OUR AMBITION IS TO HELP FREE EVERYONE’S POTENTIAL
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Executive Director’s letter

2013 was a very eventful year for the Cartier Charitable Foundation and I am thrilled to present the first activity report that accounts for all the major actions undertaken in pursuit of our mission. The Foundation’s creation in autumn 2012 has catalysed the Maison Cartier’s corporate commitment and ambition to improve the lives of the most vulnerable communities, opening the door to a better and brighter future. The Foundation embodies the Maison Cartier’s core value of generosity and, by acting independently of any commercial purpose, fulfils its role as a socially responsible corporate citizen.

Tackling global challenges such as food security, climate change, poverty reduction and gender inequality is a daunting task that requires immense resources and joint efforts. The Foundation contributes to addressing these challenges by building long-term alliances with key international partners. Working closely with these partners – all dynamic non-governmental organisations and United Nations agencies acclaimed in their fields of expertise – the Foundation strives to free the potential of the most disadvantaged, empowering them to thrive in an increasingly complex environment. This shared commitment enables us to provide concrete support for the most deprived communities, strengthening their capabilities and implementing solutions that meet their needs so they can regain hope and dignity.

During the year we focused primarily on delineating our areas of intervention, shaping our interventions and selecting our implementing partners.

This has been in line with our philanthropic approach, grounded in building partnerships with international organisations, in working in close collaboration with other foundations and bilateral development agencies, and in engaging in an ongoing dialogue with researchers, academics and recognised civil society leaders. At 31 March 2014, the Foundation had established 14 partnerships to implement programmes in 22 developing countries.

The Foundation’s responsiveness was also put to the test this year, when typhoon Haiyan struck the Philippines in November 2013. Within a matter of days we were able to allocate USD 1 million to two organisations that thus had the resources to respond to the emergency immediately, saving the lives of people in the many communities that no longer had access to safe drinking water. While our primary focus is on sustainable development programmes, we cannot ignore the human suffering and potential death toll of disasters such as this. At the same time, our humanitarian
response initiatives to natural disasters follow an integrated, comprehensive approach and therefore simultaneously aim to strengthen the preparedness, recovery and resilience of communities so that families are better able to anticipate, recover from and prepare for adverse events in the future.

In 2014 the Foundation will advance the initiatives launched to improve the lives of the most vulnerable, strengthening and upscaling our programmes. We will also make every effort to mobilise our colleagues at the Maison Cartier around the world, bringing them to participate in our ambition and commitment through dedicated communications.

Pascale de la Frégonnière
Executive Director

WE STRIVE TO IMPROVE THE LIVELIHOODS OF THE MOST VULNERABLE
I. Creation of the Cartier Charitable Foundation
1. History

The Maison Cartier has a longstanding commitment to charity, inspired by the desire to promote women’s and children’s rights, alleviate poverty and encourage responsible and innovative practices in the jewellery sector. A founding member of the Responsible Jewellery Council in 2005, established to promote responsible and accountable practices throughout the jewellery industry, and initiator of the Cartier Women’s Initiative Awards for women entrepreneurs, the Maison Cartier decided to take its social commitment to a new level with the creation of the Cartier Charitable Foundation. Aware of the pressing new challenges facing humanity, the Maison Cartier considers it more than ever a moral imperative to dedicate substantial investments to philanthropic initiatives capable of generating important environmental and societal improvements for a sustainable future.

2. Vision and mission

2.1 Vision

Established in Geneva in 2012 by the Maison Cartier and guided by the principles of excellence, pioneering and generosity true to its founder, the Cartier Charitable Foundation strives to foster positive change and enable people to live a meaningful and fulfilling life in a more equitable and safer environment.

2.2 Mission

The Cartier Charitable Foundation shapes and implements a needs-based and result-oriented philanthropic strategy that aims to build the capacities and strengthen the resilience of the most vulnerable groups, women in particular.

The Foundation supports innovative, impactful and lasting initiatives in low-income countries that promote women’s economic and social development, that provide access to basic services such as water, education, food and health, that engage with communities to encourage the responsible management of natural resources and that deliver humanitarian assistance to children and their families when natural disasters strike.
3. Governance

Founded by Cartier International SA, the Cartier Charitable Foundation is based in Geneva, Switzerland, one of the main strategic hubs of international cooperation and a major centre of global governance. The Foundation is governed by Swiss law and is under the supervision of the Federal Supervisory Board for Foundations of the Swiss Federal Department of Home Affairs in Bern.

The Cartier Charitable Foundation is overseen by a Governing Board (Conseil de Fondation), the highest authority responsible for its activities and proper operations. Board members are appointed by the parent company for a renewable term of one year.

The Foundation’s activities are independently managed by the Executive Director, who runs the Foundation’s operations, organises Board meetings, makes recommendations and implements its resolutions.

The Board meets at least twice yearly to consider current business, analyse the programmes, assess initiatives in progress and validate the approaches adopted by the Foundation. It is currently composed of six members.

Independent auditors review the Foundation’s accounts and submit a detailed report to the Governing Board.

2013-2014 was marked by the recruitment of a new Executive Director in July 2013, who completed the recruitment of the team that now numbers four dedicated professionals with strong international experience in humanitarian and/or development organisations. The team is based in Geneva, where it works to ensure the Cartier Charitable Foundation achieves its vision and mission.
II. Approach to partnerships
1. The Foundation’s partners and selection process

The Cartier Charitable Foundation awards grants to non-profit international organisations and partners that excel in their fields of expertise, whose mandates and programmes are aligned both with its values and core funding areas.

The Foundation actively reaches out to partners at its own initiative. An ongoing dialogue with eminent operators in the field, high-level researchers and academics, policymakers and recognised civil society leaders guides the identification of effective innovative approaches. (See box page 15).

The selection of programmes is evidence-based to ensure that resources are used in the most effective way to achieve maximum long-term impact. The following success factors are key to the selection process: capacity strengthening, scalability, substantial and lasting impact, innovation and cross-sectoral thinking.

The Foundation engages with grantees and partners in a spirit of dialogue and close collaboration, encouraging and facilitating complementarity and synergies among the different operators it works with. The Foundation does not dictate solutions. With partners, the Foundation helps communities strengthen their capabilities and acquire the knowledge to design and implement the interventions that best meet their needs.

“CARE has trained over 3 million disadvantaged women and men in savings and loan management. We saw first-hand how these village savings groups prosper and how their members see their lives and their families’ lives improve, enabling them to hold their heads up high. I can personally attest to that. It really works.”

Philippe Lévéque, Managing Director of CARE France
2. Support in humanitarian emergencies

The Foundation has instituted an internal decision-making procedure to guide its response to natural disaster emergencies. This procedure is firmly grounded in the international emergency response framework.

The international community generally becomes involved in natural disaster relief at the request of the government of the country in distress. The Inter-Agency Standing Committee (IASC), the primary mechanism for the coordination of humanitarian assistance, is responsible for assessing the needs and resources available in humanitarian emergencies, and for grading them in three levels as follows:

- **Level 1**: Emergencies that can be met by national capacity.
- **Level 2**: Emergencies that affect more than one country in a region and call for the deployment of regional aid mechanisms.
- **Level 3**: Emergencies that require the deployment of the international humanitarian response system.

The Foundation, as a rule, prioritises level 3 emergencies, activating the network of contacts it has established with high-level professionals in the international humanitarian coordination system.

The international humanitarian response to global crisis is coordinated using the United Nations’ sector-based “cluster” system, which aims to ensure humanitarian assistance is deployed as rapidly and effectively as possible to address each sector of need identified (nutrition, education, water and hygiene etc.). Each sector is composed of UN and non-governmental organisations that work together to provide the most appropriate response to crises. The United Nations Office for the Coordination of Humanitarian Affairs (OCHA), based in Geneva, works closely with the cluster lead agencies to ensure effective overall coordination at every stage of the humanitarian response. The cluster approach thus aims to:

- Clearly identify the most efficient and effective organisations to act as leaders in each sector
- Enhance strategic coordination in the field and set priorities to avoid task duplication and gaps in humanitarian assistance
- Establish and maintain standby rosters of experts
- Strengthen partnerships between United Nations Agencies, non-governmental organisations and other humanitarian operators.

When humanitarian emergencies arise, the Foundation primarily supports organisations that operate in this cluster system.
That is why it could move promptly to support Action Against Hunger (Action Contre la Faim, ACF) and UNICEF to restore access to safe water and basic sanitation when typhoon Haiyan struck the Philippines in 2013. Thanks to its network of leading humanitarian operators and sound knowledge of emergency priorities, the Foundation was able to identify these two organisations as the most skilled and effective in the field, allocating USD 1 million to them in just a few days.

“AMREF’s mission is to go where other organisations do not, to communities where basic health services are poor or not provided, offering viable solutions and help to governments and communities to strengthen their health systems.”

Henri Leblanc, Managing Director of AMREF France
DEVELOPMENT PROGRAMME SELECTION PROCESS:

1. CONSULTATION AND ANALYSIS
   The Foundation reaches out to potential partners at its own initiative. It identifies initiatives and programmes that are consistent with its strategic priorities and engages directly with the organisations that are best equipped to design and implement impactful programmes in the Foundation’s area of intervention.

2. PROGRAMME PROPOSAL DEVELOPMENT
   An ongoing dialogue with eminent operators in the field, high-level researchers and academics, policymakers and recognised civil society leaders guides the identification of innovative development approaches. The selection of programmes is evidence-based to ensure that resources are used in the most effective way to achieve maximum impact.
   The following success factors are key to the selection process: capacity strengthening, scalability, substantial and lasting impact, innovation and cross-sectoral thinking.
   The Foundation does not support programmes addressing issues that are outside the scope of the Foundation’s mission, direct donations or grants to individuals, or programmes addressing problems in developed countries.

3. GRANT ALLOCATION
   Upon approval of the proposal by the Governing Board, a grant agreement is prepared that specifies tailored key performance indicators, a disbursement schedule and reporting requirements. The grant agreement must be signed by authorised signatories of the Foundation and by the grantee before funds can be disbursed.

4. MONITORING AND EVALUATION
   A rigorous monitoring and evaluation process enables the Foundation to ensure that funds are used in the most efficient way.
   The Foundation engages in a constructive dialogue with the grantee in the best interests of the programme, reviews the progress reports received, regularly participates in field visits and identifies any corrective measures that may be required.
   The grant evaluation process has a wider scope than the measurement of specific outputs and outcomes, and is considered a mutual learning process for the Foundation and grantees alike. It aims to gain a better understanding of the strengths and weaknesses of the partnerships, to identify the success factors for possible replication and to optimise the dynamics of the partnerships, leveraging key learnings and shared experience while informing the Foundation’s strategic vision.
III. Areas of intervention and actions undertaken
1. Areas of intervention

The Cartier Charitable Foundation strives to enable everyone to live a meaningful and fulfilling life. Addressing issues such as women’s social and economic development and access to basic services – education, nutrition, primary health care and drinking water, sanitation and hygiene – the Foundation works to find ways of breaking the spiral of poverty and generating positive change across the generations.

The areas of intervention that are part of its mission are complex, sometimes closely interlinked and often influence each other. An interdisciplinary approach and pursuit of complementarity are reflected in the choice of programmes financed.

1. Women’s economic and social development

Too often, women’s potential is not recognised and their work undervalued. Yet, if provided with opportunities, resources and the ability to make informed choices, women are powerful agents of change, recovery and growth in their families, communities and countries. When women are economically and socially empowered, society as a whole benefits through increased investments in children’s schooling, nutrition and health. When their skills are fully employed, productivity rises. Greater gender equality is not only a prerequisite for sustainable development, but also a catalytic force for achieving economic progress. We believe that making the world a better place for women will make it a better world for all.

The Foundation’s concrete actions aim to:

- Enhance women’s access to knowledge, skills and resources to allow them to achieve stability and autonomy
- Develop sustainable livelihoods to reduce food insecurity and promote economic independence
- Strengthen women’s adaptation to climate change
- Strengthen women’s resilience to enable them to move out of crisis and poverty
- Support female entrepreneurship and women’s financial inclusion
2. Access to basic services

Achieving universal access to basic services – primary health care, education, nutrition and drinking water, sanitation and hygiene – is a long-standing goal of the international community. These essential services are the building blocks of human development. By enabling the world’s poorest to lead healthier and more productive lives, such services are the key to reducing the worst manifestations of poverty and to breaking its vicious cycle. Yet the challenges remain great. The Foundation works to help bridge the gaps that still hamper the fulfilment of these needs.

The Foundation’s concrete actions aim to:

- Make safe water accessible to remote and marginalised communities
- Improve access to and the quality of education for girls and boys
- Fight malnutrition through the provision of school meals and through women’s entrepreneurship
- Provide access to primary health care in remote areas

3. Responsible management of natural resources

Natural resources are essential for our health and survival. The wellbeing of humanity depends on how societies use and care for water, land and forests, energy, minerals, biomass and fossil fuels. Achieving sustainable development and livelihoods for current and future generations depends upon the responsible management of natural resources. When well-managed, they have great potential to contribute to social and economic development, bringing wealth and improved equity to countries and communities, sometimes in very remote and poor areas. The Foundation works with communities significantly affected by environmental degradation, including soil erosion and rangeland depletion, empowering them to make decisions that will improve their livelihoods through a more equitable and sustainable relationship with their natural resources.
The Foundation’s concrete actions aim to:

- Reduce deforestation and engage communities in the restoration of their ecosystems, in particular supporting the culture of Moringa, a plant whose leaves have exceptional properties that can contribute to improving the nutritional status of the local population
- Develop agricultural activities with strong added value for small and marginalised farmers
- Propose economic alternatives to gold prospecting to artisanal mining communities
- Improve the extraction practices of artisanal and small-scale miners

4. Emergency response

Over 300 natural disasters have occurred every year over the past decade. Flooding, earthquakes and cyclones can turn lives upside down in an instant, killing thousands of people or driving entire communities from their homes, devastating livelihoods and paralysing markets. The Foundation’s emergency response strategies are determined by the objectives of saving lives, reducing the number of casualties, easing suffering and restoring dignity. The Foundation favours comprehensive approaches to humanitarian assistance that integrate and strengthen preparedness, recovery and resilience, enabling families and countries to better anticipate, absorb and recover from shocks in the future.

The Foundation’s concrete actions aim to:

- Save lives and reduce the number of casualties
- Ease suffering and restore dignity
- Prevent disaster risks and strengthen communities’ ability to better anticipate, absorb and recover from shocks in the future
2. Partners

In the 2013-2014 reporting period the Foundation supported 14 organisations that are implementing 24 programmes in 22 developing countries. Focused on creating lasting impacts, the Foundation favours long-term partnerships and works to build relationships of trust with its partners that lead to innovative or complex programming.

The Foundation regularly engages with its partners in a spirit of dialogue and close collaboration, encouraging and facilitating complementarity and synergies between the different operators with whom it works.

Founded in 1979, Action Against Hunger (Action Contre la Faim – ACF) is an international humanitarian organisation committed to ending hunger. ACF saves lives through providing communities with access to safe water and sustainable solutions to hunger. By building local capacities and integrating its programmes within local and national structures, it transforms effective short-term interventions into sustainable long-term solutions. In 2013, ACF helped over 8.5 million people in 47 countries.

Website: www.actionagainsthunger.org

Programmes supported by the Foundation:

- **Enhance livelihoods and food security in remote border areas of Myanmar (p. 42)**
  
  Area of intervention: Access to basic services (nutrition)
  
  Myanmar

- **Saving lives and restoring dignity (p. 43)**
  
  Area of intervention: Emergency response
  
  Philippines
Acumen is a non-profit organisation that raises charitable donations to invest in companies, leaders and ideas that are changing the way the world tackles poverty. Acumen provides patient long-term debt or equity investments to early-stage companies providing reliable and affordable access to agricultural inputs, quality education, clean energy, healthcare services, formal housing and safe drinking water for low-income customers. This patient capital is accompanied by a wide range of management support services nurturing the company to scale. Acumen seeks to jump-start the creation of enterprises that improve the ability of the poor to live with dignity.

Web site: www.acumen.org

Programme supported by the Foundation:

- Market-based innovations to serve the poor (p. 44)
  Areas of intervention: Women's social and economic development
  Access to basic services (education)
  India

Amref Flying Doctors was founded in 1957 to deliver healthcare services in remote African communities. Its aim is to drive lasting change by strengthening public and community health systems in Africa. Amref is a major international charity and the leading public health organisation in Africa, with 145 health programmes for over 13 million beneficiaries and 10,000 health workers trained every year, an international training centre with students from 35 African countries, and a deep commitment to bringing lasting health change to communities in Africa.

Web site: www.flydoc.org

Programmes supported by the Foundation:

- Emergency healthcare for mothers and children (p. 45)
  Area of intervention: Emergency response
  South Sudan

- Filling the gap in healthcare provision (p. 46)
  Area of intervention: Access to basic services (health)
  Guinea Conakry, Senegal
Ashoka is the leading and largest global association of the world’s social entrepreneurs, and the pioneer of the social entrepreneurship movement – men and women with system-changing solutions for the world’s most urgent social problems. Since it was founded in 1980, Ashoka has provided financial and professional support to over 3,000 social entrepreneurs, elected as Ashoka Fellows, across 86 countries. Ashoka’s vision is to advance an Everyone a Changemaker world, where anyone can apply the skills of changemaking to solve complex social problems. It does this through identifying and supporting social entrepreneurs, promoting group entrepreneurship and building infrastructure for the sector.

Web site: www.ashoka.org

Programme supported by the Foundation:

- Communities at the heart of natural ecosystem restoration (p. 47)
  
  Area of intervention: Responsible management of natural resources
  
  Togo

Founded in 1945, CARE is one of the world’s leading humanitarian organisations. It is non-partisan and non-sectarian. In 2013, CARE worked in 87 countries and reached 97 million people around the world. In its emergency response and long-term development programmes, CARE seeks to fight the underlying causes of poverty. CARE places special focus on working alongside poor girls and women because, equipped with the proper resources, they have the power to lift whole families and entire communities out of poverty.

Web site: www.care.org

Programmes supported by the Foundation:

- Building women’s resilience to climate shocks (p. 48)
  
  Areas of intervention: Women’s social and economic development
  
  Responsible management of natural resources
  
  Cameroon

- Find a home, rebuild a life (p. 49)
  
  Areas of intervention: Women’s social and economic development
  
  Access to basic services
  
  Haiti

- Improving the lives of indigenous women in the Andean highlands (p. 50)
  
  Areas of intervention: Women’s social and economic development
  
  Responsible management of natural resources
  
  Ecuador

- Jute: an eco-friendly opportunity for a sustainable future (p. 51)
  
  Areas of intervention: Women’s social and economic development
  
  Responsible management of natural resources
  
  Bangladesh
Established in 2007, Educate Girls is a registered non-governmental organisation that holistically tackles issues at the root cause of gender inequality in India’s education system. It works to reform government schools for girls’ education by leveraging existing community and government resources. From an initial pilot project of 50 schools in 2007, Educate Girls has grown to cover more than 7,000 schools in over 4,000 villages in the state of Rajasthan. Its interventions have brought over 59,000 out-of-school girls back to school while more than 600,000 children have benefited from its programmes. Educate Girls aims to improve access to and quality of education for around 4 million children living in under-served communities in India by 2018.

Web site: www.educategirls.in

Programme supported by the Foundation:

• Championing girls’ quality education (p. 52)

Areas of intervention: Women’s social and economic development

Access to basic services (education)

India

GRET is a French non-governmental organisation that has been actively fighting poverty and inequalities for 38 years. Its professionals intervene in a broad range of areas, including nutrition, to provide lasting innovative solutions for fair development. GRET’s 700 professionals intervene in more than thirty countries, promoting a professional approach to development and enriching the sector with knowledge and innovative solutions. GRET believes that people in developing countries can play an active role in their development and therefore acts with them, favouring the dignity of citizenship over hand-outs, capacity building over substitution, and working with the economic sector over sterile opposition.

Web site: www.gret.org

Programmes supported by the Foundation:

• Combating childhood malnutrition in Cambodia and Myanmar (p. 53)

Areas of intervention: Access to basic services (nutrition)

Cambodge, Myanmar

• Combating malnutrition through female entrepreneurship (p. 54)

Areas of intervention: Women’s social and economic development

Access to basic services (nutrition)

Burkina Faso
Founded in 2003 by long-time AIDS activist Leigh Blake and co-founded by 15-time Grammy® Award winner Alicia Keys, Keep a Child Alive believes that every person has the right to health care and deserves a promising future. The organisation provides life-saving HIV treatment, care, nutritious food, support services and love to children and families affected by HIV in Kenya, Rwanda, South Africa, Uganda and India. To date, Keep a Child Alive’s local partners have served over 300,000 people.

Website: www.keepachildalive.org

Programme supported by the Foundation:

- Making comprehensive care for HIV a reality in Indian slums (p. 55)
  
  Area of intervention: Access to basic services (health)
  
  India

Solidaridad is an international organisation dedicated to responsible food production to feed the growing world population and to providing the world with alternatives to fossil fuels like oil and gas. The organisation invests in enterprising farmers in developing countries with an emphasis on improving their land use, so that production can increase while harm to people and the environment is reduced. Solidaridad focuses on the production chains that matter worldwide and where changes have great impact: coffee, tea, cacao, fruit, textiles, cotton, soy, palm oil, sugar cane, gold and cattle breeding.

Website: www.solidaridadnetwork.org

Programme supported by the Foundation:

- Improving extraction practices at gold mining sites (p. 56)
  
  Area of intervention: responsible management of natural resources
  
  Ghana, Peru

Terre des Hommes Suisse is an independent non-governmental organisation with no political or religious affiliations. It is committed to defending children's rights and to promoting equitable development. Every child has the right to grow up in security, eat a full and healthy diet, and have access to a quality education. Terre des Hommes Suisse works in Africa, Latin America and Asia to safeguard child protection and children's rights. In Switzerland, it runs a programme, mainly with young people, to raise awareness of children's rights, citizenship and solidarity. It is a member of Terre des Hommes International Federation, which has United Nations' consultative status.

Website: www.terredeshommesuisse.ch

Programme supported by the Foundation:

- Improving the lives of communities dependent on gold mining (p. 57)
  
  Area of intervention: Responsible management of natural resources
  
  Peru
UNICEF works in more than 190 countries and territories to help children survive and thrive, from early childhood through to adolescence. The world's largest provider of vaccines for developing countries, UNICEF supports child health and nutrition, good water and sanitation, quality basic education for all boys and girls, and the protection of children from violence, exploitation, and AIDS. UNICEF is funded entirely by the voluntary contributions of individuals, businesses, foundations and governments.

Website: www.unicef.org

Programmes supported by the Foundation:

- Disaster risk reduction begins at school (p. 58)
  Areas of intervention: Emergency response
  Access to basic services (education)
  Madagascar

- Fighting disparities through children's education (p. 59)
  Area of intervention: Access to basic services (education)
  India

- Getting water running again (p. 60)
  Area of intervention: Emergency response
  Philippines

For more than twenty years, Water.org has been at the forefront of developing and delivering sustainable solutions to the global water crisis. Founded by Gary White and Matt Damon, Water.org pioneers innovative, community-driven and market-based solutions to provide universal access to safe water and sanitation, giving women hope, children health and communities a future. To date, Water.org has positively transformed millions of lives around the world, ensuring a better life for generations ahead.

Website: www.water.org

Programme supported by the Foundation:

- Making safe water a priority (p. 61)
  Area of intervention: Access to basic services (water)
  Haiti
In countries affected by conflict and war, Women for Women International supports the most marginalised women to earn and save money, improve health and well-being, influence decisions in their home and community, and connect to networks for support. By utilising skills, knowledge, and resources, women are able to create sustainable change for themselves, their families and communities. For more than 20 years, Women for Women International has helped more than 407,000 women across 8 conflict-affected countries.

Website: [www.womenforwomen.org](http://www.womenforwomen.org)

**Programme supported by the Foundation:**

- **Stronger women, stronger societies (p. 62-63)**
  
  **Area of intervention:** Women’s social and economic development
  
  Afghanistan, Kosovo, Nigeria, Rwanda, South Sudan

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The United Nations World Food Program (WFP) is the world’s largest humanitarian agency fighting hunger worldwide. WFP pursues a vision of the world in which every man, woman and child has access at all times to the food needed for an active and healthy life. On average, WFP reaches more than 90 million people with food assistance in 80 countries each year, in the remotest areas, directly serving the hungry poor. WFP guarantees food access in emergency situations as well as enables people, communities and countries to meet their own food needs. WFP is entirely funded by voluntary contributions.

Website: [www.wfp.org](http://www.wfp.org)

**Programmes supported by the Foundation:**

- **School meals for nutrition and learning (p. 64)**
  
  **Areas of intervention:** Access to basic services (education, nutrition)
  
  Burundi

- **Reducing hunger among school kids (p. 65)**
  
  **Areas of intervention:** Access to basic services (education, nutrition)
  
  Mozambique

- **Local meals to fight hunger at school (p. 66)**
  
  **Areas of intervention:** Access to basic services (education, nutrition)
  
  Burkina Faso
Map of supported programmes (2013-2014)

HAITI
Areas: Women’s social and economic development, Access to basic services (water)  
Partners: CARE, Water.org

BURKINA FASO
Area: Access to basic services (nutrition, education)  
Area: Partners: GRET, WFP

KOSOVO
Area: Women’s social and economic development
Partner: Women for Women Int.

HAITI
Area: Access to basic services (health)  
Partner: Amref

SENEGAL
Area: Access to basic services (health)  
Partner: Amref

GUINEA CONAKRY
Area: Access to basic services (health)  
Partner: Amref

GHANA
Area: Responsible management of natural resources  
Partner: Solidaridad

TOGO
Area: Responsible management of natural resources  
Partner: Ashoka

EQUATOR
Area: Women’s social and economic development  
Partner: CARE

PERU
Area: Responsible management of natural resources  
Partners: Terre des Hommes Suisse, Solidaridad

NIGERIA
Area: Women’s social and economic development  
Partner: Women for Women Int.

CAMEROON
Areas: Women’s social and economic development, Responsible management of natural resources  
Partner: CARE
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<tr>
<th>Country</th>
<th>Areas</th>
<th>Partners</th>
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<tbody>
<tr>
<td>Rwanda</td>
<td>Women's social and economic development</td>
<td>Women for Women Int.</td>
</tr>
<tr>
<td>Afghanistan</td>
<td>Access to basic services (education, health), Women's social and economic development</td>
<td>Women for Women Int.</td>
</tr>
<tr>
<td>India</td>
<td>Access to basic services, education, health, Women's social and economic development</td>
<td>Acumen, Educate Girls, Keep a Child Alive, UNICEF</td>
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<td>Bangladesh</td>
<td>Women's social and economic development, Responsible management of natural resources</td>
<td>CARE</td>
</tr>
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<td>South Sudan</td>
<td>Emergency response, Women's social and economic development</td>
<td>Amref, Women for Women Int.</td>
</tr>
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<td>Mozambique</td>
<td>Access to basic services (nutrition, education)</td>
<td>WFP</td>
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<td>Myanmar</td>
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<td>Cambodia</td>
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<td>Philippines</td>
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IV. Monitoring and evaluation
A strict monitoring and evaluation process allows the Foundation to ensure that funds are used in the most efficient way. The scope of this process extends beyond the measurement of specific outputs and outcomes to form the basis upon which the Foundation shapes its actions and increases its future impact, identifying the success factors for possible replication, optimising the partnerships’ dynamics and leveraging key learnings and shared experience.

1. Collaboration with partners and monitoring of grants

Since its inception, the Foundation has built an ongoing dialogue with the main humanitarian and development organisations to keep abreast of human development priorities and strategic challenges. The Foundation’s team has established contacts with over 30 leading organisations and engaged in broad and substantive dialogue with some of them to study future collaboration.

Overall, 21 grant agreements were signed and other forms of subsidies agreed with 15 non-profit organisations between 1st January 2013 and 31st March 2014, with amounts varying between USD 50,000 and USD 1.2 million per year, depending on the recipients’ operational capacity and the scope of the action concerned.

Each grant agreement is governed by a dedicated contract signed by both parties that specifies the duration of the commitment, a disbursement schedule and specific reporting requirements. The contract also includes the programme description, detailing the expected results, logic framework, performance indicators, action plan and budget.

In a spirit of constructive dialogue with its grantees, the Foundation is kept regularly informed through meetings and conference calls of the progress made and obstacles encountered during the implementation phase. The study of intermediate and annual reports is also part of the monitoring process, during which corrective measures may be identified and required.

Given that most of the grant agreements were signed between the beginning of 2013 and March 2014, field visits were considered premature as monitoring tools for much of this time and only began at the end of 2013.
The first field mission was to Haiti in December 2013 and had two main objectives:

- To monitor the actions undertaken by the non-governmental organisation Water.org as part of the implementation of two funded water supply programmes.
- To evaluate the opportunity to support the non-governmental organisation CARE by co-financing a programme with the European Union that has the objective of relocating refugees still living in temporary settlements after the 2010 earthquake.

During the field mission the Foundation’s representative was able to:

- Meet with the local implementing partners of the two non-governmental organisations (Water.org and CARE) as well as with the communities involved in the different initiatives.
- Visit the programme sites to better understand the aims and challenges of the programmes (the building of the water distribution systems, the mobilisation and training of the targeted communities, the needs assessment and the identification of appropriate solutions regarding the refugee camp populations etc.).
- Review the action plan in the light of the problems encountered and revise and update the budget allocation as necessary.

Following the field mission, some programme adjustments were decided and adopted in relation to the water distribution systems programme, and the final payment allocation was brought forward. The continued in-depth discussions with CARE led to official support of the “Finding a house, building a life” programme to relocate Haitian families still living in refugee camps.

Field visits will be stepped up sharply in the second half of 2014.
V. Positioning in the international scene and outlook
The Cartier Charitable Foundation forges its distinctive identity in relevant international philanthropic circles and major development fora, attending a range of events and strategically selected conferences.

1. International conferences

During the reporting period, the Foundation attended several international conferences and high-level working groups to deepen and increase the value of its action and broaden its network within the Swiss and international philanthropic communities.

In particular, the Foundation Executive Director attended three high-level meetings:

- The Clinton Global Initiative (CGI) – 24-25 September 2013, New York, USA: under the aegis of former US President Bill Clinton, the forum convenes global leaders to create and implement innovative solutions to the world’s most pressing challenges for the poorest communities. This annual meeting is a unique opportunity to exchange and interact with heads of state and government, Nobel laureates, CEOs of the world’s largest companies, leading NGOs and foundations, and UN agencies and media representatives. CGI members collaborate to best leverage their resources and expertise to translate practical goals into concrete actions that will enhance the lives of the most vulnerable. The Foundation joined CGI as a supporting partner of Water.org, committed to providing 17,000 people in Haiti with access to safe water and sanitation.

- Women’s Forum for the Economy and Society – 16-18 October 2013, Deauville, France: this leading platform gathers women and men from around the world who are involved in politics, business, civil society and academia and offers new perspectives on global challenges and opportunities to overcome gender barriers. It seeks to empower and advance women through entrepreneurship and education, by strengthening women’s networks and their influence on society, amplifying women’s voices in the media and promoting gender diversity in the private sector. The Global Meeting hosts the annual Awards Ceremony of the Cartier Women Initiative, which honours six women entrepreneurs selected for their spirit of enterprise and invention.
• **French Development Agency (AFD)** – The conference “Women’s economic empowerment: what impact on gender inequality?” took place on 6 March 2014, on the occasion of International Women’s Day. Representatives from civil society, non-governmental organisations, the French Ministry of Foreign Affairs, the French Development Agency and academia exchanged views on women’s empowerment and how women’s economic and financial independence impacts on society as a whole, on women’s decision-making power and on the balance of gender relations. The web documentary “Femme Lumière”, produced by CARE with the support of the Cartier Charitable Foundation, was screened for the first time during the conference. It portrays five women, showing economic empowerment as a powerful driver of development.

2. **Meetings in Switzerland**

In Switzerland, the Foundation’s team attended the following events:

• **The Sustainable Luxury Forum**, – 18-19 June 2013, gathered executives, academics, Corporate Social Responsibility (CSR) practitioners, international organisations, government agencies, non-profit organisations and foundations to exchange ideas and share good practices on corporate sustainability and philanthropic commitments and endeavours. The fourth Sustainable Luxury Forum will be held from 4-6 February 2015.

• **“Giving Women” Annual Conference** – 24 September 2013. The annual conference theme was ‘The Empowerment of Women through Technology’. Giving Women is a network of women involved in philanthropy who pool their time, knowledge, professional experience, financial resources and ideas in order to be more informed and effective givers. It is also a platform that gives exposure to development organisations to leverage funding, as well as for sharing knowledge and resources among women philanthropists.
• **European Venture Philanthropy Association (EVPA) 9th Annual Conference** – 26-27 November 2013. Over 500 venture philanthropy and social investment experts and practitioners from 31 countries came together to discuss venture philanthropy and the role of funders in their relations with grantees.

The Foundation team also met and exchanged views with a broad range of professionals, including personalities from philanthropic advisory companies (Wise and FSG). Contacts were likewise established with key international philanthropic foundations (OAK, IKEA, Chanel, UBS, Sanofi, CIFF) and foundation consortia (SwissFoundations).

> It’s not enough to just talk about solving the world’s problems. A core principle behind the Clinton Global Initiative is what we call the Commitment to Action: our members work together to identify specific challenges and opportunities, and then commit to finding local, sustainable solutions with the ultimate goal of working ourselves out of a job.

*Bill Clinton, Clinton Global Initiative, 2013.*
3. Outlook

In 2014 the Foundation will continue to work closely with current partners, building and nurturing relationships based on dialogue, shared experience and trust. Discussions have begun with other potential partners whose actions could, in the future, complement and enrich the Foundation’s programme portfolio and contribute to the achievement of its mission.

Several field visits have already been planned to monitor and evaluate the actions undertaken and to obtain a better understanding of the specific challenges and constraints faced at community level in the implementation phase. Field visits are planned for Burkina Faso (to monitor the programmes implemented by GRET and PAM and to discuss possible support for ACF), India (to monitor the programmes implemented by UNICEF, Educate Girls and Keep a Child Alive) and Haiti (with the aim of collecting communication material and building a photo archive to better illustrate the programmes implemented by Water.org and CARE).

The Cartier Charitable Foundation will consolidate its institutional positioning in 2014-2015 by deploying a communication strategy mainly oriented at sharing its values, aims and achievements with the 8,000 employees of the Maison Cartier. External communications and outreach will also be engaged in strategically to build the Foundation’s reputation in the philanthropic world and contribute to enhancing its international profile.
VI. Annexe
Enhance livelihoods and food security in remote border areas of Myanmar

Duration: April 2013-March 2014
Area of intervention: Access to basic services (nutrition)
Country: Myanmar
Partner: Action Against Hunger (Action Contre la Faim, ACF)

Context: Chin State is one of the poorest and most isolated areas of Myanmar, bordering India and Bangladesh. Since late 2007, the people of Chin State have been struggling with massive food shortages and hunger after the vast bamboo forests that cover the steep and mountainous landscape began to wither and die, triggering rat infestations and the consequent destruction of most of the local crops and food stocks. Disease, periodically inadequate access to food and undernourishment are widespread. In particular, the remote and impoverished Paletwa Township is increasingly impacted by climate variability and confronted with unpredictable rainfall patterns that cause water shortages and soil erosion, reduce harvests and exacerbate hunger even further. Social indicators in the area are alarmingly low and income generation options extremely limited.

Action: Complementing the efforts of the Danish International Development Agency, the Foundation supports ACF’s programme to reinforce the livelihoods, food security, and health and nutrition status of 800 households in 27 villages of the Paletwa Township, dependent on slash-and-burn farming for their subsistence.

Activities include:
• The undertaking of a socio-anthropological study and two technical surveys (one an analysis of the farming system and the other an analysis of post-harvest and storage practices) to identify and develop potential improvement strategies.
• The setup of Farmer Field Schools in each village where farmers learn, share and test improved methods in land preparation, seed selection, sowing, weed control, improvement of soil fertility, integrated pest management, proper handling of herbicides, and crop diversity.
• The creation of community rice banks (known as paddy banks) to help villagers become more self-reliant. The banks enable them to borrow rice at the start of the growing season and replenish them after harvest. The paddy banks are managed by community-based committees that establish their own rules and regulations in a cooperative way.
• The organisation of training sessions in each village on infant and young child feeding and care (including modules dedicated to the prevention of malnutrition and to adequate breastfeeding practices).

Expected results: The three studies identify improvement strategies and suggest recommendations to strengthen and develop the farming system as well as to improve post-harvest and storage practices.
• Provision of technical training through Farmer Field Schools for at least 800 households.
• Community rice banks are established for 400 households and function effectively. At least 50% of programme participants borrow food from the community banks. At least 50% of targeted households have a paddy yield increase of at least 20%.
• 75% of targeted households have an acceptable food consumption score during the lean season.
• 75% of targeted households have increased their awareness and received training on infant and young child feeding and recommended child care.

Long-term strategy: The programme’s main aim is to enable vulnerable rural communities to improve their livelihoods and become more resilient to food gaps. The involvement of villagers at every stage of the decision-making process ensures a strong sense of ownership and responsibility for all the programme inputs. Implementation is completely transparent and participatory. Capacity-building activities to support paddy banks management committees ensure members will be able to take over responsibility.
Saving lives and restoring dignity

Duration: 2014
Area of intervention: Emergency response
Country: Philippines
Partner: Action Against Hunger (Action Contre la Faim, ACF)

Context: Typhoon Haiyan was one of the strongest storms ever recorded at landfall when it struck the Philippines on 8 November 2013. More than 6,000 people died and some 4.1 million were displaced, including 1.7 million children. Life was reduced to the bare necessities: food, shelter and water. Water networks were severely damaged and water sources contaminated. Food stocks were limited and markets inaccessible. Rice and standing crops in the direct path of the hurricane were completely destroyed. Fresh products such as vegetables and fruit virtually disappeared. Coastal fishing activities were hit hardest of all.

Action: The Foundation supported ACF’s intervention to respond to the most urgent needs for clean water and safe sanitation of the populations living in the highly-affected provinces of Leyte and Panay. Specifically, the Foundation’s support contributed to ACF’s emergency response as follows:

- Distribution of drinking water and water disinfection kits.
- Setting up mobile water treatment plants, massive “bladders” for distributing clean water, and emergency pumps and filtration systems to ensure access to water.
- Drainage improvements in the evacuation centres to prevent the occurrence of water-borne diseases. The works included dewatering by pump and land preparation through community work digging drainage ditches.
- Support for local health centres screening mothers and young children for malnutrition, especially since pre-existing malnutrition rates were already above the national average. ACF also supported these mothers by providing psychosocial and other care.

Expected results: ACF’s initiatives aim to save lives, alleviate suffering and maintain human dignity. This intervention achieved these aims for 200,000 beneficiaries during the emergency phase.

Long-term strategy: ACF responds to urgent needs, delivering immediate assistance while mapping out recovery strategies with the intention of restoring lost livelihoods and designing long-term development programmes. ACF teams work with government agencies and local partners to strengthen their ability to handle relief efforts and regain their independence. ACF focuses on capacity building on all fronts: malnutrition treatment, small business support and training, counselling training for health workers, and community water and sanitation management.
Market-based innovations to serve the poor

Duration: 2013-2016
Area of intervention: Women’s social and economic development
Access to basic services (education)
Country: India
Partner: Acumen

**Context:** The way traditional public aid systems and development organisations tackle poverty has been questioned in past decades. Acumen proposes a radically new approach to unlocking the poverty trap for millions of people by investing in companies that provide reliable and affordable access to critical goods and basic services for low-income communities all around the world. Acumen invests in early-stage enterprises with proven positive impact in agriculture, health, safe drinking water, housing, clean energy and education for low-income communities. Since 2013, the Foundation has supported Acumen’s education and clean energy portfolios, dedicating special attention to gender inclusion and positive impacts on women and girls.

**Action:**
- Support the education portfolio: The Foundation’s support is enabling Acumen to invest in and scale up enterprises that improve quality of and access to education for the poor as well as improve economic opportunities and employability through skills training.
- Support the clean energy portfolio: With support from the Foundation, Acumen is investing in and scaling up social enterprises that provide clean energy solutions to underserved markets, bringing changes to community households together with positive social and environmental impacts.
- Fund research on social enterprise investment with a gender lens to learn how the social enterprise sector can engage with and empower women. The research will be conducted by the International Center for Research on Women.

**Expected results:** Acumen foresees that over the next 3 to 4 years all the social enterprises supported in the education and energy portfolio will scale up and globally impact hundreds of thousands of people positively in the following ways:
- Education portfolio: Impact over 800,000 people with high quality, low-cost education and job-related skills and help create tens of thousands of jobs, with a focus on children, underemployed youth and women.
- Clean energy portfolio: Provide access to clean energy to more than 300,000 individuals, helping improve quality of life for low-income communities through outcomes including increased productive hours and decreased pollution, with an emphasis on women and girls.
- The research will enable improved understanding of the impact that the social enterprise sector and Acumen’s portfolio can have on women and girls in particular.

**Long-term strategy:** Through the partnership with Acumen, the Foundation aims to achieve long-term socio-economic impact by empowering the poor to improve the quality of their lives, with a focus on education and clean energy. Special attention is focused on how social enterprises can promote the empowerment of women. Support from the Foundation will enable Acumen to demonstrate the potential of entrepreneurial models to address critical challenges.
Emergency healthcare for mother and children

Duration: 2014  
Area of intervention: Emergency response  
Country: South Sudan  
Partner: Amref Flying Doctors

**Context:** In its first six months, the conflict that broke out in December 2013 in South Sudan led to thousands of deaths, tens of thousands of wounded and hundreds of thousands of displaced persons and refugees living in extremely precarious conditions. The January 2014 ceasefire has never been applied. Access to basic healthcare for displaced mothers and children is limited in this political and humanitarian crisis, and totally non-existent in certain regions. Basic healthcare interventions are essential to prevent further deterioration in the health of these women and children. Before the outbreak of the conflict, both the maternal mortality rate and the infant mortality rate for children under 5 were among the highest in the world. The UN estimates that 50,000 infants could die as a result of illness or malnutrition by the end of this year.

**Action:** The humanitarian actions launched in the field of healthcare in the Reggo district of Terekeka County are as follows:

1. Emergency strengthening of reproductive and children’s healthcare provision
   - Training community health agents in the treatment of children’s illnesses, including the prevention and treatment of acute malnutrition in women and in children under 5.
   - Supplying community health staff with basic equipment and medicine (especially for preventing malaria and diarrhoea, antibiotics, fortified food and micro-nutrient supplements).
   - Providing support to set up and maintain a child healthcare provision monitoring system.
   - Identifying children who are unaccompanied or separated from their parents, and referring them to the appropriate authorities.
   - Training or strengthening the skills of health staff in the 9 clinics providing maternity services.
   - Undertaking monthly health missions to difficult-to-access camps for displaced persons.
   - Resuming or stepping up the vaccination of children under 5 years of age and of pregnant women (anti-tetanus vaccinations).

2. Emergency strengthening of community healthcare systems and of healthcare uptake
   - Assisting healthcare teams at village level to increase community awareness of maternal and children’s healthcare, nutrition and hygiene, and to provide information about available health services in clinics.
   - Providing training for mothers’ support groups.

**Expected results:**
- A 30% increase in access to and use of maternal and children’s healthcare systems in the Reggo district by October 2014.
- A 30% increase in the uptake of maternal and children’s healthcare services in the Reggo district by October 2014.

**Long-term strategy:** Skills building, health education and training of local health staff are the key aspects of this programme, which is being implemented in collaboration with the government of South Sudan. Amref also works closely with the Regional Health Services, the healthcare staff of the medical facilities, and the communities in the targeted regions.
Filling the gap in healthcare provision

Duration: 2014-2015
Area of intervention: Access to basic services (health)
Country: Guinea Conakry, Senegal
Partner: Amref Flying Doctors

Context: West and Central Africa have the world’s highest under-five mortality rate in the world (Unicef 2013), with 118 deaths per 1,000 live births. Pneumonia, diarrhoea, malaria and undernutrition are the main causes of child deaths. High maternal mortality rates also have a significant impact on child survival, especially for new-borns when their mothers die in childbirth. Most of these deaths are preventable with basic treatments, but a severe lack of healthcare workers — only one doctor and four nurses for every 10,000 people in Senegal — means that basic primary care is inaccessible to many, especially those living in remote communities far from paved roads, reliable electricity and health facilities.

Action: In the fight to increase children’s access to quality care and treatment, the Foundation supports Amref Flying Doctors’ work to strengthen the structural capacities of the national health systems in Senegal and soon in Guinea through the provision of training, equipment and capacity building. This contribution enables Amref Flying Doctors — a leading health organisation active in Africa since 1957 — to expand its programmes in West Africa, reaching communities in need in three regions of South Senegal (Kolda, Tambacounda and Sedhiou) and one region in Guinea (currently being decided through careful evaluation) with the aim of filling the gap in healthcare provision and tackling the main causes of children’s deaths. This project will be delivered in 45 partner schools which will simultaneously provide hygiene and sanitation transformation support.

Activities include:
• At least 45 health screening missions in communities and schools a year, setting up early detection of most common childhood diseases, including respiratory infections, diarrhoeal diseases, anaemia, malaria and neglected tropical diseases.
• Strengthening the early detection, care and treatment of and referral systems for the most common childhood diseases, together with the provision of essential medical equipment and basic drugs for local health centres and hospitals.
• 12 medical outreach missions (9 in Senegal and 3 in Guinea) that bring surgeons to remote communities to perform surgical procedures such as cleft lip and palate repair, and cataract removal on children who would otherwise have to live with painful and debilitating conditions, facing severe physical, social and psychological challenges.
• Training courses to help local surgeons, doctors and nurses meet the needs of their communities sustainably in the short and long term. Nurses and other health personnel are trained in post-surgery follow-up to mitigate complications, and community counselling and support to prevent marginalisation.
• Community and school-based mobilisation and education programmes to promote key health, nutrition and hygiene practices.

Expected results: The programme targets 40,500 school-aged children and children under 5 in Senegal and Guinea and will be implemented through 45 schools and their neighbouring communities. The expected results in these targeted areas are as follows:
• 80% of school children and teachers are well informed about personal hygiene and health practices.
• 80% of mothers and women of reproductive age living in the targeted communities are well informed about key childcare, health, nutrition and hygiene practices.
• 80% of children have regularly received adequate medical diagnosis and treatment for common pathologies in local communities, mobile surgical camps or hospitals.
• Hospitals and health centres in the targeted regions are adequately equipped and have staff trained in clinical, medical, post-operative follow-up and diagnostic services for children are strengthened.
• At least 2,100 children in need of surgical interventions (otolaryngological problems, cleft lips and cataract diseases) have been operated on.

Long-term strategy: This programme is integrated in the national and regional healthcare and education plans and focuses on long-term change. The involvement and mobilisation of community-based organisations championing women, who are at the heart of their families’ and communities’ health, will ensure ownership of knowledge and practices. Health, nutrition, and sanitation promotion in schools will generate positive lasting behaviour change in the communities.
Communities at the heart of natural ecosystem restoration

Duration: 2013-2016
Area of intervention: Responsible management of natural resources
Country: Togo
Partner: Ashoka

Context: Pressure is mounting in developed and developing countries to stop the degradation of natural ecosystems, including forests, soils and watersheds, to fight malnutrition in its various forms and to mitigate the risks to global food security and local economies posed by unstable weather conditions and growing populations. Much of that pressure has converged on food and agricultural systems. Leading social entrepreneurs see that the relationship between malnutrition in people and malnutrition in soils, while problematic, also highlights a powerful set of opportunities. By focusing on key points in the nutritional value chain connecting soils, agriculture, food and people, they create business systems that improve the vitality of people and natural ecosystems at the same time.

Ashoka is one of the largest global networks of social entrepreneurs advancing system-change ideas. Its mission includes engaging NGOs, international organisations, foundations and companies in the co-creation of global change-making solutions. The Foundation supports Ashoka’s initiative to build a group of leading innovative social entrepreneurs in the area of the responsible management of natural resources, improved nutrition and sustainable livelihoods, who provide and share sustainable, scalable and complementary solutions.

Action: The actions will be implemented in two main pillars:

• Pillar 1: Select and support social entrepreneurs whose models contribute to protecting the environment while improving food security, health and livelihoods.
• Pillar 2: Develop a collaborative group of leading innovative social entrepreneurs that work on these specific issues to share best practices and lessons learned, and possibly to build bridges between their projects.

In the first year, a pilot project on the “Moringa oleifera” has been launched in Togo. Conceived and implemented by Kinomé—a social enterprise created to stop global deforestation, positioning trees as central players in fostering economic opportunities and human development— the 3-year collaborative project mobilises scientists, Moringa producers and associations to develop a new value chain of Moringa leaf products with positive environmental, social and economic impacts.

Expected results:

• Seven leading and innovative social entrepreneurs are selected. Their models contribute to protecting the environment while improving food security and the livelihoods of local communities.
• A collaborative group is created to share best practices and lessons learned and to build bridges not only between projects but also with other major development organisations and policy makers.
• The “Moringa oleifera” pilot project establishes its positive effects on the environment, revitalising the local economy and increasing income generation opportunities for women.
• The exceptional properties of the plant are recognised and contribute to improving the nutritional status of the local population, with a special focus on children.
• The deforestation process in Togo is reduced by exploring new applications for Moringa, increasing carbon sequestration and enhancing biodiversity.

Long-term strategy: Through the partnership with Ashoka, the Foundation aims to enable the identification of innovative and replicable complementary solutions that restore the balance between communities and their environment. This initiative recognises the urgent need for collaboration not only between social entrepreneurs, but also with other players, including NGOs, international organisations, foundations and companies to co-create solutions that combine environmental protection, food security and sustainable livelihoods.
Building women's resilience to climate shocks

Duration: 2014-2016
Area of intervention: Women's social and economic development

Country: Cameroon
Partner: CARE

**Context:** Poor families in the Sahel Region are increasingly impacted by climate variability and change. They are confronted with unpredictable rainfall patterns that cause water shortages, reduce harvests and exacerbate hunger. More severe and frequent floods or droughts kill their livestock, threaten their crops and put pressure on household food security and local knowledge. Adapting to climate change is about reducing people’s vulnerability and strengthening their capacity to anticipate and cope. Climate change is particularly impacting women and girls, who are central to the food and livelihood security of their families.

High rates of food insecurity and malnutrition characterise the Northern regions of Cameroon, with 1.7 million people at risk of food insecurity, 54,000 children affected by severe malnutrition, 6 million people at risk of epidemics, and 10,000 people affected by floods (OCHA 2013-2014).

**Action:** CARE's programme aims to build the capacity of 3 municipalities to prepare for and respond to future crises, strengthening local knowledge on climate uncertainties and promoting gender-sensitive adaptation strategies to reduce food insecurity and build women's economic independence. 356,000 people, including 179,000 women, will directly benefit from the activities planned. Activities include:

- Setting up 3 community-based early-warning systems in 3 municipalities in the northern regions of the country through participatory trainings and assessments.
- Developing three community-owned adaptation plans (that could include access to climate information to identify good crop choices and timing for planting, as well as innovative agricultural techniques, composting toilets and improved access to irrigation).
- Setting up Village Savings and Loan Associations (VSLA) and train their members to climate change prevention and mitigation.

**Expected results:**

- The targeted communities are better prepared to anticipate future crises and to tackle chronic food shortages. They are able to make informed and flexible decisions that reduce their vulnerability.
- Families and women in particular are aware of food security risks and climate variability and are able to plan adaptation actions, for instance differentiating their income sources, making informed choices regarding crop planting and other agro-economic activities, and improving the storage of agricultural inputs and harvests.
- Newly-created Village Savings and Loan Associations strengthen the economic autonomy of 240 women, so they can prepare for climate-related impacts by financing prevention and adaptation activities.

**Long-term strategy:** CARE's programme is linked to the National Plan for Adaptation (PNACC) officially launched by the Cameroon Ministry of the Environment, Natural Protection and Sustainable Development in 2012. The plan aims to ensure that the country has the institutional, individual and systemic capacity to address climate change risks and opportunities through a comprehensive national approach. Community mobilisation and involvement in setting up early warning systems and savings and loan associations will strengthen women’s resilience and ensure economic sustainability, building the capacities of the most vulnerable families to cope with climate shocks.
Find a home, rebuild a life

Duration: 2013-2014
Area of intervention: Access to basic services
Women’s social and economic development

Country: Haiti
Partner: CARE

Context: Housing is still a major problem four years on from the earthquake that struck Haiti in January 2010. Much progress has been made, but 145,000 people — around 29,000 families — are still living in tent villages that have rapidly increased in number in the Port-au-Prince area. Living conditions in these camps are deteriorating, the accommodation is precarious and unhygienic, and vulnerability to natural hazards, health risks and violence continues to be very high. The owners of earthquake-damaged houses lack the technical knowledge and economic resources to repair their homes. Generally speaking, opportunities to be re-housed in better conditions are rare.

Action: The aim of the programme CARE has launched in the Carrefour municipality is to encourage camp residents and homeowners to come together to find a mutually-beneficial solution that makes houses damaged by the 2010 earthquake safe and secure, while providing camp residents with a safe home that offers better sanitary facilities. The homeowner’s family commits to hosting a family living in a camp in exchange for financial and technical support to repair his house. The hosted family can live there free of charge for one year. By saving on rent, and with the support of CARE, the family that has left the camp will be able to develop an income-generating activity, secure its long-term livelihood and find safe accommodation. This strategy promotes community independence and participation by encouraging the members of the communities to come together to solve their problems.

Activities include:
• Organising an awareness campaign in the targeted areas to inform the community about the programme’s objectives: interested families owning damaged houses contact families living in a camp. CARE prioritises the most vulnerable families.
• Training in building and masonry techniques for hosting and hosted families, the residents of target areas and building sector workers and suppliers (particularly women).
• Financial assistance and training for families that have left the camps, to help them develop income-generating activities.
• Housing renovation through financial support and technical assistance for house-owning families.
• Hygiene and sanitation awareness sessions for all beneficiaries, on disease and contamination prevention, water treatment, water collection techniques and waste management.

Expected results:
• 8 camps in the target zone close and residents are re-housed in decent conditions.
• 2,500 people benefit from the programme (400 families living in camps and 220 home-owning families).
• 660 building sector workers and suppliers and residents of the target zone are trained in building and masonry techniques, acquiring new skills and knowledge.
• 2,000 people living close to the camps benefit from regained living space.

Long-term strategy: The programme launched by CARE — which has been present in Haiti for more than 50 years — is the logical continuation of a pilot project financed by ECHO. CARE aims to respond to the Haitian government’s national strategy to evacuate the camps and repair homes that were damaged. By working closely with the municipalities, local committees and communities, CARE engages in a dynamic process through which decisions are made, conflicts resolved, different interests negotiated, and collective actions taken. The methodology of this programme, which is relatively simple to implement, will enable the government to adapt and replicate these actions in new zones.
Improving the lives of indigenous women in the Andean highlights

Duration: 2014-2016
Area of intervention: Women’s social and economic development
Country: Ecuador
Partner: CARE

**Context:** Ecuador has 14 indigenous nationalities. Despite the 2008 constitution defining Ecuador as a multinational and intercultural nation, which recognises the rights of indigenous communities and their culture, and defends equal and harmonious interaction and inclusion, many minorities are victims of discrimination and social exclusion due to their ethnic origin. CARE, present in Ecuador since 1962, clearly established that the indigenous and Afro-descendant women of the Chota Valley are among the most marginalised and most vulnerable members of society. The Foundation’s support has enabled a specific programme to be developed for this population, complementing initiatives supported by the European Union focused on food security in the north-western region of the Andes Mountains and based on supporting agricultural production and reducing poverty.

**Action:** CARE’s operations in the Chota Valley, a region of vast diversity, aim to develop sustainable means of subsistence, reduce food insecurity and strengthen the resilience of indigenous and Afro-descendant populations to climate change. Priority is given to traditional Andean cultures and the inclusion of women from the local communities.

Activities include:
- Setting up 10 women’s associations and implementing a financial and technical assistance programme enabling women engaged in agricultural or livestock farming activities to improve their production and processing techniques, facilitating their access to loans and empowering them to play a leading role in the development of local businesses.
- Strengthening the collaboration between groups of women and different players at different levels in networks and industry (production, supply, processing, distribution) and promoting public-private alliances (for example with primary school cafeterias).
- Completing 5 participatory studies and research on agricultural practices and the rise in vulnerability.

**Expected results:** The programme targets approximately 300 women from ethnic minorities currently living in poverty as well as 10 women’s associations. The indirect beneficiaries are estimated to be more than 39,800 people.

It is anticipated that the following results will have been achieved by the end of the project:
- The independence and income of women in agricultural or livestock farming activities are improved through skills development, access to loans and markets, and production practices that are biodiversity-friendly, as well as being suited to the environment and to climate change.
- 70% of the women involved in the associations and women’s groups improve their technical skills (production, harvesting and storage, industrialisation, negotiation and marketing).
- 10 micro-enterprises or businesses created by women as inclusive enterprises operate according to associative criteria and generate profits.
- 4 local government authorities (or approximately 80 local officials) in the area of intervention focus on gender policies and support the creation of inclusive enterprises.

**Long-term strategy:** This programme is aligned with the government’s national plan focused on promoting a united social economic system and reducing poverty in Andean regions. CARE aims to support local development in the ecological area of intervention and to support local government in the advancement of policies encouraging the creation of inclusive enterprises and sustainable agricultural industry (processed fruit, cereals, dairy products) that favour indigenous women or those belonging to ethnic minorities who are in a vulnerable or disadvantaged position.
**Jute: an eco-friendly opportunity for a sustainable future**

Duration: 2013-2016  
Area of intervention: Women’s social and economic development  
Responsible management of natural resources  
Country: Bangladesh  
Partner: CARE

**Context:** Bangladesh is currently the second largest producer and number one exporter of jute fibre in the world. Jute has long been called the ‘golden fibre’ of Bangladesh. Crops that yield the natural fibres have thrived in the climate of the Bay of Bengal for decades. The global demand for jute and related products has steadily increased in recent years, driven by increasing global environmental concerns and responsible consumerism. Jute cultivation and the export of diversified jute products represent a value chain with huge prospects and great potential for smallholders and the general economy of Bangladesh, both locally and globally.

**Action:** The programme focuses on four districts in the peri-urban and rural areas of southwest and northwest Bangladesh. Facilitating connections between poor farmers, small entrepreneurs and market intermediaries, CARE’s programme aims to strengthen the competitiveness of Bangladeshi exports through the promotion of jute-related activities, with an emphasis on sustainable agriculture sector growth, increased employment and incomes for the most vulnerable groups, and poverty reduction. The programme actions have been designed to build a sustainable and wealth-generating jute value chain and include:
- Strengthening farmers’ organisations and improving production practices to promote the eco-friendly production of high quality raw jute.
- Empowering poor and marginalised people working in the jute supply chain, and women in particular, through skills development, micro-enterprise and business training.
- Developing effective linkages within the jute value chain, bringing together business intermediaries and a consortium of Diversified Jute Product (DJP) entrepreneurs to collectively address constraints in the production and export of market-demand-driven DJPs.
- Influencing environmental policy and consumption patterns that have the potential to boost Bangladesh’s growth in the jute sector.

**Expected results:** This programme targets 18,000 workers in the jute diversification supply chain, 20 small entrepreneurs engaged in the production and marketing of Diversified Jute Products, three national private intermediaries and three jute mills. Overall, it will also benefit some 60,000 farmers engaged in jute cultivation and 4 million people engaged in the ancillary jute subsector in Bangladesh. Expected results include:
- The environmentally-friendly and sustainable use of low-cost green products is promoted through the production and consumption of Diversified Jute Products.
- 16,000 small jute producers (half of them women) are organised into 350 village groups and provided with technical support.
- 60 marginalised smallholding women are trained as producers and sellers of organic fertilisers.
- The sustainable consumption and production of Diversified Jute Products is strengthened through the successful promotion of increased use in Asia and Europe.
- A consortium of small producers, exporters and business intermediaries of Diversified Jute Products is created.
- 2,000 marginalised workers (at least 60% women) are selected and trained for 6 months with skills development training on the production of Diversified Jute Products.
- 2,000 workers (at least 60% women) are provided with three-day training courses on rights and obligations in the workplace.

**Long-term strategy:** Based on viable and demand-driven business models, CARE’s programme plans to create replication mechanisms by transferring knowledge, technology and capacities to vulnerable jute growers and processors, jute mills, business and market intermediaries, the public sector and small entrepreneurs’ consortiums. The actions capitalise on the policy momentum that has been launched at national and international levels and are complementary to national plans on climate change mitigation and poverty reduction. The alliance with national-level NGOs ensures coherence of the message and the harmonisation of approaches.
Championing girls’ quality education

Duration: 2014-2016
Area of intervention: Women’s social and economic development
Access to basic services (education)
Country: India
Partner: Educate Girls

Context: India has by far the largest illiterate population in the world, accounting for 37% of the global total. With over 3 million eligible girls out of school, India is also the epicentre of gender disparity, especially in rural areas. In Rajasthan only one out of two women can read or write and for every 100 girls, only one reaches grade 5. Poverty, but more importantly cultural and social barriers, together with the poor quality of the state education infrastructure, keep many parents from sending their girls to school.

Action: Educate Girls challenges structural, cultural and socio-economic barriers through a combination of community mobilisation strategies and child-centric learning and teaching techniques.

- Community mobilisation: To increase girls’ enrolment, village girl volunteers conduct door-to-door surveys to identify all out-of-school girls in the village. They raise awareness among families of the importance of girl child education.
- Reforming school administration: Village meetings are organised to prepare action plans for girls’ enrolment. A 15-member council, including parents, teachers and village leaders is elected in every village to handle school governance and administration. Committee members are trained and supported to prepare and implement school improvement plans to provide schools with separate girls’ toilets and drinking water and conduct school assessments.
- To improve learning outcomes, one teacher per school is trained in Creative Learning and Teaching methods, bringing child-friendly, activity-based learning techniques into the classroom.
- To empower girls and create girl leaders, Educate Girls facilitates the election of Bal Sabhas (Girls’ Parliaments) in every upper primary school. This 13-member council gives girls a voice, a leadership position in the school and training in “life skills” to boost communication, leadership and problem solving skills.

Expected results: The global purpose of the programme is to improve life chances for girls living in the remote and tribal communities of the Rajsamand district of Rajasthan. Educated women make informed decisions and live a healthy and productive life. They contribute to improving the whole community both now and for generations to come: they have fewer and healthier children, are three times less likely to be HIV+ and they marry three years later.

Specifically, the programme aims to boost enrolment, retention and learning outcomes as follows:
- 80-90% of the out-of-school girls in Rajsamand district are enrolled in primary or lower secondary school.
- 85% of them have stayed in school.
- School governance is improved and more effective and girl-friendly infrastructures have increased.
- Girls are equipped with enhanced leadership skills and problem-solving strategies.
- Marginalised girls have increased their learning.

Long-term strategy: This innovative programme promotes community ownership of school reform within the existing school framework, ensuring teachers, parents, girls and governments are actively engaged in revitalising educational practices and outcomes. This approach enables the creation of a sustainable, scalable and holistic platform in each village. After the activities are implemented over two years, Educate Girls works to hand the project over to the community during the third year.
Combating childhood malnutrition in Cambodia and Myanmar

Duration: 2014-2015
Area of intervention: Access to basic services (nutrition)
Country: Cambodia, Myanmar
Partner: GRET

**Context:** Nine million children under the age of 5 die in the world every year. Malnutrition is the direct or indirect cause of nearly one in two deaths. In most cases, it is due to poor-quality food and unsuitable hygiene and healthcare practices. Cambodia and Myanmar have been identified as two countries where the nutritional conditions of children are particularly alarming. In Cambodia, 44% of children under the age of 5 have stunted growth and 29% are moderately to severely underweight. In Myanmar, 41% of children under the age of 5 suffer from chronic malnutrition. Over a number of years, GRET has established a programme for combating malnutrition in children aged between 6 and 24 months old in Cambodia and Myanmar through the local production and distribution of supplemental food, in addition to increasing awareness of good food, hygiene and healthcare practices.

**Action:** The overall goal of the programme is to improve the female entrepreneurship model trialled in the pilot scheme with a view to reducing malnutrition in two underprivileged districts of Phnom Penh (Stung Mean Chey) and Yangon (Shwepythar). The activities are being implemented based on existing programmes:

- **In Cambodia:** The Nutrikhmer programme was launched in 2010 to prevent the long-term rise of malnutrition in children aged 6-24 months old through the local production and provision of supplemental food in addition to quality breast milk to low income families. Bobor Rong Roeung, a children’s cereal made from raw materials that are as a priority purchased locally, is sold at a price that is affordable to the majority of the population through traditional distribution networks.
- **In Myanmar:** The NutriMyanmar programme was launched in 2012 to trial innovative approaches to fighting childhood malnutrition in rural and urban pilot areas, building awareness of and support for a local enterprise in the production, distribution and promotion of supplemental food.

GRET’s initiative is based on the following priority actions:

- Formulating a diagnosis regarding the expectations and perceptions of families in the targeted zones for a ready-to-eat porridge sales service, and completing a feasibility study regarding the adoption of a social entrepreneurial model in the target districts of Phnom Penh and Yangon.
- Supporting the processing and quality control of children’s cereal in local production units.
- Strengthening women’s skills in production and marketing techniques and supporting the diversification of the range of cereals available. Providing training for the individuals preparing the porridge and for street vendors to teach them proper storage conditions and hygiene standards.
- Strengthening the skills of the female entrepreneurs who receive this training to enable them to manage a small business and to develop innovative sales strategies.
- Purchasing sales equipment and carrying out promotional activities in markets and in the district, using local television channels and radio stations.

**Expected results:**

- 12 female entrepreneurs (6 in Phnom Penh and 6 in Yangon) are trained and have access to income-generating activity, implementing efficient sales development strategies.
- A sales network including 4 points of sale (permanent and mobile) of fortified porridge is operational in the target districts of Phnom Penh and Yangon.
- 600 families suffering from malnutrition affecting 1,200 infants aged 6-24 months old know about the porridge, purchase it thanks to the promotional action taken and are aware of good nutritional habits to be followed for their children.

**Long-term strategy:** GRET’s programme is aligned with the national policies in force in both countries promoting proper nutrition and specifically highlighting instruction in good food, hygiene and healthcare practices. The involvement of municipal councils, community leaders and healthcare services in the programme consolidates this socially-motivated economic mechanism. Support for the popularisation of this fortified porridge and increasing knowledge of it among parents improves wide-scale awareness of the qualities of these locally-produced children’s foods, and consolidates their distribution network on a long-term basis.
Combating malnutrition through female entrepreneurship

Duration: 2014-2015
Area of intervention: Access to basic services (nutrition)
Country: Burkina Faso
Partner: GRET

Context: Nine million children aged under 5 die in the world every year. Malnutrition is the direct or indirect cause of nearly one death in two. In the majority of cases, this malnutrition appears from the age of 6 months onwards. It is due to poor-quality food and unsuitable hygiene and healthcare practices. In Ouagadougou, the capital of Burkina Faso, 28% of children under 5 living in underprivileged outlying urban areas suffer from stunted growth. Lacking affordable good-quality complementary food on the local market, families are unable to offer their children a diet that is sufficiently nourishing and well-balanced.

Action: Since 2012, GRET has been conducting trials in two underprivileged outlying districts of Ouagadougou involving the sale of ready-to-eat baby porridge produced from locally-grown fortified flours. These are made using pearl millet, "monkey bread" from the fruit of the baobab tree, sugar and a multi-vitamin complement. This porridge is made by local production units and sold both by women in permanent kiosks installed in marketplaces and through a network of street vendors. Thanks to this experience and the support provided, GRET now aims to consolidate a model of female entrepreneurship in four vulnerable districts of Ouagadougou (Bissighin, Pazani, Worsi and Pousghin) in order to establish a mechanism for the sale of this fortified porridge with a view to preventing malnutrition in infants aged between 6 and 24 months.

This initiative has the following objectives:
- Strengthen the women’s skills in production and sales methods. Train the women making the porridge and those working as itinerant street vendors so as to teach them about proper storage conditions and the rules of hygiene, the exclusive use of drinking water, and mixing the ingredients in the right proportions to produce porridge that is sufficiently nourishing.
- Strengthen the skills of the female entrepreneurs who receive this training so as to enable them to manage a small business and to develop innovative sales strategies.
- Refurbish the sales facilities and improve the visibility of the sales kiosks through regular discussion sessions, theatre and dialogue sessions, and film screenings followed by debates.
- Identify and negotiate the terms for new sales sites near schools and health centres.
- Diversify the women’s incomes through a pilot scheme to sell complementary food in the form of a drink for women of childbearing age, designed to prevent in-utero malnutrition.

Expected results: The overall aim of the programme is to improve the model of female entrepreneurship tested during the pilot scheme, with a view to reducing malnutrition in four underprivileged districts of Ouagadougou. Specific results anticipated:
- 12 female entrepreneurs are trained and introduce effective strategies to expand sales increasing the amount of porridge sold by 10% per quarter.
- 40 women are employed in the flour production units.
- At least 30 opinion leaders and local stakeholders are influenced by targeted communication initiatives and messages.
- The four sales kiosks are refurbished and their visibility in the area is improved.
- 100% of the porridge sold meets the quality and hygiene standards set by international recommendations.
- The families of 2,400 infants aged 6-24 months old know about the porridge, purchase it thanks to the promotional actions taken, and are aware of good nutritional habits to follow for their children.

Long-term strategy: The GRET programme is included in the national nutrition policies of the country’s Ministry of Health, which particularly emphasises training in best practices in nutrition, hygiene and health and promoting the consumption of fortified foodstuffs. The involvement of municipal councils, community leaders and the health services in the programme consolidates this socially-motivated economic mechanism. Support for the popularisation of this fortified porridge and increasing awareness of it among parents increases wide-scale awareness about the qualities of these locally-produced children’s foods, and consolidates their distribution network on a long-term basis.
Making comprehensive care for HIV a reality in Indian slums

Duration: 2013-2015
Area of intervention: Access to basic services (health)
Country: India
Partner: Keep a Child Alive

**Context:** In India, over 2 million people between 15 and 49 years old live with HIV, making the epidemic one of the most serious public health problems in the country. Even with a well-structured national strategy to halt and reverse HIV prevalence, the reach of services encounters many difficulties in a country the size of India, where the most affected communities can additionally suffer extreme marginalisation. Decentralising responsibility for prevention and care, support and treatment is a key challenge. Keep a Child Alive’s programme addresses the comprehensive needs of people living with HIV, tuberculosis and poverty and their families in Pune, the second largest city in Maharashtra after Mumbai, and in particular in the underserved slums of Yerwada.

**Action:** The Bhavishya programme works with three local partners to increase access to quality HIV-related health services, reduce the vulnerability of people living with HIV and create and disseminate a model of comprehensive, clinic- and community-based HIV care. This innovative programme recognises the need to ease the daily struggles of living in poverty and the social isolation caused by HIV stigma to ensure that women and children living with HIV not only access and stay in care but also consistently take life-saving medications for life.

Activities include:
- Inpatient and outpatient clinical services, psychological, psychiatric and nutritional assistance, outreach, counselling, advocacy and accompaniment through the government HIV and Tuberculosis programmes. Two clinics in the Wagholi area and in the Yerwada slums provide comprehensive HIV care and support to people living with HIV and their families, including home visits, family testing and food supplies for the most vulnerable.
- Paediatric and adolescent HIV care & support are provided by a team of doctors to complement the services offered by the two Bhavishya clinics.
- Women and adolescents living with HIV in the areas participate in local self-help groups where they receive vocational and job skills training courses (computer skills, mobile phone repairs and sewing), and gain access to small loans to start small businesses and improve their economic independence.

**Expected results:**
- High quality inpatient care is provided to 600 individuals living with HIV in the Sahara Aalhad Care Home.
- High quality outpatient care and follow-up is provided to 2,000 individuals living with HIV through the Sahara Aalhad Care Home.
- Outreach HIV clinical care and support is provided for 600 women and adolescents living with HIV in particular in the Yerwada slums.
- 70 federated self-help groups are established in Pune.
- Vocational and job skills training, as well as microenterprise start-up support are organised for 2,000 women and adolescents living with HIV.
- Peer support networks and programmes are established for adolescents living with HIV.
- Linkages are created between vulnerable families in Pune (and in Yerwada in particular) and Government schemes for accessing HIV testing, care and treatment and other social services.
- The integrated Bhavishya model is fully designed, implemented, assessed and documented for replication at local, state, national and international level.

Since the programme began, nearly 1,000 clients have received direct care and support for HIV-related needs.

**Long-term strategy:** Keep a Child Alive designed the Bhavishya programme to provide a comprehensive and replicable model of clinic- and community-based HIV care. A detailed advocacy plan has been set up to share and disseminate the model at local, state, national and international level.
Improving extraction practices at gold mining sites

Duration: 2013-2017
Area of intervention: Responsible management of natural resources
Country: Ghana, Peru
Partner: Solidaridad

Context: Gold mining has always attracted socially and economically marginalised communities seeking to escape poverty and unemployment. Artisanal and small-scale miners work in very difficult and hazardous conditions and are subject to serious health risks. The use of chemicals such as mercury in the processing of ore is particularly dangerous for their communities, the environment and the food chain. Likewise, industrial mining also poses serious risks to nearby communities and the environment if it is not well managed.

The programmes implemented by Solidaridad seek to improve miners’ working conditions, and social and environmental performance, with the aim of formalising their activity in the direction of certification such as the Responsible Jewellery Council (RJC) standards. They are also directed at improving the livelihoods of their communities through access to essential health services. Such projects resonate with the leadership role of Cartier as a founding member of the RJC, and its commitment to ensuring sound ethical, environmental and social practices in its supply chain.

Action:

In Peru, activities consist of:

- Two years' support for producers at the medium-scale Minera Yanaquihua mine with a view to their achieving RJC certification and improved access to a market of international buyers.
- Strengthening and securing the livelihood of 600 artisanal small-scale miners on and around the Minera Yanaquihua concession.

In Ghana, they entail:

- Producer support for two medium-scale industrial mines in the process of formalising and legalising their gold mining activities.
- Capacity building for 600 small-scale miners to support their achieving legal operations and Fairtrade or Fairmined certification.
- Supporting access to improved health services for 4,000 community members and women’s empowerment towards alternative livelihood development.
- Raise awareness and share experiences in the gold supply chain to motivate change in the sector as a whole.

Expected results:

- Three medium-scale mines in Peru and Ghana, with a total of 600 workers, operate responsibly in line with RJC criteria and support artisanal miners on or near their concession to apply Fairtrade or Fairmined standards.
- 1,800 artisanal miners on or near medium-scale mines in Peru and Ghana are enabled to apply responsible practices.
- 200kg of RJC certified gold are traded with RJC buyers.
- Access to healthcare is increased and women are empowered in two mining communities totalling 4,000 inhabitants in Ghana.
- The Programme results and lessons learned are shared widely to inspire key influencers to promote change in gold mining practices.

Long-term strategy: The gold programme implemented by Solidaridad builds best practices for responsible supply chains among artisanal small-scale miners and medium-scale industrial mines to show that livelihoods can be improved. Integrated interventions focus on producer support, local civil society strengthening and market development to enable access to alternative trading routes that make it possible for the communities to escape situations that keep them in poverty. Working closely with all stakeholders, including the private sector, will help shift practices, increase the volume of responsibly produced gold and ultimately contribute to market transformation.
Improving the lives of communities dependent on gold mining

Duration: 2013-2016
Area of intervention: Responsible management of natural resources
Country: Peru
Partner: Terre des Hommes Suisse

Context: In the Madre de Dios region in southern Peru, intensive panning for gold by some 80,000 individuals accounts for over half of the local economy. However, prospecting for gold in this Amazonian region of the country results in large-scale devastation: the destruction of the rainforest, the pollution of soils and rivers and the loss of traditional agricultural activities, not to mention the disintegration of social and family structures. The communities concerned live in extremely precarious conditions and barely manage to survive on the income they earn from extracting gold.

Action: Terre des Hommes Suisse (TdH) has set up a global programme to address these issues and protect the rights of children in areas dependent on mining for precious metals. The Foundation supports two aspects of this programme:
• The technical aspect: which aims to develop and disseminate cleaner practices and techniques for extracting and separating out gold with methods adapted to suit the needs of these communities. These techniques will make it possible to reduce soil erosion, water pollution (caused by the use of mercury) and deforestation, while at the same time meeting the legal obligations imposed by the Peruvian government in its efforts to legalise prospecting activity.
• The agricultural aspect: intended to propose economic alternatives to prospecting: the Agrobosque cooperative promotes the creation of vegetable gardens for families and schools, the diversification of fruit crops, fish farming and the organic production of cocoa and its sale through the equitable trade system. The cooperative combines activities aimed at reinforcing food safety standards with aid enabling some sixty farming families to diversify their sources of income.

Expected results:
• Mining activities are safer and less polluting in the three pilot communities. The amount of toxic waste produced during the prospecting process is reduced by 20%. Work-related hardships (physical and biomechanical strain, exposure to noise and toxic materials, conditions linked with the organisation of labour, and risk of accidents) are reduced by 30%.
• The safety and diversity of the food consumed by the farming families who make up part of the Agrobosque cooperative are strengthened, and the average income generated by agriculture in the case of at least 45 families is increased by 20%.

Long-term strategy: In its mining aspect, the programme insists on the need for prior understanding of local practices and skills, so as to be able to develop techniques with the gold panners themselves that enable them to improve their working and living conditions in the long term. The communities receiving aid are thus involved in the identification of the problems and designing of the solutions. The ministries concerned are also integrated in the work groups, as well as in the development of solutions within the existing legal framework and in the efforts to formalise the mining communities. As for the agricultural aspect of the programme, the sustainability of the initiative depends upon the independence of the Agrobosque cooperative. It requires the consolidation of local institutions, especially through workshops on the governance and management of cooperatives, the financing of permanent paid positions within the team, and the promotion of the sale of its products, particularly in the case of the extremely resilient native varieties of cocoa that are in high demand on the international market.
Disaster risk reduction begins at school

Duration: 2014-2017
Area of intervention: Emergency response
Access to basic services (education)
Country: Madagascar
Partner: UNICEF

Context: Since 2007, Madagascar has been struck by a total of 14 cyclones, causing widespread damage and school closures, and affecting the lives of over 3.5 million people. Children typically represent 50-60% of those affected by disasters. Education can play a critical role both in preparing for natural disasters and in mitigating the impacts once devastation has struck. Quality training on disaster preparedness and risk reduction help foster a culture of safety and resilience, reaching the most threatened and marginalised communities, with children as ‘agents of change’. Combining humanitarian relief with long-term development objectives, UNICEF works alongside the Ministry of Education to provide teachers and students with sound knowledge of proven actions to take both at school and home before, during and after a cyclone.

Action: Activities include the active engagement of teachers, children and communities in disaster risk reduction initiatives and training, as well as the procurement and delivery of educational packages for children, day care workers and teachers, and the production and pre-positioning of recreation kits.

Training:
- Regional authorities, primary level students and teachers across 10 high-risk regions benefit from a refresher training course on disaster preparedness and risk management, including lessons on and exercises in how to get ready and what to do when a natural hazard is announced (be it a cyclone, a flood, an earthquake, a fire or a drought). The training also includes drills and psychological support.
- Regional authorities, primary level students and teachers across 5 new vulnerable areas receive training courses on disaster preparedness and risk management, so that they are able to prepare for and adopt the right behaviours in the event of a natural hazard. The training also includes drills and psychological support.

Educational material:
- Development, printing and distribution of student manuals and teacher guides on disaster risk reduction.
- Supply of UNICEF recreation kits to be pre-positioned in Ministry for Education warehouses for post-emergency situations. Recreation kits are developed in recognition of the importance of sports and play in addressing trauma among children affected by natural disasters and contain both indoor and outdoor sports equipment.

Expected results: The global objective of the programme is to ensure children are able to resume their schooling quickly after an emergency as a result of building education authorities’ capacity at all levels in 15 target regions. Specifically the programme aims to:
- Increase the awareness of approximately 420,000 children and 9,000 teachers, together with their local communities and regional education staff, on disaster preparedness and response in 15 target regions.
- Replenish stocks of educational materials (disaster risk reduction manuals and recreation kits) to ensure 25,000 children are best prepared to withstand and overcome future disasters.

Long-term strategy: UNICEF activities are integrated within the national education plan to ensure sustainability once the programme is finalised. UNICEF has also put a regional network of education assistants in place who work closely with the government at a decentralised level to share best practices and support monitoring and evaluation procedures.
Fighting disparities through children’s education

Duration: 2014-2017
Area of intervention: Access to basic services (education)
Country: India
Partner: UNICEF

**Context:** India’s education system has made significant progress in recent years towards universal primary education, especially since the passing of the Government’s flagship Right of Children to Free and Compulsory Education Act in 2009. The Right to Education Act guarantees every child the fundamental right to eight years of quality education. Yet over 8 million children are still out of school, and this number jumps to 20 million when one includes students who enrol but do not attend classes, or drop out during the course of the year. Ensuring that all children are in school is just one of the key challenges that need to be addressed: the quality of teaching and learning, the persistent disparities in children from different backgrounds, a gender gap that still prevents 3 million girls from gaining access to primary education — all require immediate action to reach the unreached, transform the national Right to Education Act into practice and achieve sustainable and more inclusive economic growth.

**Action:** UNICEF’s programme strengthens the Government’s and partners’ efforts to provide quality education and increase enrolment, retention, achievement and completion rates in primary education, with a special emphasis on girls and children from socially disadvantaged groups. The programme also aims to increase the transition rates from upper primary to secondary education. The programme follows a comprehensive approach that fully integrates national, state and district-level initiatives:
- **At the national level:** it mobilises support to help make the Right to Education a reality, specifically focusing on policy advocacy initiatives and technical support for standards and guidelines development, planning, implementation and monitoring, including the organisation of high-level policy forums, the establishment of better data collection mechanisms, the harmonisation of methodology for the identification, tracking and measurement of out-of-school children, and the acceleration of multi-lingual education and mother-tongue instruction.
- **At state and district level:** it intervenes directly in 15 states and territories with the poorest developmental indicators to:
  1. Identify and track out-of-school children, ensuring their return to school through special training programmes.
  2. Promote child-centred and child-friendly schools (where children develop their full potential, interact with teachers, feel safe and secure and use creative tools for improved learning).
  3. Strengthen community-based school management committees and village education committees to ensure ownership and invest in children’s schooling.
  4. Help improve school infrastructures and water and sanitation facilities that are gender sensitive and socially inclusive.

**Expected results:**
- Make primary and secondary education available for all segments of society, with a focus on children vulnerable to dropping out of school, and out-of-school children (girls in particular) belonging to socially-excluded groups. Measurable targets include reducing drop-out rates by 8% at primary level and by 5% at upper primary level.
- Significant improvements in the quality and equity of education in 15 of the least developed states.

**Long-term strategy:** UNICEF supports the Government of India, in particular the Ministry of Human Resource Development, to increase its institutional capacity to implement the Right to Education Act and to ensure quality education with equity for all girls and boys. UNICEF works closely with various departments at state level, with district administration and with civil society, NGOs, professional bodies and academic institutes to advise, design and help shape constructive standards and practices, strengthening systems and networks, empowering communities and local groups and inspiring them to adopt appropriate behaviours and practices.
Getting water running again

Duration: 2014
Area of intervention: Emergency response
Country: Philippines
Partner: UNICEF

**Context:** Typhoon Haiyan was one of the strongest storms ever recorded at landfall when it struck the Philippines on 8 November 2013. More than 6,000 people died and some 4.1 million were displaced, including 1.7 million children. Life was reduced to the bare necessities: food, shelter and water. Water networks were severely damaged and water sources contaminated. Getting water systems working again was hampered by power outages and a lack of chlorination supplies. Efforts were focused on providing at least 15 litres of clean drinking water per day for each individual and on improving sanitation to prevent diarrhoea and other water borne diseases.

**Action:** The Foundation contributed to UNICEF’s efforts to deliver water and sanitation supplies as follows:

- 10,000 packs of water purification tablets.
- 3,000 hygiene kits.
- 2 water treatment units.
- 20 generators with sufficient capacity to power water treatment plants.
- 1,200 water quality testing kits and collapsible water bladders.
- 10,000 water kits and 10,500 family water kits.
- Five hygiene specialists were deployed to provide technical and strategic advice on appropriate alternatives to toilets and safe solid and liquid waste disposal (toilet slabs and portable toilets) as well as water surveillance, with a focus on high-risk, densely populated, urban areas and evacuation centres.

UNICEF continues to work with partners on the replacement of the destroyed water plant at Tacloban regional hospital, which will then meet the safe water needs of up to 320 patients per day.

**Expected results:** By May 2014, UNICEF’s intervention had helped restore access to safe water for more than 1 million people, including children, and to basic sanitation for 97,000 people. Promoting hygiene and making sure soap and other hygiene supplies were available was also a priority for water-related disease prevention.

UNICEF’s overall water and sanitation targets for 2014 are:

- 1,377,100 people with access to safe drinking water.
- 721,800 people with access to appropriately designed toilets.
- 630,800 children provided with school hygiene kits.

**Long-term strategy:** UNICEF’s efforts aim at rebuilding back better, not only restoring people’s lives to how they were before disaster struck but also ensuring they are better placed to withstand disaster in the future – more resilient, with new skills and better resourced. Work focuses on how to strengthen communities and the providers of basic social services so they are more resilient today and tomorrow — for example, by supporting the design of safer water systems.
Making safe water a priority

Duration: 2013-2014
Area of intervention: Access to basic services (water)
Country: Haiti
Partner: Water.org

**Context:** Water scarcity affects every continent of the globe. Among the 43 countries — 700 million people — that are under water stress, Haiti is in the top three with Ethiopia and Niger. 40% of people in Haiti (50% in rural areas) lack access to clean water and only one in five has access to a sanitary toilet. The devastating earthquake that struck the country in 2010 further damaged infrastructures that were already precarious. Groundwater potential exists in the mountainous areas and in some coastal areas, but accessing it is a challenge for many communities. Few water treatment facilities function properly and people depend on such sources as streams, rivers and underground springs for all of their daily water needs. These sources are often contaminated and unfit for human consumption.

**Action:** To address daily and long-term water and sanitation needs in Haiti, we support the programme Water.org has launched to provide 17,000 people in Ennery and Carrefour with access to safe drinking water through the construction of two gravity-fed spring catchment and distribution systems.

Activities include:
- Community capacity-building and creation of Water Management Committees in each town to ensure ownership of the projects by communities and effective management of the new water systems.
- Construction of 14 water kiosks and one public latrine.
- Creation of income-generating opportunities including long-term positions for local residents who will manage and maintain the water kiosks and short-term jobs for construction workers, masons and technicians.
- Establishment of a community savings model through water user fees to cover salaries and maintenance costs.
- Reforestation with 4,400 trees of the area in which the new water source is located.
- Radio broadcasts on good hygiene and sanitation practices.

**Expected results:**
- Safe drinking water and sanitation is provided for the targeted communities in a sustainable way by actively engaging local government and community members at every stage of the process and by developing a social structure to ensure local residents take ownership of the new water systems.
- Integrated critical hygiene education programmes and training activities are provided that empower residents with the tools, knowledge and skills they need to manage and maintain the new infrastructure effectively and reduce their vulnerability to water-borne diseases.
- Water management committee members are empowered to develop a budget, manage funds transparently and collaborate with local government to protect and sustain the spring and water source.
- Water Management Committee members are trained to report to the Haitian government’s agency for water and sanitation needs (DINEPA).

**Long-term strategy:** Water.org’s programmes are registered with the Haitian government agency for water and sanitation (DINEPA). The organisation works closely with local government and community members at every stage of the process, to develop and implement a model that seeks to ensure the new water systems can be sustained over time through the empowerment of and ownership by local residents.
**Stronger women, stronger societies**

Duration: 2013-2017  
Area of intervention: Women’s social and economic development  
Country: Afghanistan, Kosovo, Nigeria, Rwanda, South Sudan  
Partner: Women for Women International

**Context:** Every woman has dreams, some as simple as to put her children through school, to start her own business, to have her voice heard and her vote counted. Every woman can also be a catalyst for positive change in her community and country. Investing in women, particularly those who have been marginalised, contributes to reducing poverty. Greater gender equality enhances economic productivity and improves development outcomes for the next generation. Women are also powerful advocates for peace. Even in the midst of personal tragedy, they demonstrate incredible strength and resilience. Women for Women International works in conflict and post-conflict areas, to enable women to transform their lives and thrive. The organisation focuses on socially-excluded women in particular, including war survivors, widows, returned refugees, internally displaced persons, single heads of household and those whose lives have been shattered by conflict through the loss of family, loss of property, displacement, violence, torture or rape.

**Action:** We support a 3-year programme that provides 3,000 marginalised women in 5 conflict-affected countries (Afghanistan, Kosovo, Nigeria, Rwanda and South Sudan) with the knowledge, skills and resources to move from crisis and poverty to stability and self-sufficiency. The 12-month comprehensive programme developed by Women for Women International advances women’s entrepreneurship, promotes their financial inclusion, increases their access to health services and engages men to support women’s equality. Women who enrol learn job skills and receive business training so they can earn a living. They gain access to income-generating activities in which they can apply these skills and begin moving towards financial stability. They come to understand their rights and how to fight for those rights in their homes, their communities and their nations. They learn how to become leaders. Specifically, the programme targets 1,000 women annually (200 women per country), to receive:

- **Yearlong training in 4 life skills modules:** Assigned to a group of 25 women, participants meet bi-weekly to learn:
  - *How to sustain an income:* Women learn basic business management skills and a vocational skill with earning power in their local markets. Women are encouraged to begin to save and receive support as they establish cooperatives.
  - *How to be well:* Women learn vital information on health and wellness, including reproductive health, hygiene, nutrition and stress management.
  - *How to become decision-makers:* Women learn their fundamental rights, and those guaranteed in their countries. They also learn the importance of civic participation and voting, as well as critical skills such as negotiation and conflict management.
  - *How to create social networks and safety nets:* Women form close personal bonds with those in their programme class and build strong support networks. They share ideas, resources and information, and help each other solve problems and build new businesses.

- **18-hour training in business and vocational skills:** The session covers practical business concepts and commercial content, such as market economy, entrepreneurship, planning, selling, bookkeeping and business financing. The sessions emphasise real life experiences and reinforce the idea that savings are an essential tool in poverty reduction. Vocational skills training develops women’s technical and commercial skills targeted at local market opportunities and include agriculture and agro-processing, small business development, tailoring and beauty care. When needed, numeracy training focused on reading numbers, counting and maths are provided.

- **Monthly training stipend:** Participants in the 12-month empowerment programme each receive US$10 a month to cover basic family needs, such as medicine and school tuition, which provides a safety net.

Additionally, the Cartier Charitable Foundation supports income generation activities at the Rwanda Women’s Opportunity Center. Launched in June 2013 in Kayonza, this centre is a multi-use facility that already includes a market, retail space, storage, demonstration farm, accommodation and a restaurant. Our support will allow the Opportunity Center to expand its economic and social development training, covering some of the infrastructure and educational needs.
**Expected results:** The programme aims to improve the livelihoods and well-being of 3,000 women in the 5 target countries.

Specific objectives are:
- 3,000 women over three years are equipped to act as advocates for themselves and their families (200 women every year in each of the 5 countries).
- 3,000 women over three years are equipped to earn an income to support their individual and family basic needs (200 every year in each of the 5 countries).

**Long-term strategy:** Women for Women International ensures sustainability through its emphasis on empowering women to achieve social and economic self-sufficiency. Through the innovative training provided, women create their own support networks and acquire links to needed legal, social, psychological and financial resources. The programme is designed to help women build viable, market-driven businesses that generate sustainable income for them and their families. In addition, Women for Women International focuses on building local capacity and knowledge for long-term sustainability.
Local meals to fight hunger at school

Duration: 2014-2017
Area of intervention: Access to basic services (education, nutrition)
Country: Burkina Faso
Partner: World Food Programme (WFP)

Context: In the world’s most vulnerable countries, a daily school meal provides a powerful incentive to send children (and especially girls) to school and keep them there. Proper nutrition is also vital to ensuring students are able to concentrate and learn. The World Food Programme (WFP) home-grown school feeding programmes, linking school lunches with small-scale farmers’ production, are an effective way of providing adequate nutrition for students, boosting local agriculture and transforming food assistance into a sustainable investment for the whole community.

Burkina Faso has been identified as one of the countries with the greatest need for the WFP programme linking school meals and local agriculture.

Action:

• School meal programme: All 839 primary schools as well as 19 pre-schools in the Sahel region of the country are provided with daily meals prepared onsite by community members, mainly mothers of students, while the food stock is managed by a committee including a teacher, two students, two parents and two cooks.

• Milk pilot initiative: Locally produced yoghurt is gradually replacing the current mid-morning snack, externally provided and made up of cereal, reaching 2,263 children. The milk pilot scheme targets 2,500 primary school children in 20 schools that are close to existing milk processing facilities. 110,000 litres of yoghurt will be produced per year so that each child receives 250g of yoghurt every day. The milk initiative targets increased milk production by small-scale farmers: a specialist, experienced in milk product distribution and milk transformation has been identified to train smallholder cattle breeders, supervise dairy cow selection and monitor animal health and milk quality.

• Boost local agriculture: The domestic purchase of locally produced maize and beans stimulates the local economy, providing smallholder farmers with a stable market for their products, increasing their income and encouraging the reinvestment of resources. Small-scale farmers’ organisations are empowered to become effective players in the agricultural market through training on post-harvest handling, financial literacy, gender awareness, marketing and record keeping.

• Government support: WFP works alongside the Ministry of Basic Education and Literacy to set up a nationally owned, funded and managed home-grown school meals programme. It also collaborates with the Ministry of Animal Resources in the milk initiative to support increased milk production by small-scale farmers, participate in dairy cow selection, monitor animal health, verify milk quality and train smallholder cattle breeders. The Ministry of Health ensures that milk delivered to schools meets hygiene and sanitation standards.

Expected results: The global purpose of this programme is to reduce hunger while strengthening children's access to primary education, to leverage purchasing power by connecting small-scale farmers with markets and to create an enabling environment that promotes economic opportunities and gender equality. The main expected results are:

• 330,000 litres of yoghurt (110,000 per year) purchased locally from smallholder associations and distributed in schools.

• 10 training sessions on hygiene and dairy product handling organised for smallholder farmer organisations.

• 1% increase in the number of girls and boys enrolled in WFP-assisted schools.

• Rise in the retention rate of boys and girls at WFP-assisted schools to 99%.

Long-term strategy: WFP is working alongside the Government to enable it to take over the school feeding initiative, and create nationally owned, funded and managed home-grown school meals programmes. The WFP’s efforts to link school feeding and local agricultural and milk production addresses the root causes of hunger and food insecurity by helping farmers and smallholder cattle breeders access markets, boost their incomes and improve their livelihoods. School feeding programmes are multisectoral in nature. WFP works with other United Nation agencies (including UNDP, FAO, UNFPA and IFAD) to ensure coordination, sustainability and efficiency.
Reducing hunger among school kids

Duration: 2014-2017
Area of intervention: Access to basic services (education, nutrition)
Country: Mozambique
Partner: World Food Programme (WFP)

**Context:** In the world’s most vulnerable countries, a daily school meal provides a powerful incentive to send children (and especially girls) to school and keep them there. Proper nutrition is also vital to ensuring students are able to concentrate and learn. The WFP home-grown school feeding programmes, linking school lunches with small-scale farmers’ production, are an effective way of providing adequate nutrition for students, boosting local agriculture and transforming food assistance into a sustainable investment for the whole community.

Mozambique has been identified as one of the countries with the greatest needs for the WFP programme linking school meals and local agriculture.

**Action:** Two initiatives are supported by WFP and the Ministry of Education, as part of a pilot phase that lays the foundation for a nationally owned, funded and managed home-grown school meals programme.

- **School meals programme:** 74,500 students and 2,000 teachers and voluntary cooks at 175 primary schools in two vulnerable districts of Tete province (Cahora Bassa and Changara) benefit from hot meals of fortified maize meal, beans, vegetable oil enriched with vitamin A and iodized salt.
- **Boost local agriculture:** All food commodities are purchased locally and partially from small-scale farmers’ organisations. The three-year commitment provides small-scale farmers both with quality training and the assurance of guaranteed demand, which is essential to encourage investment and access to credit.
- **Government support:** WFP supports the National Government’s testing of decentralised food procurement models in 12 primary schools in the provinces of Nampula, Tete, Manica and Gaza, reaching a total of about 13,500 students.

**Expected results:** The global purpose of this programme is to reduce hunger while strengthening children’s access to primary education, to leverage purchasing power by connecting small-scale farmers with markets and to create an enabling environment that promotes economic opportunities and gender equality.

Specifically, the programme aims to increase school enrolment and attendance rates and increase the use of local products in schools:

- 885 metric tonnes of maize and pulses are purchased locally from smallholder associations and distributed in schools.
- 24 associations of smallholder farmers (587 farmers) are trained in market access and post-harvest handling skills.
- The number of boys and girls enrolled in WFP-assisted schools is increased by 6% per year.
- The attendance rate of boys and girls in WFP-assisted schools rises to as much as 90% of schooldays (disaggregated by gender).

**Long-term strategy:** WFP’s efforts are geared towards ensuring Government ownership of the school feeding initiative, with a view to creating a nationally owned, funded and managed home-grown school meals programme. The already-approved national school feeding programme plans to achieve gradual coverage of all pre-primary and primary schools in the country, starting from the most food-insecure areas, and emphasises community engagement and nutrition education. This WFP initiative to link school feeding and local agricultural production addresses the root causes of hunger and food insecurity by helping farmers, particularly women, produce higher quality food and access markets where they can sell it at a fair price, boosting their incomes and improving their livelihoods.
School meals for nutrition and learning

Duration: 2014-2017
Area of intervention: Access to basic services (education, nutrition)
Country: Burundi
Partner: World Food Programme (WFP)

Context: In the world’s most vulnerable countries, a daily school meal provides a powerful incentive to send children (and especially girls) to school and keep them there. Proper nutrition is also vital to ensuring students are able to concentrate and learn. The WFP home-grown school feeding programmes, linking school lunches with small-scale farmers’ production, are an effective way of providing adequate nutrition for students, boosting local agriculture and transforming food assistance into a sustainable investment for the whole community.

Burundi has been identified as one of the countries with the greatest needs for the WFP programme linking school meals and local agriculture.

Action:
• School meals programme: 40,000 children in 61 schools are provided with a daily hot meal of rice, pulse crops (beans, dried peas, lentils and chickpeas), vegetable oil and iodized salt with essential micronutrients. Cereals are purchased locally from small-scale farmers organised in cooperatives.
• Boost local agriculture: The domestic purchase of food products stimulates the local economy, providing smallholder farmers with a stable market for their products, increasing their income and encouraging the reinvestment of resources. Small-scale farmers’ organisations are empowered to become effective players in the agricultural market through training on post-harvest handling, financial literacy, gender awareness, marketing and record keeping.
• Government support: WFP works alongside the Ministry of Education to set up a nationally owned, funded and managed home-grown school meals programme and collaborates with the Ministry of Agriculture to promote the production of food and agricultural raw materials, improve access to markets and strengthen food security.

Expected results: The global purpose of this programme is to reduce hunger while strengthening children’s access to primary education, to leverage purchasing power by connecting small-scale farmers with markets and to create an enabling environment that promotes economic opportunities and gender equality. The main expected results are:
• 817 metric tonnes of rice are purchased locally from smallholder associations and distributed in schools.
• 5 smallholder farmer associations are trained each year in harvest handling and hygiene.
• 6% annual increase in the number of girls and boys enrolled in WFP-assisted schools.
• Rise in attendance rate of girls and boys in WFP-assisted schools to 90% of school days (disaggregated by gender).

Long-term strategy: WFP is working alongside the Government to enable it to take over the school feeding initiative and create nationally owned, funded and managed home-grown school meals programmes. The school feeding programme is officially recognised as a key intervention for ensuring quality education and tackling chronic malnutrition and food insecurity in the country. It is already part of the 2012-2020 national educational plan and is integrated into the wider system of government policies. The WFP’s efforts to link school feeding and local agricultural production addresses the root causes of hunger and food insecurity by helping farmers, particularly women, produce more high quality food and access markets where they can sell it at a fair price, boosting their incomes and improving their livelihoods. School feeding programmes are multisectoral in nature. Synergies with other relevant development actors and stakeholders, such as UNICEF, the World Bank and WHO, are promoted to ensure sustainability and efficiency.
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