literacy skills training, self-help groups (SHGs) and savings groups, and the provision or replacement of livelihood assets. Similar to food security, our livelihoods work spans the spectrum of preparedness, emergency response, recovery and longer-term sustainable development. We also recognise the role that advocacy can play to help transform the global food system, as well as giving individuals and communities the ability to

advocate for their own rights to sustainable food and livelihood opportunities.

## What change have we seen?

Evidence of impact in our livelihoods work is drawn from five programme evaluations (Afghanistan, Pakistan, Rwanda and two from Cambodia), one cost benefit analysis (CBA) of self-help groups (SHGs) in Ethiopia, and an impact assessment of Tearfund's *Think Livelihoods!* training toolkit.

### Improved access to credit through savings groups and SHGs

Tearfund's livelihoods projects are contributing towards improved access to credit for poor people, either through savings groups, SHGs or increased awareness of external credit options. Access to credit increases the potential for investment in income-generating activities (IGAs), and increased capital for expenditure. In Ethiopia, SHGs offer savings and credit schemes where members save a small amount of money each week and are then able to take out loans which are used to pay for school fees, IGAs and medical care. Zenaga, a member of the SHG in Nazareth, has taken multiple loans from the group:

*'I used one of my early loans to buy and sell charcoal, and then used the profit from that to manufacture and sell smokeless stoves.'*



Photo: Ralph Hodgson/Tearfund (Nepal)

Tearfund's livelihoods work implemented through local partners encourages communities to use local resources efficiently and effectively.

### Increased levels of income through skills training

We have also seen increased daily income levels, particularly as a result of the vocational skills training we support our partners to deliver. Tearfund partner Cambodian Hope Organisation (CHO) provides skills training courses for students; topics include

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sewing skills and motor repair work. One community member recalls:

*'CHO provided skills training for sewing to the poor families in our village. After one year, we applied for a microloan to open a business in our village. We now have enough income to support our living. We can save money to send home to parents. Now our business is successful and we can repay our loan to CHO.'*

Through our operational response to the devastating floods of 2010 in Pakistan, Tearfund established sewing, literacy and skills training centres to equip people with skills to make a living. The project has been particularly beneficial for women, whose sewing skills have enabled them to make a living for their

families while at home with the children, when previously they would normally have worked in the fields. Sumera Bibi is one woman who benefited from the work, and she said:

*'The livelihood training has been really helpful. My new stitching skills have saved me money and with it I have been able to buy some chickens.'*

#### Improved livelihoods through sustainable, innovative agricultural techniques

Higher agricultural yields are also reported in the evidence; in Rwanda, the Scottish government-funded 'Ending poverty one village at a time' project has trained farmers in good agricultural practices, and as a result has seen a doubling in productivity of maize and leguminous crops.

Similarly, Tearfund partner World Concern runs a 'Farmer Field School' in Myanmar which trains farmers in sustainable agricultural techniques such as compost-making and biological pest control. One participant said:

*'We used Chinese fertiliser before but now my husband can make natural fertiliser himself. We are using the natural fertiliser in our paddy fields and home garden which contributes to reduce our capital cost. Compared with before, we had to spend more money in buying things rather than selling but since using new agricultural techniques, we have seen an increase in yields.'*

With better harvests, individuals, families and communities are able to sell their surplus goods and



Photo: Aubrey Graham/Tearfund (DRC)

improve their quality of life; as the Farmer School participant goes on to say:

*'We sold the surplus produce in the market to buy household utensils and to cover part of our son's education costs.'*

In South Kivu, DRC, an ECHO-funded rehabilitation project not only helped to restore the communities' ability to plant and harvest staple crops and vegetables, but also introduced new skills and practices through training, which led to increased yields. All training participants interviewed for the South Kivu evaluation were able to describe at least two new agricultural practices learnt, with the majority reporting the practice of planting seeds in rows as a new and beneficial practice; a number of participants said they now divide their harvest into three batches after harvesting: for consumption, for planting and for selling in order to generate income.



Photo: Will Baxter/Tearfund (Cambodia)



## Think Livelihoods! toolkit

In 2008, Tearfund began a process of developing and field-testing a toolkit to support HIV and livelihoods integration, called *Think Livelihoods!* The toolkit is based on the Sustainable Livelihoods Approach, using vulnerability and risk reduction, asset mapping, value chain analysis, institutional mapping, policy and process assessment, and livelihoods strategy development in order to leverage people's livelihoods. *Think Livelihoods!* is a participatory tool

which allows people to make decisions about their own livelihoods activities.

Tearfund conducted a pilot of the toolkit in Ethiopia through four partner organisations who were implementing a self-help group (SHG) model. An impact assessment was carried out to measure the impact of the toolkit by comparing SHGs that had received the *Think Livelihoods!* training, versus those who had not. More than 300 surveys were conducted for both groups, and focus group discussions were held to ensure triangulation of the data.

### Findings

The research found that there were significant differences in economic outcomes between those

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SHGs who had been trained with the *Think Livelihoods!* toolkit and those who had not. The training led to increases in added value; 14 per cent more of the trained group were transforming their produce, either through grinding, roasting or milling, which has the potential to lead to greater profit when the goods are sold. The training also led to significant increases in the asset base of the participating SHGs; their average asset value was four times that of the non-trained group, an average of £1,246 compared with £276. While there were no differences in rates of enrolment in education between the two groups, the trained group spent more on education, which could indicate that while both groups prioritised education, the trained group were able to commit more resources to it.

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### Inspired Individual: Mario Morales

Mario Morales is a sociologist, environmentalist and church leader helping poor communities in Guatemala to find innovative and sustainable answers to substantial economic and agricultural challenges. He has university degrees in sociology and environmental studies, and has many years of experience in his field. Mario was selected by Tearfund as an Inspired Individual in 2012 and has been supported since then.

Mario works in Escuintla, an area which produces 43 per cent of Guatemala's GDP yet has the highest unemployment, poverty and malnutrition rates in the country. People here and across Guatemala are struggling for survival. Livelihoods are being devastated by increasingly frequent floods, and people and local environments are put at risk by the harmful

practices of large corporate farms. Mario started Comunidades Cristianas de Apoyo (CCA) [Supportive Christian Communities] in 2002 to equip communities to develop solutions to these relatively new problems.

Through CCA, Mario is raising awareness among churches and local communities of the importance of caring for the environment, as well as its value as a resource for people living in poverty. His projects are many and varied, including spreading knowledge of how to prevent floods and advocating for the rights of those suffering due to corporate farming. One of CCA's most recent initiatives involves training vulnerable women to make shoes from the fibres of discarded coconut husks. This is just one example of how Mario is showing that by looking at natural resources creatively, new and eco-friendly employment opportunities can be found. Mario also



Photo: Virginia Lattul/Tearfund (Guatemala)

runs community gardens to allow farmers to share good practices and preserve native seeds.

*Tearfund's Inspired Individuals initiative seeks to identify, support and resource social entrepreneurs – change agents whose unique vision, passion and entrepreneurial skills have the potential to bring about significant positive social change in innovative ways.*

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The most significant difference noted was the increased spending on food security and health among the trained SHGs; the trained respondents spent almost twice as much on healthcare as the control group. In addition, 24 per cent fewer respondents in the trained group suffered hungry months when compared with the control group, indicating improvements in food security.

These results illustrate the value added to the SHG model by the *Think Livelihoods!* training. A cost benefit analysis of SHGs in Ethiopia was undertaken in 2013, and showed the potential of the SHG model to increase access to credit, improve incomes and ultimately improve livelihoods. The *Think Livelihoods!* research has illustrated the value of employing additional resources, such as specific livelihoods training within SHGs, in order to realise long-lasting change in community livelihoods.




Photo: Ralph Hodgson/Tearfund (Nepal)

## Key Lessons


 **Goods for distribution must be carefully selected for the specific context**

Where programmes are supporting increased access to assets, such as seeds, tools and livestock, for livelihood restoration and development through distributions of items, there is a need to ensure the items being distributed are of suitable quality and appropriate for the context. Participation of beneficiaries during project design and implementation will ensure that their opinions and choices are reflected in the selection of goods for distribution, and will encourage a sense of local ownership. Tearfund is also a strong proponent of cash and voucher programming which empowers beneficiaries to select the items they most need for their household rather than having them pre-selected for them.

 **There is great value in investing in specific livelihoods training as part of broader initiatives such as SHGs, in order to see greater impact on livelihoods**

Evidence has shown that the integration of livelihood training into broader initiatives

increases the impact of livelihood interventions. Business skills, marketing and entrepreneurship training are particularly key to support individuals and households to be able to manage new livelihood initiatives successfully.

 **A greater focus on the areas of crop processing and marketing would improve the resilience of communities by increasing their incomes and contribute to the sustainability of the impacts achieved through the projects**

Supporting households to invest in agriculture as a livelihood opportunity has been shown to increase household income and resilience. This can be through training in business skills/marketing and methods of crop processing as well as facilitating access to inputs and credit that farmers need to be able to invest in their agricultural livelihoods successfully.



# WASH

Tearfund's support of water, sanitation and hygiene (WASH) programmes aims to reduce the incidence and impact of WASH-related diseases among poor communities. This means ensuring that communities have: sustainable access to safe water supplies; safe and appropriate sanitation; and knowledge of the benefits of good hygiene practice.

Tearfund works in full participation with communities, empowering them to own and manage their WASH solutions wherever possible, yet at the same time realising that ongoing technical support and guidance is necessary for sustained impact. In a report by the Independent Commission for Aid Impact (ICAI), Tearfund was praised above other agencies for our commitment to participation and sustainability in Darfur, Sudan.

*'Tearfund invests more effort into building local community structures and capacities by planning the handover of WASH services and facilities to local partners from the outset of its engagement.'*<sup>7</sup>

Throughout our WASH programming, we always consider environmental sustainability, the differing roles and needs of genders and conflict-sensitive solutions. We use methods which enable communities to analyse their own sanitation behaviours and practices, such as Participatory Hygiene and Sanitation Transformation (PHAST) and Community-Led Total Sanitation (CLTS). We also support our partners to do

hygiene promotion through community animators, provide home-based water treatment devices, and incorporate rainwater harvesting alongside training to ensure families have clean water at home.

## What change have we seen?

Evidence of impact in Tearfund's WASH programmes is drawn from six project evaluations from Myanmar, DRC, Pakistan, Afghanistan and Rwanda.

### Improved access to clean water leading to better health outcomes

Across our WASH programmes, there are reported improvements in communities' access to clean water and in particular we have seen the positive impact this has on the health of these same communities when combined with good hygiene practices.

In a project implemented by a Tearfund partner in Afghanistan, 50 per cent of the target group suffered from fever, worms and diarrhoea before the project, due to poor hygiene practices and lack of access to clean water. To address this, Tearfund partners introduced bio-sand filters to 1,550 households which provided them with access to clean water, and delivered health and hygiene training and CLTS awareness raising. A Knowledge Attitude and Practice (KAP) survey was conducted at the beginning and end of the project and found that there had been:



Photo: Will Boase/Tearfund (Ethiopia)

- an increase of more than 70 per cent in latrine use
- an increase of more than 90 per cent in hand-washing
- a 100 per cent increase in use of soap
- a decrease of 30 to 90 per cent in rates of diarrhoea.

These findings and the responses from community members indicate that the WASH outcomes far surpassed expectations, with significant success

<sup>7</sup> ICAI, 2013, *DFID's Water, Sanitation and Hygiene Programming in Sudan*: p21

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in improving access to clean drinking water and promoting personal and community hygiene.

Similarly, Tearfund's Scottish government-funded project 'Ending poverty one village at a time' in Rwanda has seen a dramatic reduction in sickness rates. The project's mid-term evaluation showed that, according to data collected from health centres, hygiene-related illnesses had reduced to zero and there had been no cases of dysentery, cholera or diarrhoea treated in the previous 15 months. The project used a rainwater harvesting approach which ensures many households will continue to access clean water throughout the year. Repairing of water springs and water catchment tanks have also helped to improve access to water for many households.

One community in Rwanda indicated that the distance to obtain water was reduced from 6km to 3km once the spring in their village was repaired. Community-driven and -managed water resource management systems have been very effective in ensuring safe water access for a large number of families. Access to clean water is now a government priority in Rwanda and there is a strong push to increase the number of households with access to clean water. By the project mid-term, 68.7 per cent of participating households (20,319 households) had access to clean water in the target area, making significant progress towards the goal of 80 per cent by the project end.

#### Increased use of latrines and reduced rates of open defecation

Tearfund has adopted a Community-Led Total Sanitation (CLTS) approach to reducing open defecation in many of the communities we work with. This approach recognises that the introduction of latrines alone does not lead to improved sanitation and hygiene. CLTS focuses on the behavioural change necessary to see sustainable change in this area, and invests in community mobilisation in order to see more villages and communities that are 'Open Defecation Free' (ODF).

CLTS informs communities about the risks of open defecation and relies on their reaction to ensure that the practice is reduced. An evaluation from DRC reported that 'the feeling of disgust which the CLTS methodology is designed to stimulate was clearly evident and was motivating communities to build latrines'. ODF status was awarded to four out of six villages in the project area. In Afghanistan, community



Photo: Bruce Clark/Tearfund (Afghanistan)

members are reported to have taken it upon themselves to promote their 'new health and hygiene knowledge' in other neighbouring villages during festivities. One community member commented:

*'Our community has improved; it is now clean, smells good and the children can play anywhere.'*

This prompted visits from other NGOs who wanted to learn about the bio-sand filters and the innovative CLTS approach.

#### Introduction of latrines to improve the safety of women and girls

The introduction of latrines in communities across our projects has particularly benefited women and girls, who are now able to use the latrines at any time of day and not have to wait until dark to go 'unseen' in the open field. This has increased safety



Photo: Marcus Perkins/Tearfund (Uganda)

for women; interviews with female beneficiaries of a Tearfund project in Pakistan revealed that women had been harassed when going to the toilet in the open air before latrines were built nearer to their houses. Similarly, in the DRC, women and girls' exposure to harassment was also reported to have been minimised by improving their proximity to water facilities and the availability of latrines within the household compound. Proper and appropriate latrines are now available in the local schools in this community, improving girls' use of sanitation facilities and increasing attendance at school even during menstruation.



Photo: Chris Boyd/Tearfund (Malawi)

## Case Study

### Community-led WASH improvements in a fragile context

For the past five years, DFID's Global Poverty Action Fund has enabled Tearfund to implement an integrated WASH and HIV project in the DRC's north-eastern provinces of North Kivu and Maniema through two partners. The project has worked to improve the health and hygiene practices of households through the construction and rehabilitation of water facilities and the promotion of good hygiene and sanitation practices. This case study focuses on the second phase of the project (2012–2014), and is based on an evaluation completed in 2014.

North Kivu suffers from a great deal of unrest due to tensions among the different ethnic groups; the project was affected by the unpredictability of field security several times. An upsurge of insecurity in late-2012 limited Tearfund and its partners' access to the field for several months. In 2014, more than 200 people were killed in a series of massacres in the Beni area, which also affected the project.

Despite this insecurity, the participating communities have seen outstanding results which can be partly attributed to the Tearfund-supported WASH project. As of 2015, water facilities have been established and 97 per cent of people within the targeted zones are using an improved water source.

#### Community-led approach

Wherever possible, Tearfund partners have chosen to rehabilitate existing springs and sources of water rather than find new sources as this is the most cost-effective and sustainable option in terms of community management. The project is praised for finding tailored WASH solutions for each context, ensuring consistently high technical quality, limited running costs and use of renewable sources of energy. For example, in places where springs were not available, the project dug wells equipped with hand pumps, and trained Water Users' Committees (WUCs) on how to maintain these. The final evaluation of this project found that there was only one case where the partners could not find a feasible solution for the water supply as the spring water was too far and the groundwater was too deep.

The project negotiated community participation in the construction and maintenance of the water systems by setting up WUCs or reinforcing existing committees. These groups received technical and management training to equip them for ongoing management of the water facilities. Although the trainings given are similar across the board, the capacities of community-based organisations (CBOs) differ widely and can affect the sustainability of the WASH solutions. The complexity of community management systems means that these groups need consistent follow-up to ensure effectiveness; some WUCs struggle to be recognised within the community due to varied access to funding. Long-term technical support is essential in order for CBOs to be effective in managing water sites; the most

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effective WUCs are reported to have received ongoing support from the DRC's Ministry of Rural Hydraulics.

Tearfund is committed to working where the need is greatest, and in the case of North Kivu and Maniema, the need for safe water supplies was pressing. The volatile context presented challenges for this project, but Tearfund's sustainable and participatory approach to WASH through local partners achieved outstanding results. The final evaluation report praised Tearfund for 'demonstrating high capacity of management and specific technical capacities scaled up by collaboration with experienced partners' and for 'developing systems of collaboration with local communities and bilateral funding with donors [which] further increases value for money; communities or government actors find evidence of investments targeting activities that are otherwise not affordable.'



Photo: Marcus Perkins/Tearfund (Uganda)

Key  
Lessons

✓ **The effectiveness of CBOs in managing water facilities depends on the long-term technical support they receive**

While we encourage full community participation in our projects, we are aware that not all communities will be able to resolve every future issue of maintenance and service delivery, particularly in water supply, which may need experienced technical input. If our operational team or partner stops working in a particular community, we must ensure that a 'back-stopping' agency (ideally, local government WASH departments as ultimately responsible for service provision) is available and ready to assist in supporting a community in technical or capacity issues.

✓ **Women and girls must be engaged on the siting and nature of WASH facilities**

Women and children are at risk if they use WASH facilities which are located in unsafe areas of the community, and many will prefer to continue using unimproved latrines and water points if they are nearer to their home. Tearfund does not promote sanitation

facilities which are insecure or which fail to provide safe, private washing facilities. So it is vital to involve women in considering need, preferences, siting and access, in all stages of the project cycle, including monitoring and evaluation of impact.

✓ **Any behavioural change with regard to WASH must be driven by the community members themselves, as this leads to greater ownership and sustainability of change**

When a community is encouraged and empowered to analyse its own behaviours and preferences, this often leads to enthusiastic and self-motivated activity in building latrines, protecting water points and water resources, safeguarding water supplies in the home and improvements in personal hygiene practices. This is the essence of a demand-led approach, and is both sustainable and replicable.

# TACKLING HIV AND SEXUAL VIOLENCE

For the past nine years, Tearfund has focused on:

- mobilising faith communities to be active supporters of people living with HIV (PLHIV)
- working to end parent-to-child transmission (PTCT) of HIV.

Recognising the intricate links between HIV and sexual violence (SV), Tearfund sees an opportunity to address the root causes of gender injustice and SV by building on its HIV work. As a result, Tearfund has decided to focus corporately on ending sexual violence globally, particularly in conflict situations.

Pastor Alexis is a change-maker. He was involved in a focus group discussion facilitated by Tearfund exploring positive and harmful ideas of masculinity in Burundi in September 2013. Inspired by what he heard, Pastor Alexis took the initiative and led his church to set up a leadership action group that became the 'go to' group for the community involved in preventing SV. The church now has a phone that the community can call if there is any emergency and constantly receives calls from survivors of rape. In response to this, the church now works with the local police and justice systems to ensure perpetrators are brought to justice.

**Tearfund's aim is to end sexual violence in 150 communities across 15 countries by the end of 2018.** In order to do this, we are:

- mobilising faith leaders to speak out against SV
- ensuring every church becomes a safe space for survivors of SV
- building a survivor movement that influences policy and practice
- ensuring the meaningful involvement of men and boys
- integrating SV work into Tearfund's humanitarian responses.

## Tearfund's journey from focusing on HIV towards ending sexual violence (SV)

Tearfund has contributed to the faith response to HIV over the last nine years and has been particularly influential in bringing the issue to the fore both internally and in the wider development community. When we began to work on HIV in 2006, there was a great deal of silence, stigma and discrimination from the faith community towards the issue. Tearfund's aim was to increase the role of faith communities in preventing HIV transmission and supporting people affected by HIV.



Photo: Chris Boyd/Tearfund (Malawi)

Tearfund's HIV work was pivotal in building the foundation for our work to end SV. The experience of working on the HIV issue taught Tearfund to believe in the power and influence of local faith communities (LFCs) to be advocates, carers and game-changers in ending the stigma and discrimination of the most vulnerable people. Tearfund's focus has now shifted

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towards ending SV, but key aspects of the HIV work are being integrated into the ongoing SV strategy where appropriate and important learning is being applied.

The HIV movement brought LFCs to the main stage in international development, opening doors and opportunities for meaningful partnerships as demonstrated in UN commitments to working with LFCs. This experience created tremendous opportunities for faith leadership in preventing and ending SV, which Tearfund has been instrumental in facilitating and leading.



Photo: Eleanor Bentall/Tearfund (Rwanda)

## Working in partnership

Tearfund works in partnership with other agencies and institutions as we know that a collaborative effort will create greater change. In 2011, Tearfund initiated and now chairs We Will Speak Out (WWSO), a global coalition of Christian-based NGOs, churches and organisations, supported by an alliance of technical partners and individuals (including the UN) who are committed to seeing an end to SV in communities around the world. WWSO works to empower women and girls, to transform relationships between women and men, and to ensure that the voices of survivors of SV – women, girls, men and boys – are central to its work.

As a result of Tearfund's work, we have seen babies born free of HIV in communities where this would have been unimaginable less than a decade ago. We have seen survivors of sexual violence speak of their dreams with confident voices. We have seen faith leaders advise governments and demonstrate gender justice in their own contexts, and we have seen churches speak out for peace.

## Key highlights

### ■ Mobilising men

A key aspect of both the HIV and SV responses has been the focus on mobilising men and boys to become active participants in understanding the importance of women accessing antenatal services and HIV treatments and supporting their partners to do this. Another key focus has been changing certain attitudes towards rape and violence against

women and girls by addressing harmful practices through group discussions and mentoring. In 2014, Tearfund supported 801 men and boys to become 'change-makers' in tackling SV.

### ■ Investment in demonstrating evidence of impact

Tearfund is committed to gathering evidence of impact in its work to address HIV and end SV using new technologies and processes that enable us to articulate change. Tearfund's MiHope initiative (using mobile phones for information and data collection) is a key example; in Malawi, this method was used to demonstrate the impact of a Mother Buddies scheme on PLHIV (see case study on page 37).

### ■ Building strategic partners and allies

Tearfund's investment in quality research and gathering evidence has opened up opportunities for building partnerships across organisations and groups. Tearfund currently co-chairs the Joint Learning Initiative SGBV Hub, and has actively built partnerships across the UN, key international development actors, DFID and other donors. Our contribution to leading the We Will Speak Out coalition is another example of the interconnectedness of our work with other agencies. To date, Tearfund has received funding from and is involved with eight strategic partners globally.



## Supporting pregnant women living with HIV through a Mother Buddies scheme in Malawi

An impact assessment of a Tearfund programme to support pregnant women living with HIV in Malawi was undertaken in 2014, the results of which provide evidence of our contribution to very positive changes in the lives of the participants.

The main objective of the programme was to reduce vertical transmission of HIV in order to contribute to a reduction in maternal and infant mortality. The programme mobilised churches and communities to engage in a comprehensive approach to reducing parent-to-child transmission (PTCT) of HIV and improving maternal and infant health.

Central to the programme design was the training of a network of community-based volunteers called Mother Buddies. Mother Buddies were trained by Tearfund and associated experts in Malawi in key aspects of HIV and maternal and infant health.

Mother Buddies supported vulnerable pregnant women at greatest risk of maternal and infant mortality in rural communities. Women were visited by Mother Buddies before, during and after their pregnancy, supported by an innovative mobile phone system called MiHope (Mobile Interactions Bringing Hope) which guided them through the visits, providing

information, appointment reminders and an instant messaging service.

The research compared a range of indicators between two groups of women – those who had received support from Mother Buddies (clients), and a control group of similar women who had not received support. The indicators focused on key determinants of maternal and newborn health, and factors ensuring that all children born to mothers living with HIV are born HIV-free.

### The results are summarised below:

#### ■ Clients achieving more than four antenatal care visits

One of the primary objectives in reducing the risk of HIV transmission was to ensure that vulnerable women could access good antenatal care, and in particular achieve the WHO standard of at least four visits. Clients attended more antenatal visits, and a higher proportion attended four or more visits during their most recent pregnancy (61 per cent compared with 44 per cent).

#### ■ Delivery care

Recent births were almost entirely delivered in health facilities by health professionals, but women supported by Mother Buddies appeared to have secured higher-quality delivery arrangements. There has been a dramatic increase in the preparation of birth plans over the duration of the programme, from five per cent to 67 per cent, although this was similar when compared to the control group, of whom 72 per cent had birth plans, indicating that this change cannot be attributed solely to the Mother Buddies scheme.

## OUR CONTRIBUTION TO CHANGE

### ■ Family planning

A higher proportion of women supported by Mother Buddies had received counselling on family planning (82 per cent compared with 61 per cent), and a higher proportion were using modern methods of contraception (61 per cent compared with 50 per cent).

### ■ Male involvement

The programme embraced the principle that male involvement is key to reducing transmission of HIV; it was therefore encouraging to find that 69 per cent of women supported by Mother Buddies were accompanied to antenatal care by their partners, higher than the 54 per cent among the control group.

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Photo: Eleanor Bentall/Tearfund (Rwanda)

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### ■ Practical support and nutrition

Good nutrition during the first 1,000 days of a child's life is key to reducing health risks. Clients were more likely to have at least three meals a day (62 per cent compared with 44 per cent), and had less difficulty meeting the food needs of the household. Among all households, the proportion of households who had at least three meals a day increased from 34 per cent at baseline to 48 per cent at end line. This is consistent with practical support provided by Mother Buddies during both their most recent pregnancy, and the six months following their latest pregnancy, when they helped with caring for the family, food, transport and hygiene (especially after the birth).

### ■ The data points to key trends on transmission and access to treatment

By the end line, almost all mothers living with HIV had been reached with advice about parent-to-child transmission, almost all women with HIV were accessing treatment (a 50 per cent increase on baseline figures), and early infant diagnosis had increased by 45 per cent from baseline figures. Data also suggests that the proportion of children born with HIV (to mothers living with HIV) has halved; although the differences between the two groups were not significant, this is encouraging as it supports the key objective of the initiative to halve the vertical transmission rate of HIV.



#### A response shaped by a real understanding of the most vulnerable people

Inclusion and accompaniment of the most vulnerable and affected people across communities ie HIV champions and SV survivors is at the heart of our strategy to tackle HIV and SV. Mentoring people to become spokespersons in places of influence has brought authenticity and integrity to Tearfund's work. This has ensured that Tearfund's strategy is most relevant to the people we seek to serve.



#### Championing faith at all levels

Working with LFCs alone is insufficient if the wider stakeholder group does not understand and respect their potential for impact. This has required a 'bridge-building' effort on Tearfund's part, providing evidence for the value of LFCs and ensuring LFCs can speak into other people's strategies and policies. This has required and continues to require investment and a long-term strategy to build capacity.



#### Need for an adaptive and entrepreneurial approach

Tearfund took the initiative to speak out when it was risky; in general, the faith community did not want to speak about HIV in 2006 when our work began, and the development world was uncomfortable with 'faith'-based organisations. However, by showing we are committed to ending SV and through our innovative work on HIV, Tearfund has opened up partnerships with UNAIDS and DFID and has had a positive impact on the perception of faith-based groups in responses to these issues.



Photo: Chris Boyd/Tearfund (Malawi)



# BUILDING RESILIENCE

Tearfund defines 'resilience' as the ability to deal with shocks (for example, an earthquake or flood), stresses (such as long-term climate change) and uncertainty (including unforeseen economic decline). We recognise that disasters, violent conflict and other disruptive changes contribute to keeping people trapped in situations of poverty. In light of this, Tearfund works to support vulnerable individuals, households and communities to plan, prepare and lead their own change, so that they suffer less, recover more quickly, adapt and thrive.

Tearfund's aim across all its work is to build the capacity of local partners to support local communities to use their own resources to solve problems and leverage their own knowledge of the contexts in which they work. By encouraging local and collectively-owned solutions, individuals and communities reduce their dependence on external support (money, training, handouts) over time, building long-term resilience. The emphasis on building the capacity of local partners is essential to Tearfund's approach. We have learnt that, although the process of building partner capacity is complex and takes a long time, the benefits are far-reaching.

The world is changing: there are emerging economies which means more middle-income countries have resources to respond to needs. In this sense, Tearfund recognises that our role is gradually changing from one of enabler to 'knowledge agent', equipping local agencies to respond themselves. It

is only when local partners and communities reach the point where they can be self-sufficient that 'resilience' is achieved.

## Our resilience work focuses on four main areas:

- **Disaster risk reduction (DRR) and climate change adaptation (CCA)**

Providing support to communities to enable them to anticipate, prepare for, recover from and adapt to disasters and climate change
- **Sustainable humanitarian response which integrates resilience thinking**

Aiming to reduce communities' dependency, supporting them to lead their own development while avoiding harm to natural resources or the local environment; and being careful not to exacerbate the underlying causes of the humanitarian crisis
- **Building social capital**

Supporting communities to lead their own journey out of poverty including developing their own vision, using their own assets and resources, supporting them in taking their own learning journey, and empowering them to speak out to decision-makers and people in power
- **Contributing to resilience across multiple sectors** and issues by taking a 'systems' approach to relief or development

## What changes have we seen?

Case studies have been selected to reflect three aspects of our resilience work. The first looks at the impact of a project delivered by a Tearfund partner in India which helped 11 communities to be more disaster-ready through **DRR**. The second case study looks at the role of local faith communities (LFCs) in **building social capital** by comparing the experience of two communities in Myanmar's Ayeyarwady Delta in their recovery six years on from Cyclone Nargis (which hit the area in 2008). The third case study presents the findings of research on SHGs, which are shown to **build resilience across sectors** (including food security, livelihoods, DRR).

Photo: Ralph Hodgson/Tearfund (Cambodia)



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## OUR CONTRIBUTION TO CHANGE

## Case Study

## Disaster preparedness saves lives in Odisha, India

India's eastern states of Odisha and Andhra Pradesh often experience the effects of extreme weather patterns, but the past decade has seen two of the most intense cyclones in the region's history.

In 1999, India's strongest cyclone on record struck Odisha with wind speeds of up to 200 miles per hour, affecting more than 19 million people, causing mass destruction and more than 10,000 deaths. Odisha was left paralysed, with most coastal districts flooded for several days, roads impassable, and communications systems and infrastructure in ruins.

In 2006, Tearfund partner Discipleship Centre (DC) began a DFID-funded project in 11 villages in Odisha's Bhadrak and Balasore districts to improve the disaster preparedness of the affected communities and build resilience to future shocks.

The project supported the formation of Village Disaster Management Committees (VDMCs), community task force groups and the development of Disaster Preparedness Plans. Besides building community capacity, DC networked with local government to access funds and programmes available for its villages. In doing this, it went beyond technical DRR solutions and began advocacy work to keep the local government accountable in providing the resources assigned to communities.

### Cyclone Phailin

When news of Cyclone Phailin reached Odisha in 2013, these communities reacted quickly and effectively. Phailin was the region's second-largest cyclone to date. The VDMCs met to discuss possible issues that might emerge and activated all the groups tasked with different roles. They started to track news and information related to Phailin, gathering information from the radio, TV broadcasts and newspapers, and disseminated it to communities. The task forces identified vulnerable groups within the villages and made sure they were safe. Boats were prepared ready for evacuation, safe shelters were found, and enough food, water and medicine were kept safe. The day before the cyclone, community members evacuated their homes and took shelter in local schools and safe buildings.

When the cyclone struck, community members from these 11 villages were housed in the safe shelters along with their cattle, and no one was killed. Abdul, a resident in one of the villages, shares his experience:

*'I heard about Phailin through the task force on the early warning system. They advised the community to move to the nearby school as floods were expected. I moved there with my family and spent nearly 15 days in the school. We took dry food, rice, fuel and candles. We were able to save our lives.'*

The overall impact of Cyclone Phailin was less damaging when compared to the previous cyclone whose winds were 40km/h stronger. Twenty-three lives were lost in Odisha as a result of Cyclone Phailin,



Photo: Peter Caton/Tearfund (India)

approximately half of the total of 45 fatalities; this is a significant reduction from the 1999 cyclone which caused more than 10,000 deaths. This reduced impact can be attributed to the preparedness activities of communities, including those encouraged by DC, as well as the support of the government of India which worked hard to implement DRR policy with pressure from NGOs.

### Influencing disaster management policy

Tearfund has also supported EFICOR, a national organisation in India engaged in advocacy efforts on the issue of DRR/CCA. EFICOR has worked with the government of India's National Disaster Management Authority to develop community-based Disaster Management Plans at district level and humanitarian response guidelines at national level. The approaches of both EFICOR and DC work beyond technical DRR solutions and also build social capital by encouraging community access to information and collective preparation for disasters.

## Case Study

### The role of local faith communities in building social capital

Cyclone Nargis struck Myanmar's Ayeyarwady Delta in May 2008, killing more than 140,000 people and affecting at least 2.4 million – the country's deadliest disaster on record. Seven years later, the affected communities have recovered to varying degrees, with some still suffering from the effects of the disaster.

A research project was commissioned by Tearfund in 2014 to compare the recovery levels of two affected villages (Village A and Village B<sup>8</sup>) in the Delta. Both villages have Christian and Buddhist residents. Tearfund did not support these villages directly but has supported the partner who is working in this area. The purpose of the research was to understand the role of local faith communities (LFCs), particularly that of the local Christian church, in supporting the resilience and coping strategies of the villages, and to identify the characteristics of the local churches which either support or hinder the growth of social capital.

#### Comparing two villages

When Nargis hit the Delta, Village A was a small remote community only accessible by boat with a population of 50 poor households; 87 residents were lost to the cyclone, but the village served as a relief centre for five surrounding villages in the aftermath of

<sup>8</sup> Village names anonymised for security reasons

the disaster, and the population grew to 62 households as a result. Village B was a slightly larger community of 80 households, also only accessible by boat and reliant on the same livelihoods activities as Village A. Nargis killed 400 people in Village B, 80 per cent of whom were women; every home and boat was destroyed.

The research compared the two villages six years after the disaster, and found stark differences in their levels of recovery and resilience. Village A had recovered extremely well; the population had grown to 70 households and the community was highly organised with improved infrastructure including raised walking paths and a new road connecting it with the main dock, which improved access to nearby islands. In contrast, Village B showed very few signs of resilience; most shelters had not been improved in six years, and the village was still only accessible by boat. This slow pace of infrastructure reconstruction indicated a lack of resources and inability to organise collectively for recovery.

#### The role of the local church

The research correlated these differences in recovery levels with the nature of the local church in each of the villages. The church in Village A was very inclusive of the Buddhist community, which fostered a sense of unity; the pastor was committed to equality and acceptance regardless of religious differences. In contrast, the church in Village B encouraged suspicion of the Buddhist community, which led to social segregation and damaged any hope of building a sense of community. The different leadership styles of the pastors was also seen as significant; Village A's pastor was community-focused, encouraging collective action, while Village B's was more

## OUR CONTRIBUTION TO CHANGE

authoritarian: he maintained power by refusing to share information and making autonomous decisions.

The strong sense of community in Village A led to good relationships with other nearby villages and external agencies; these networks enabled access to social support including education, a health clinic, loans and boats for emergencies. Village B's segregation led to a situation where the prospect of sharing resources gained by external sources across religious groups was unlikely. This resulted in poor overall recovery for Village B.

Tearfund's approach of working with LFCs is rooted in the knowledge that religious communities are increasingly important generators of social capital through their potential to build networks and trust between groups. This research has highlighted the key principles for LFCs in building resilience, principles which Tearfund encourages through the CCM process.

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Photo: Alice Keen/Tearfund (Myanmar)

## Self-help groups (SHGs) building resilience across multiple sectors in Ethiopia

In 2002, Tearfund helped introduce the SHG approach to Ethiopia through a local partner organisation. The first five SHGs were started by 100 women in Nazareth (Adama) town in central Ethiopia; as of 2013, the number of SHGs as part of Tearfund-funded programmes had increased to more than 12,000 across the country, impacting more than 1 million



Photo: Cally Myddelton/Tearfund (Ethiopia)

people – which equates to one in 80 people in the whole country. This growth happened primarily because local churches have embraced SHGs, taking on an inclusive approach, replicating the model using their own resources.<sup>9</sup> As such, the cost of replication has been very low; in total, the programme cost an average of £50 per SHG member, or £10 per beneficiary.<sup>10</sup>

SHGs have had profound impacts on their members and demonstrate a good model for building resilience across multiple sectors (food security, livelihoods, DRR). Relationships are at the core of the model and are critical to the programme's success; members speak consistently about increased confidence and skills, the ability to relate better to one another, and the sense of support that they feel from one another.

At the same time, the benefits are also monetary. SHG members start to save small amounts each week and as their savings grow, they are able to start to give out loans. Initially, loans are typically taken to pay for school expenses, health costs; as the SHG matures, loans are used predominantly for income generation. As their income-generating activities grow, SHG members are able to increase their expenditure: evidence shows that school enrolment levels increase, use of private doctors and clinics increases, the amount spent on food (both quality and quantity) and clothing increases, and more families are able to buy their own houses.

### Working together for change

Simultaneously, the SHG members work together to learn about issues facing their community, and they take action. In this sense, the SHG acts as an



Photo: Cally Myddelton/Tearfund (Ethiopia)

agent for social change; women have become more empowered in their relationship with their husbands and the wider community, and also have begun to speak out on practices such as female genital cutting. Environmental issues have become more prominent as people take action to reverse degradation and clean up polluted areas, and women have become more engaged in political processes.

The SHG model delivers both humanitarian and development gains. The initiative was conceived as and remains a development programme, and it is creating long-term transformational change.

<sup>9</sup> Although the SHG approach has been supported by local churches, groups include community members from all religious and non-religious backgrounds.

<sup>10</sup> To see the full cost benefit analysis report, follow this [link](http://tilz.tearfund.org) or visit our TILZ site (<http://tilz.tearfund.org>).

Findings from Ethiopia indicate that communities can cope better with droughts and other shocks as a result of their internal 'safety nets', even within the first few years of SHGs being set up. This means that relationships of trust are built up between SHG members, creating a support system which avoids reliance on outsiders – donors, NGOs or moneylenders – for support in times of crisis. This is ultimately a sign of a resilient community.

A cost benefit analysis (CBA) of these SHGs was commissioned by Tearfund in 2013 and found that the model delivers very high returns, as much as £173 for every £1 spent, and is demonstrating transformational change. In fact, these are some of the highest returns in the development and risk reduction literature on CBA.

*'Before I was a beggar with my children and lived under a tree. I was sick and we just took what we could get. We heard about this project from the facilitators. Now we are able to work, feed our children and send them to school. We started saving 25 cents [£0.01] per week and today I sell hot pepper and oil. Before, we were called 'garbage' but now we have names that show respect. We are able to afford clothes, keep clean, work alongside others and send our children to school. I used to eat only when I got food but today I can eat shiro [a lentil stew] with chopped onion and oil.'*

SHG member, Ethiopia

## Key Lessons

✔ Working through partnerships takes longer and is harder, but is essential as the scale of need increases and because local people know their context better than NGOs or outside agencies do

Resilience is about communities learning how to help themselves and being less dependent on external inputs (money, training and handouts).

✔ DRR and CCA responses on their own are no longer sufficient to help communities become genuinely resilient

To ensure they are truly resilient, Tearfund supports communities to work out their own solutions. Tearfund recognises the need to help reduce dependency by encouraging use of local resources (assets) and skills (capacities), and providing access to information. In addition, Tearfund encourages individuals and communities to innovate and support each other (for example through SHGs). Through this, specific DRR and CCA principles and approaches can be applied as and when they are seen fit within each context.

✔ Encouraging dialogue within communities across divides (ethnic, religious or other) and with government is crucial for building resilience as this lays the groundwork for dealing collectively with problems

Division and segregation is detrimental to building resilience within communities as it deters collective action in finding solutions to problems.

✔ Developing ways to build community relationships and trust is essential for building resilience

Without this, our work becomes a series of short-lived projects without ongoing sustainability.

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# RESOURCING OTHERS FOR CHANGE



# OVERVIEW

In this section, we focus on our contribution to change through our engagement with volunteers, campaigning with our supporters and the production of resources and publications. Evidence is drawn from the insights and experiences of staff and participants, as well as survey data where available.

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Photo: Chris Boyd/Tearfund (Malawi)

# INTERNATIONAL RESOURCES

Tearfund is committed to sharing learning among our peers, partners and the wider relief and development sector. One way we do this is by producing publications which cover a range of topics and aim to build the capacity of those working to see change at the frontline of poverty alleviation. All our publications are available to download free of charge online from our Tearfund International Learning Zone (TILZ) website in English, French, Spanish and Portuguese.

## International publications

Our key publications are:

- **Footsteps** – A magazine sharing information, ideas, contacts and experience in a Christian context at grassroots level. It is currently produced in English, French, Spanish, Portuguese and Hindi and has 20,000 subscribers worldwide

- **ROOTS** – A series of capacity-building guides for Christian development organisations
- **Umoja** – A practical manual to help the local church inspire and equip communities through church and community mobilisation
- **Pillars** – A series of practical, discussion-based, community development tools for use in small groups

## Readership survey

As part of our commitment to gathering evidence of change, this year we completed a major readership survey to assess the impact of our *Footsteps* magazine. With just over 1,000 responses from nearly 100 countries, we have gathered valuable quantitative and qualitative data which is helping us to shape future strategy and increase our impact.

Major insights include:

- Only 15 per cent of readers surveyed wanted to switch from a hard copy version of the magazine to an online version. Lack of internet access, ease of use in training sessions and ability to share with remote communities were all cited as reasons for this preference.
- 77 per cent of readers surveyed reported 'often' or 'sometimes' telling others about *Footsteps*. 50 per cent had heard about *Footsteps* from a friend. This indicates the value readers place on the magazine

and also highlights the key role *Footsteps* readers play in promoting the magazine and recruiting new readers.

- Water and sanitation, health, agriculture, business and children were the top five topics of interest chosen by readers surveyed, alongside a wide range of other suggestions, from beekeeping to migration. This information will help guide our topic selection over the next few years.

## Stories of impact

Our *Footsteps* readers often write to us explaining how they have used the magazine or the impact it has had on them individually or their community. Here are some examples:

### ***Footsteps* is encouraging communities to use their own resources for positive change**

*'Thanks to the participatory approach we learned from Footsteps, grassroots communities have been suggesting more and more initiatives themselves. In the past, our actions were based on the funding we could get for our work. Nowadays, more and more people take decisions and act without expecting help from us.'*

Christian, Madagascar





**Footsteps is encouraging discussion and learning among people living with HIV**

*'We were introduced to Footsteps about 20 years ago when we first started the HIV/AIDS project. It has been a wonderful source of information and new ideas for our training sessions and income-generating projects. We have a support group for men and women living positively with HIV. They have started some small income-generating activities such as Maasai bead crafts, soap making and a communal garden. Footsteps provides us with ideas for projects, an exchange of information with other groups and teaching material for our classes. It has been a valuable part of our teaching material for many years.'*

Mary, Kenya

**Readers appreciate the practical and relevant content which Footsteps offers**

*'We have used several recipes we have found related to agriculture activities. We have implemented fly traps, etc. We have ordered materials that you have referenced or promoted. We have visited many websites found in articles. At the end of the year, my wife compiles them and places them in the staff office at our project site.'*

Tim, Cambodia

## The Tearfund International Learning Zone (TILZ)

Another way we share learning and resources is through TILZ – an online hub where all of our publications are available online free of charge across the world. The site also contains resources, case studies and advice for grassroots development workers, development professionals and in-depth analysis for policy-makers. Our resources are available in French, Spanish and Portuguese and, as is illustrated below, only 30 per cent of our users read the resources in English, indicating the importance of these translations.

The following statistics indicate the scope and reach of TILZ, as well as the impact of the site in terms of knowledge sharing across the world.

**In the year to March 2015:**

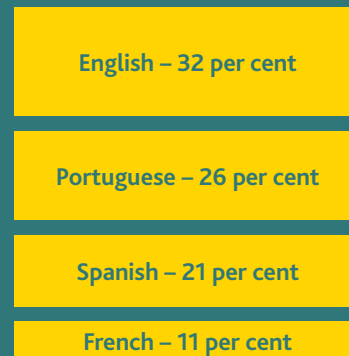


We have seen an increase in site visits from 6,000 to 15,000, a significant growth in popularity.

The number of site visits accessed by mobile devices (mobile phones and tablets) has more than doubled, which indicates that more people are accessing the internet on mobile phones. In March 2015, the TILZ website became 'mobile friendly' to accommodate this trend.



As of March 2015, readers are accessing resources in these languages, in order of popularity:



Articles giving practical advice are among the most popular accessed on the site:

- Migration (*Footsteps* 78)
- Grafting mangoes and avocados (*Footsteps* 8)
- Insect-borne diseases (*Footsteps* 33)
- Fish farming (*Footsteps* 25)
- Natural resources (*Footsteps* 41)

# INSPIRING THE NEXT GENERATION

Tearfund's global volunteering initiative encourages active citizenship both locally and globally, equipping and empowering young people for future opportunities and supporting them to become agents of change, campaigning on issues faced by those in the world's poorest communities. In 2014–15, we sent out 363 individuals through our volunteering programmes.

Overall, our global volunteering programmes aim to:

- **Challenge** negative preconceptions about less developed communities and deepen understanding of international development



Photo: Hannah Maule-ffinch/Tearfund (Jordan)

- **Activate** and inspire people to live out lifestyles of justice, increasing active citizenship both locally and globally
- **Support** and extend the long-term, sustainable development work of our partners
- **Envision** the church by providing campaigning support and introducing people to Tearfund
- **Develop** and equip individuals, helping them to broaden their outlook, equipping and empowering them for future opportunities.

Tearfund also runs the DFID-funded International Citizen Service (ICS) programme which gives anyone aged between 18 and 25 the opportunity to spend ten weeks volunteering in Bangladesh, Bolivia or South Africa. Through this programme, volunteers from the UK live and work alongside young people in-country and contribute to development projects. They are supported to fully integrate with the community, which deepens their understanding of development issues.

The ICS programme only sends volunteers to organisations and projects who have specifically requested help, and ensures that volunteers can use their unique skills to have a direct impact on reducing poverty. In 2014–15, we sent a total of 482 volunteers to projects through ICS (45 per cent of whom were in-country volunteers).



Photo: Amanda Taylor/Tearfund (Burundi)

## What change have we seen?

### The establishment of ICS Alumni groups in South Africa and Bolivia

In March, more than 50 Bolivian young adults met for Bolivia's inaugural ICS Alumni group and established a youth board. The purpose of this self-supporting group is for members to encourage and support each other as they engage in Bolivian development issues together and individually. It is an opportunity to share fundraising ideas for projects they have planned themselves in their own home communities. The group established links with local politicians in the lead-up to local elections in 2015. Tearfund plans to start ICS Alumni groups in Bangladesh and the UK in 2015.



**Developing volunteers after their overseas experience**

Tearfund held a debriefing event at a summer student conference in 2014 which focused on developing volunteers once they have arrived home from their overseas experience. Many of the young people were engaging with *Rhythms*<sup>11</sup> (a dynamic Tearfund online community that inspires others to live differently through articles and videos) as well as starting their own initiatives to draw support and raise awareness for the various partners they had been working with overseas. This links to Tearfund's global approach to engage more supporters and campaigners to live differently and reduce their own carbon footprint,

which in turn will reduce the burden on people living in the world's poorest communities.

**Looking forward**

■ **ICS, so what?**

In the next phase of ICS, there will be a stronger focus on the question: 'ICS, so what?' Going forward we will have a stronger focus on encouraging and supporting ongoing action after volunteers have completed their ICS placements. For all volunteers, who are a significant part of their country's demographic, it is an opportunity to have a voice, to influence local policy and to take a lead, some for the first time.

■ **Focus on learning**

The focus on learning has led to the development of a 'theory of change' for volunteers across all our programmes. This has been broken down into smaller steps and mapped on our volunteer learning journey. This will impact not only the resources and training people receive but also how we engage with volunteers at different points on their journey. It will also increase the long-term impact of their time overseas, including ongoing engagement with Tearfund and lifestyle choices. (You can read more about how Tearfund is engaging supporters in this way in the **Change through collective action** section, page 50.)

**Hope restored for ICS volunteer in South Africa**

Mondli is a young person from Durban who participated in the DFID ICS programme in 2014 along with a group of young people from the UK. Before the programme, Mondli said he wasn't aware of how people in other communities were living. Through his experience with ICS, he has learnt about local and global issues that people are facing which has encouraged and inspired him to be more involved in helping others.

After ten weeks on the ICS placement, living with international volunteers and working on a variety of projects, Mondli has learnt how to work cross-culturally, the different techniques needed to manage projects and the reality that he is capable of starting something new.

Since his placement, Mondli has been inspired to use his artistic gifts to work with disabled children in Durban, teaching them sewing skills. Mondli has also opened up his own bag-making business. He explains:

*'My hopes and visions for my country are to see more youth participation in communities focusing on early childhood development.'*



Photo: Steve Adams/Tearfund (Nepal)

<sup>11</sup> <http://rhythms.org>

# CHANGE THROUGH COLLECTIVE ACTION

For the last 15 years, Tearfund has lobbied, campaigned and resourced others to campaign on issues such as climate change, food security, water and sanitation, HIV, and governance and corruption. Based on our experience, learning and knowledge about the devastating effects of climate change, we have decided to increase resources given to shifting public attitudes to, and social norms around, an understanding of how poverty, environment and our economy interact, as well as influencing policy and practice on these issues. We have taken with us our supporters, people within the wider church and high-level influencers on a journey with those in poverty.

More widely, there has been great success in alleviating poverty in the last 50 years, mainly through economic growth, yet it has been at a high cost to the planet and has caused inequality to rise. We believe it is possible to lift people out of poverty in a way, which does not cost the earth and lasts for generations to come.

We know that what happens across the world has a big impact everywhere else, and we know that what we do here – how we live, how we shop, how we structure our economy – impacts the rest of the world significantly. To make the shift, we need a movement of people who think differently about the world and their place within it.

So, we have launched *Ordinary Heroes*, a campaign to mobilise and inspire ordinary citizens across the world to make changes to their lifestyle habits and call for change, creating a mandate for politicians and policy-makers based on behaviour change instead of relying solely on traditional lobbying and petitions. We will report with more detail on the impact of this campaign in next year's report.

## What change have we seen so far?

In 2014 to 2015, we achieved the following:

- Developed a foundational report called *The restorative economy*.<sup>12</sup> This draws together contemporary theological and public policy thinking. In addition, the process of developing the report has

helped us to reach out to groups within and outside the church. This will support our campaign, *Ordinary Heroes*, in the UK and internationally.

- Provided strategic advocacy advice, capacity and resources to national-level partners, networks and individuals in strategic countries including Brazil, India, South Africa and Nigeria. We are supporting initiatives that will help grow and strengthen social movements of Christians who demonstrate their compassion for people living in poverty and care for environmental sustainability through their lifestyles and their public support for policy change in these countries. We are also collaborating with NGOs in Europe and global networks to mobilise churches to build a grassroots social movement.
- Continued to see breakthroughs on long-running campaigns, contributing to pledges by key policy-makers and submitting reports to key bodies. For example, by engaging supporters and collaborating with others, we helped secure a cross-party pledge on climate and poverty action and we saw legislation on the 0.7 per cent aid commitment go through parliament. By submitting evidence and attending meetings, we secured recommendations in reports from the House of Commons Environmental Committee; and we helped secure UK anti-corruption regulations through our policy



Photo: Peter Caton/Tearfund (Bangladesh)

<sup>12</sup> [http://www.tearfund.org/~/\\_/media/files/main site/campaigning/ordinaryheroes/restorative economy long report hr singles.pdf](http://www.tearfund.org/~/_/media/files/main site/campaigning/ordinaryheroes/restorative economy long report hr singles.pdf)

and campaigns work. Tearfund currently has more than 13,600 active campaigning supporters in the UK; in 2014, we saw more than 4,600 supporters take campaign actions.

Case Study

### Supporting Changemakers in South Africa

Changemakers is a programme run through Micah Challenge South Africa, which is increasing the capacity of young church and other Christian leaders in South Africa to engage in transformational advocacy. Tearfund has supported this programme which enables these young leaders to engage with the government at all levels in order to influence behaviours and policies that will lead to increased accountability and transparency. As a result, these leaders from across South Africa are equipped and inspired to play a constructive role in shaping local and national governance. They are also provided with the knowledge, skills and competencies to participate in governance processes, to influence decisions that affect their local communities and to play a role in strengthening democracy at a national level.

Case Study

### Towards greater transparency

Billions of UK pounds are lost to corruption globally each year. The least developed countries typically secure just 10–20 per cent of Gross National Income in tax, compared with 30–40 per cent in the most developed countries. This tax funds the public goods which can deliver a step change in material poverty. Tearfund's *Unearth the Truth*<sup>13</sup> and *Secret's Out*<sup>14</sup> campaigns in 2012–2014 focused on delivering transparent data on government contracts to combat the corruption which affects the world's poorest people particularly. By bringing ordinary supporters from churches, church leaders and policy support to the campaign, we pushed the issue of corruption higher up the political agenda.

As a result of combined efforts from Tearfund and others, EU laws were passed in December 2013 which require all European mining, gas and oil companies to publish what they pay to the governments of countries where they operate. In December 2014, the UK government passed this into UK law and transparency is now in the G20's Anti-Corruption Action Plan to be worked on in 2016 and 2017. These directives should help ensure that more resources reach people living in poverty.

<sup>13</sup> [http://www.tearfund.org/en/about\\_you/campaign/unearth](http://www.tearfund.org/en/about_you/campaign/unearth)

<sup>14</sup> <http://campaigns.tftech.org.uk>

Key Lessons

✓ It is not enough to influence power elites for individual policy changes

We have learnt that we need to shift the values and behaviour of individuals, families and the church, to shift social norms as well as seeking policy change. Politicians and businesses can't make the changes they know are needed because the general public won't accept the upfront costs involved. As one MP noted: 'It doesn't take much to sign a postcard with a campaigns action. MPs are often more concerned with people who have a genuine interest and demonstrate their concern through taking actions to live more sustainably.'

✓ There is increasing public support for a just and sustainable future

The climate march in September 2014 was the largest in history, with more than 675,000 people taking to the streets and 2,700 different events around the world. This included 40,000 people marching in London in September, supported by Tearfund. It built momentum, showing that people care about this issue, and demonstrates the potential energy for campaigning on this issue.

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# LOOKING AHEAD



# CONCLUSIONS FROM OUR INTERNATIONAL DIRECTORS

*Inspiring change* demonstrates the value Tearfund places on learning, reflecting on our contribution to change, our desire to use evidence for improvement, and being open and honest about where we seek to improve. We are committed to ensuring that our future programming and activities are informed by the evidence, lessons and insights presented here. As Tearfund's international directors, we outline some of the most important elements of the findings and discuss how these will shape Tearfund's future focus.

This report demonstrates the centrality and relevance of our core approaches of church and community mobilisation (CCM) and advocacy to bring about change via our development programmes. The case study, **Local-level partner advocacy** on page 14, about a community in Uganda who saw tangible improvements to their lives as a result of their advocacy efforts exemplifies this point; if we ensure the CCM process is done effectively, or if we are committed to training individuals in how to do advocacy well, then we will see lasting and sustainable change. If we do not do these things well, we may see some immediate benefits, but the change will not be long term. Similarly, we must take the long view in our disaster response work to ensure greater resilience beyond the immediate recovery stages. We will therefore

continue to resource all of these approaches and processes as core aspects of our work.

## A focused approach

The projects and programmes we support cover a range of interconnected issues, all of which relate to poverty. In 2014 we went through a process of choosing five thematic focus areas which we have expertise in and are committed to continually strengthening. These are food security, livelihoods, WASH, resilience and sexual violence. Conflict resolution and peacebuilding is an emerging theme that we will start to explore over the coming year.

We have chosen these issues because we know that, if we want to see significant positive and sustainable change, we must focus, work comprehensively and be selective. Going forward, our programming will continue to be predominantly shaped around these thematic areas.

Although we have narrowed our focus to be more concentrated, we understand that poverty is complex and multifaceted; issues relating to poverty are interrelated and are not mutually exclusive. In light of this, the integration of each of our thematic areas with each other, with our Quality Standards

and with our core approaches is essential in order to see holistic change. This report demonstrates the interconnectedness of the different aspects of Tearfund's work; for example, WASH interventions can have a direct impact on the safety of women and girls, and advocacy initiatives can directly change WASH and livelihoods outcomes. This calls for a joined-up, integrated and flexible approach which acknowledges that one size does not fit all.

### Looking ahead

A major priority for Tearfund going forward will be building our evidence base in all of our areas of work to test the assumptions driving our activities, and to gather and implement learning. We will wrestle



Photo: Peter Catton/Tearfund (Mozambique)

with the best methodologies to identify evidence of change, with a particular focus on digital data collection and new technologies. Some areas of work are easier to measure, for example in WASH: if a partner has installed a new water pump in a community and there is now clean water available to all, this is a tangible and relatively easy-to-measure change. Others areas are harder to attribute: for example, in our advocacy work, the benefits gained by a mobilised community are more difficult to calculate and attribute to one particular intervention. It is often the most transformational things that are hardest to measure, but in our pursuit of positive and sustainable change towards flourishing individuals and communities, we are committed to grappling with our approaches to ensure sustainability.

We know that the incremental effects of climate change will continue to have greatest impact on those living in the communities where we work. We also know that our lifestyle choices – how we live, how we shop, and how we structure our economy – have an impact on these changes. In response, we are excited to launch *Ordinary Heroes*, a campaign which seeks to inspire individuals in the UK and beyond to make sustainable lifestyle choices. By bringing together development and environmental discourses and encouraging a movement-based approach, we believe we will see a significant shift in the negative patterns which have prevailed.

Finally, the evidence and learning in this report, combined with our ongoing organisational discussions, encourage us to reflect on Tearfund's contribution to change within a dynamic and ever-changing world. We are thinking about the



Photo: Chris Boyd/Tearfund (Malawi)

implications of the question raised by ODI and others on 'doing development differently'. At Tearfund our partnership model, our collective actions with local faith communities, operational programmes and global networks all contribute to this new dialogue and we will continue to assess the impact of our work in the coming year.

**David Bainbridge** and **David Westlake**,  
International Directors, Tearfund



# ANNEX 1 – EVIDENCE LIST

Below is a list of the evaluations and reports used as evidence for this report.

| Evidence   | Country        | Year    | Type              |
|--|----------------|---------|-------------------|
| Evaluation of cash programming as an emergency response in South Kivu  | DRC            | 2014    | Real Time         |
| CCMP in Kambia district 2010–2014  | Sierra Leone   | 2010–14 | Final             |
| CCMP Impact Study  | Tanzania       | 2013    | Impact assessment |
| Cheas Ponleu [Shining Light] project evaluation  | Cambodia       | 2014    | Final             |
| Darfur emergency programme: Evaluation of humanitarian action  | Sudan          | 2013    | Final             |
| Eagles CCMP project evaluation   | Malawi         | 2014    | Final             |
| ECHO South Kivu programme evaluation   | DRC            | 2013    | Final             |
| Ensemble Nous Pouvons [Together We Can] project evaluation   | DRC            | 2014    | Final             |
| Global Poverty Action Fund (GPAF) from the Department for International Development UK                                     | DRC            | 2015    | Final             |
| HoA Relief and Recovery Programme evaluation   | Horn of Africa | 2013    | Final             |
| Integrated Community Development Project evaluation  | Cambodia       | 2012    | Final             |
| Kandahar and Jawzjan Integrated and Sustainable Services for Returnees And Host Communities 2012–2013 programme evaluation | Afghanistan    | 2014    | Final             |

| Evidence   | Country     | Year    | Type             |
|--|-------------|---------|------------------|
| Mid-term evaluation of CCMP                                  | Haiti       | 2014    | Mid-term         |
| <i>Missed opportunities</i> report                           | Philippines | 2014    | External report  |
| One year on – learning review Philippines Typhoon            | Philippines | 2014    | Learning review  |
| Evaluation of Tearfund's response to the Pakistan Floods     | Pakistan    | 2014    | Final            |
| CCMP evaluation  | S Sudan     | 2013    | Final            |
| Philippines Typhoon Real Time Review                         | Philippines | 2014    | Real Time        |
| Sahel mid-term evaluation                                    | Sahel       | 2013    | Mid-term         |
| Serve Kandahar Community Development Programme evaluation    | Afghanistan | 2013    | Final evaluation |
| SHGs Cost Benefit Analysis                                   | Ethiopia    | 2013    | Report           |
| Syria Appeal review  | Syria       | 2013    | Real Time        |
| <i>Think Livelihoods!</i> Impact Report                      | Ethiopia    | 2014    | Report           |
| Village Integrated Development Project evaluation            | Cambodia    | 2012-14 | Final            |
| Wholistic Community Development Project evaluation           | Cambodia    | 2014    | Final            |
| Community-based Development Action Programme evaluation 2013 | Myanmar     | 2013    | Final            |

# ANNEX 2 – BOND EVIDENCE PRINCIPLES SCORES

We have reviewed our evaluations against the **BOND Evidence Principles**<sup>15</sup> to assure quality in the evidence used to inform this report. We selected evaluations that scored 40 and above. The scores are listed below.

| Evidence   | Country        | Year    | BOND Score |
|--|----------------|---------|------------|
| Evaluation of cash programming as an emergency response in South Kivu  | DRC            | 2014    | 61         |
| CCMP in Kambia District 2010–2014  | Sierra Leone   | 2010–14 | 60         |
| CCMP Impact Study  | Tanzania       | 2013    | 71         |
| Cheas Ponleu [Shining Light] project evaluation  | Cambodia       | 2014    | 56         |
| Darfur emergency programme: Evaluation of humanitarian action  | Sudan          | 2013    | 60         |
| Eagles CCMP project evaluation   | Malawi         | 2014    | 48         |
| ECHO South Kivu programme evaluation   | DRC            | 2013    | 63         |
| Ensemble Nous Pouvons [Together We Can] project evaluation   | DRC            | 2014    | 55         |
| Global Poverty Action Fund (GPAF) from the Department for International Development UK                                     | DRC            | 2015    | 81         |
| HoA Relief and Recovery Programme evaluation   | Horn of Africa | 2013    | 52         |
| Integrated Community Development Project evaluation  | Cambodia       | 2012    | 56         |
| Kandahar and Jawzjan Integrated and Sustainable Services for Returnees and Host Communities 2012–2013 programme evaluation | Afghanistan    | 2014    | 64         |

| Evidence   | Country     | Year    | BOND Score |
|--|-------------|---------|------------|
| Mid-term evaluation of CCMP                                  | Haiti       | 2014    | 48         |
| Evaluation of Tearfund's response to the Pakistan floods     | Pakistan    | 2014    | 65         |
| CCMP evaluation  | S Sudan     | 2013    | 53         |
| Philippines Typhoon Real Time Review                         | Philippines | 2014    | 55         |
| Sahel mid-term evaluation                                    | Sahel       | 2013    | 56         |
| Serve Kandahar Community Development Programme evaluation    | Afghanistan | 2013    | 64         |
| SHGs Cost Benefit Analysis                                   | Ethiopia    | 2013    | 63         |
| Syria Appeal Review  | Syria       | 2013    | 64         |
| <i>Think Livelihoods!</i> Impact Report                      | Ethiopia    | 2014    | 64         |
| Village Integrated Development Project evaluation            | Cambodia    | 2012–14 | 48         |
| Wholistic Community Development Project evaluation           | Cambodia    | 2014    | 43         |
| Community-based Development Action Programme evaluation 2013 | Myanmar     | 2013    | 51         |

<sup>15</sup> <http://www.bond.org.uk/effectiveness/principles>



Photo: Kieran Dodds/Tearfund (Uganda)

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IMPACT AND LEARNING REPORT 2015

# INSPIRING CHANGE

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