



Year In Review 2012

Milestones on the Journey to Change



Introduction

Strategic choices, sharpened focus mark the second full year of CFTC's *Journey to Change*

2012 was another transformational year at Canadian Feed The Children (CFTC).

CFTC took significant steps to strengthen our focus by developing our Theory of Change Global Map – a systematic approach to move from a traditional short-term focus to a long-term vision and measurable impact as we strive to create a world where children thrive, free from poverty.

2012 was also a pivotal year at CFTC for making strategic decisions and important choices that will enable us to achieve sustainable improvements to children's lives and those of their families around the world.

Highlights

Implementing Theory of Change Globally

CFTC's Theory of Change requires us to focus our efforts and strengthen our programs to deliver long-term, measurable results to effectively support poverty alleviation. Theory of Change moves CFTC from "charity" to "change agent", meaning that we are moving from our historical annual focus to a more innovative approach to facilitate long-term change. This also involves a significant transition from funding annual partner activities to funding long-term country program results that enable real development to occur. Created in mid-2012, CFTC's Global Map begins the process of focusing our work on three key sectors going forward: food security, education and capacity-building.

Food security refers to people's ability to produce, purchase and consume safe and nutritious food. People who are food secure are able to participate in economic activity and contribute to the social development needs in their communities, including educating their children. Aside from its intrinsic value as the most important contributor to poverty alleviation, education enables people to achieve food security: educated children grow up to be more food secure adults (for example, a single year of primary school increases an individual's future earning potential by five to 15 per cent for boys and even more for girls).

The underlying foundation for both is capacity-building. We have elevated our focus on capacity-building to ensure that CFTC's international and local staff, partners, beneficiaries and their communities have the knowledge, resources and tools to strengthen their abilities to achieve sustainable, lasting self-sufficiency.

In 2012, CFTC was recognized by the Canadian International Development Agency and by the Voluntary Sector Reporting Award for Excellence in Financial Reporting.



Building stronger communities through:

- Multi-year programming
- Food security
- Education
- Capacity-building
- Local ownership





Obtaining Canadian International Development Agency (CIDA) Funding

In November, CFTC was awarded a \$2-million Canadian International Development Agency (CIDA) grant in support of a \$2.4-million project to extend our work in Northern Ghana in the areas of food security and livelihoods. The Climate Change Adaptation in Northern Ghana Enhanced (CHANGE) Project is co-funded by CIDA, CFTC, and our Canadian coalition partner, Farm Radio International (FRI). It will bring climate-smart agricultural practices and alternative, sustainable and environmental-friendly livelihoods to farmers in 17 communities in the Upper East, Upper West and Northern Regions of Ghana. The scope and size of the grant – the largest in CFTC’s history – is a testament to the rigorous governance and enhanced capacity we have built within CFTC and to our ability to deliver innovative community-based solutions through local partnerships. The CHANGE Project offers exciting opportunities for co-funding and longer-term involvement for donors who are interested in investing in long-term, sustainable change.

Recognition by Voluntary Sector Reporting Awards and Imagine Canada

As further demonstration of CFTC’s commitment to best practice in financial reporting and governance, in November 2012, we became a two-time finalist for the Voluntary Sector Reporting Awards (VSRAs) conferred by the Queen’s School of Governance, PricewaterhouseCoopers, and the Institute of Chartered Accountants of Ontario. In February 2013, we were delighted to win the *Award of Excellence for Transparency in Financial Reporting* in our category.

Another mark of our governance achievements in 2012 was submission of our governance and financial documents for peer review by Imagine Canada as part of their new, rigorous Standards Program for Canadian charities. This was a significant effort in 2012 that also supported our CIDA grant application. We are anticipating receiving our official accreditation by summer of 2013.

Introduction

Moving Away from Health Activities and Gifts-in-Kind (GIK) Medicines

Focus requires choice, and one critical choice we made through our Theory of Change process was to begin the transition away from health-related activities that are not directly aligned with CFTC's Theory of Change or our core competencies. As we expanded Theory of Change to guide our programming at the country level through local stakeholder workshops with partners, government and other agencies working in country, it became increasingly clear that our health activities were out of alignment with the focused country goals of our Global Map: food security, education and capacity building. Local stakeholder workshops also revealed an overlap between our health-related activities and those of other agencies that have greater capacity and focus on executing large-scale health programs.

With this in mind, we made the decision to move away from delivering Gifts-in-Kind medicines at the end of 2011. The total amount of GIK medicines being distributed by CFTC had been decreasing for the past several years, and while we know the medicines have made a significant difference to select partners and children, the amount CFTC was providing was very small and increasingly narrowly distributed. There were also disproportionately-high costs associated with doing this work effectively that prevented us from investing in other program areas more aligned with CFTC's strengths and Theory of Change priorities.

In the interests of effectiveness, efficiency and accountability to our donors, our beneficiaries, and the development sector overall, we recognized the need to be disciplined in our focus on delivering long-term impact. This principle has and will continue to guide our programming and operational decisions over the short- and long-term.

Despite the move away from GIK and in recognition that transitioning programming at the community level takes time, we continued to fund many health-related activities in 2012, such as vaccination programs, medical clinics, distribution of mosquito nets, and some reproductive and maternal health programs. We will have a gradual phase out of these activities as agreed with partners through 2013 - 2015.

We believe that community-led development is the key to long-term sustainable change – and it is for this reason that we made, and will continue to make, the significant investment in community-level engagement such as the Theory of Change workshops. These have and will continue to inform key decisions as we grow forward. They also lay the foundation for even more co-operation and capacity-building amongst CFTC's country staff and local partners, which will strengthen our work and the impact we are making towards long-term poverty alleviation objectives. Where we do discontinue certain activities or partnerships, we always collaborate with our communities and partners to create joint exit strategies that will provide stability and security for the people we support, including providing support to find new funders and alliances for their health, water and sanitation work when this is required.





Growing and Diversifying Revenues Through Major Gifts

Taking bold organizational decisions in order to deliver long-term impact is not without risks. We recognize that as we focus, we may risk disengaging some donors who have traditionally funded activities in areas no longer aligned with CFTC's Theory of Change. These tough decisions also come with challenges around balancing revenues versus costs in the short term as we transition away from GIK and towards other types of funding such as institutional grants and major gifts.

At the same time, however, we know we will also engage donors - both current and new - in new ways and at a higher level to deliver sustainable and meaningful change.

At CFTC, we recognize that at this organizational transition point we must both grow our revenues and diversify our funding sources to achieve sustainable impact. As we move away from short-term, activities-based work, our fundraising approach will continue to seek annual appeals in addition to developing new strategic, multi-year donor investments. Creating sustainability in our revenues - as in our programming - is critical to our Theory of Change and to delivering our vision to create a world where children thrive free from poverty.

A second way our funding needs to shift is through diversification of funding sources. A key strategy is to secure corporate and institutional funding. Positioning the agency to obtain multi-year pledges and grants from institutional, corporate and foundation donors both demands and helps build best practice in financial operations and governance. Our successful CIDA grant was an important major step on this front.

THANK YOU!

Your steadfast commitment to and investment in our mission has allowed CFTC and our community-based partners to make a difference in children's, women's and men's lives in Bolivia, Haiti, Ghana, Ethiopia, Uganda and here in Canada, too.

It is a time of exciting transformation for CFTC - and we've now completed the first leg of the journey to change. **You have been an instrumental contributor to the CFTC mission in 2012, and this document is our report back to you of the impact you've helped to make happen in our partner communities around the world.**

In the following pages, you will hear more about some of the specific results we have achieved through community-led initiatives. CFTC and our local partners, working collaboratively with you, are together helping to create *a world in which happy, healthy children thrive in vibrant, self-sufficient, sustainable communities.*

Debra Kerby
Executive Director

CFTC's Countries of Focus

Canada

Canada has a reputation as a place of prosperity, opportunity and equality. However, a recent report from the Conference Board of Canada stated that Canada is “not living up to its reputation or its potential,” citing income inequality and high rates of child poverty as major challenges.

Food insecurity in Canada looks different from other countries where CFTC works. Here it is most commonly observed as malnutrition in the form of obesity and/or diabetes. Low-income families are unable to access healthy foods and rely heavily on less expensive, less healthy options. According to a recent report by Olivier de Schutter, the United Nations Special Rapporteur on the Right to Food, First Nations populations living both on- and off-reserve face increased food insecurity in comparison to the average Canadian household. These children have the potential to flourish if they have greater access to nutritious food.

CFTC's work in Canada is focused on achieving food security – that is, access to nutritious meals on a regular basis – for children from First Nations communities and inner-city urban neighbourhoods affected by poverty.

In 2012, CFTC supported in- and after-school feeding programs for vulnerable children across Canada. Good nutrition provides a host of immediate and long-term benefits. Food-secure children experience better overall health and decreased incidences of nutrition-related health complications. A 2008 study demonstrated that well-nourished children perform better academically particularly in the areas of reading, math and science. Well-nourished children learn better, have longer attention spans and improved attendance rates. In the long run, children who enjoy a nutritious diet are more likely to graduate from high school with the tools they need to become successful, contributing adults.

In 2012, CFTC achieved the following key accomplishments in Canada:

- **Provided school feeding programs:** CFTC continued to support during- and after-school feeding programs in 16 communities in seven provinces, providing as many as 6,000 students with regular healthy meals and snacks.
- **Developed a nutritional health toolkit:** CFTC facilitated the design of a culturally-appropriate, standardized baseline toolkit to be used to collect data and measure progress in First Nations communities across Canada. Developing the toolkit was an important first step in the pilot project at Eel Ground First Nation, New Brunswick. The toolkit will allow CFTC to assess communities' nutritional health status, needs, behaviours, attitudes and capacity, which is essential to plan and implement adequate and appropriate interventions and measure their impact.
- **Expanded nutrition program:** CFTC expanded the Canadian Aboriginal Nutrition Program to include the Chippewas of Nawash Unceded First Nation, a community of 750 residents at Cape Croker, near Owen Sound, Ontario. We are providing an in-school nutrition program for 87 students at the school.

Canadian Partners

Alaqsitew Gitpu, QC
Atelier 850, QC
Brochet School, MB
Cape Croker Elementary School, ON
Eel Ground School, NB
Elsipogtog First Nation School, NB
Mah Sos School, NB
Keewatin School, ON
Kisikohk School, SK
Mistahi Sipi Elementary School, SK
REACH, SK
Saddle Lake Boys and Girls Club, AB
The School Lunch Association, NL
Sweetgrass School, SK
Thompson Boys and Girls Club, MB
Toronto First Nations School, ON





Canada's First Nations populations living both on- and off-reserve face increased food insecurity in comparison to the average Canadian household.

With greater access to nutritious food, these children have the potential to flourish.

A Model for Child/Parent Involvement in Nutrition at Elsipogtog First Nation

In partnership with Elsipogtog First Nation School, located near Miramichi, New Brunswick, CFTC is supporting a school feeding program that is a model for best practice in the mobilization and involvement of parents and community members.

Some of the key elements are:

- Students are provided daily healthy breakfasts and lunches. Since many parents have trouble accessing nutritious food for their children, the school feeding program provides foods that children may not get at home.
- Children are taught about healthy eating and the components of a healthy diet.
- A community dietitian offers services to parents wishing to learn more about making healthy food choices.
- School menus are designed to incorporate traditional foods whenever possible, including salmon, wild rice and moose meat.

CFTC's Countries of Focus

Bolivia

Bolivia is recognized as the most impoverished country in Latin America. It also has a very young population, which means that Bolivia's youth shoulder the greatest burden of poverty. While primary education registration rates have increased, school absence and dropout rates are still high, especially among the indigenous population. There is also a growing disparity in educational services between urban and rural areas, and a scarcity of early childhood care options.

The first five years of life are the most important in a child's development, during which they are most vulnerable to lifetime repercussions from malnutrition, disease, abandonment, social exclusion and lack of early childhood stimulation. That is why CFTC's Bolivian partners focus on early childhood care and education. This supplement to state-sponsored primary education supports healthy development and successful academic outcomes for children, as well as offering parents safe environments for child care and education that promote positive parenting and free them to pursue livelihood opportunities. CFTC's Bolivian partners also focus on the role of good nutrition in increasing attendance rates and promoting academic success among both pre-school and primary school students.

In 2012, CFTC and our Bolivian partners Tomás Katari Politechnic Institute (IPTK), Sociedad Católica de San José (SCSJ), and Niño Jesús de Praga Support Centre (NJDP) continued to operate community-based, early childhood development (ECD) centres. Although the public school system in Bolivia provides primary education, younger children require better access to quality early childhood education and health services to be better prepared to enter and be successful in primary school.

CFTC and our partners SCSJ, IPTK and Alalay also operate community-based drop-in centres for school-aged children and adolescents. As there are very few of these types of services in Bolivia, CFTC partners continued to provide students with after-school support to prevent them from falling through the cracks at school. They also provided access to computer labs, music, art and sport programs that offer important social and recreational options.

In 2012, CFTC achieved the following key accomplishments in Bolivia:

- **Improved food security through school nutrition:** Through our partners IPTK, NJDP and SCSJ, 496 children under the age of six benefitted from ECD programs which offered access to nutritious meals and snacks, early childhood care and education, and preventative health and dental care.
- **Offered shelter, education and health care to homeless youth:** CFTC's partner Alalay provided safe shelter, nutrition, health care including counselling, and educational services to 400 children and youth considered 'at risk', many of whom have been living on the streets and have serious drug addictions, or come from homes with violence and addiction issues. Alalay offers these children important life skills to set them up for a more hopeful future.
- **Extended ECD programs to rural communities:** In 2012, IPTK began to adapt their ECD model – which has had great success among urban populations – to serve children in rural communities where there is a great need for these services. In 2012, IPTK began work on their first ECD centre in the semi-rural community of K'acha K'acha.
- **Built school kitchen facilities:** Thanks to a group of dedicated CFTC donors, a school kitchen and dining room were constructed at K'acha K'acha.

Bolivian Partners

Alalay

Juana Azurduy de Padilla Centre

La Paz Foundation

Niño Jesús de Praga Support Centre (NJDP)

Sociedad Católica de San José (SCSJ)

Tomás Katari Politechnic Institute (IPTK)



Early Childhood Development (ECD) centres provide essential services to infants and young children during their most vulnerable first five years. Your donations include funding for a nutrition component that ensures that children reach early developmental milestones and equips them for greater success when they transition to primary school.



Paying It Forward in La Paz

Like the 800,000 orphaned or abandoned homeless youth in Bolivia, Wilfredo once lived on the street, at risk of violence and addiction and with few prospects for a happy future. But, like thousands of other girls and boys that CFTC's partner, Alalay, rescues from similar situations, Wilfredo was given a second chance.

Today, he's paying it forward to other youngsters who have recently escaped similar circumstances and are recovering from it.

Wilfredo received the care he needed to grow into a successful adulthood. He married and now has his own children. And he's back at Alalay Huajchilla, on the outskirts of La Paz, as an educator and inspiration to the children who are there now.

We found him happily coaching soccer to a group of boys when we visited in August, 2012. The smile on his face told the whole story of how much it means to him to give back.

“Wilfredo is an inspiration not only to the boys he's working with, but to us here at CFTC because he represents the best of what we can accomplish together with our partners and with our donors' support. He's grown into a capable, healthy, caring adult who is giving back to his community,” said Genevieve Drouin, CFTC's Regional Program Manager – Americas.

CFTC's Countries of Focus

Haiti

Haiti has a rich and proud history of independent thinking and political action dating back to the time it gained its independence in 1804, 150 years before the independence of most African nations. However, the legacy of poverty that Haiti bears today has roots just as deep, stemming from its early days when few people could read or write, and when there was little political, social or economic infrastructure to support the fledgling nation. Haiti is also vulnerable to natural disasters: cyclones, hurricanes, tropical storms, and of course, the devastating earthquake of January 2010. Resilience to and recovery from these events is hampered by endemic poverty.

In Haiti, CFTC recognizes that when disaster occurs it is essential to provide emergency services while also building local capacity. We continue to seek and apply a two-pronged approach that combines humanitarian aid with longer-term strategies to achieve sustainable poverty alleviation through community-based and community-led development.

In 2012, CFTC achieved the following key accomplishments in Haiti:

- **Funded mobile clinics:** Through our partner OMES, five mobile clinics were in circulation (three at Cameau and two at Courjeolles) providing medical examinations and treatments for fever, diarrhea and flu, vitamin A supplements and mosquito net distribution, and nutritional status monitoring to identify and support children at risk for malnutrition within those communities.
- **Bolstered educational opportunities:** Faced with mounting funding challenges, House of Hope Orphanage reached out to CFTC to address severe shortages in school supplies as well as the risk of losing teachers. CFTC supported students with essential school supplies in addition to funding transportation allowances and salaries for teachers.
- **Provided emergency food supplies post-hurricane:** CFTC supported the distribution of emergency supplies for families affected by Hurricanes Isaac and Sandy. Supplies included food rations, bean seeds and hens for egg production, improving the food security of 1,500 families.

Haitian Partners

House of Hope Orphanage

ICC - Grace Children's Hospital

Organisation de la Mission Evangelique
Salem (OMES)

Service Oecuménique d'Entraide (SOE)



Focusing on local capacity building is key to building Haiti's resilience, enabling it to make sustained progress toward poverty alleviation.





Sustainable Development in a Disaster Zone

CFTC's approach to layering crisis relief onto our existing community-based development framework has enabled us to deliver longer-term impact for Haitians still struggling to recover from the January 2010 earthquake. In early 2012, CFTC completed a Canadian International Development Agency-funded project to rebuild a quake-damaged irrigation system serving the community of Bongnotte, using local labour and resources. The system reclaimed 600 hectares of land for farming, significantly increasing agricultural yields and crop diversity for Bongnotte's 10,000 residents, and providing another 1,600 people involved in related agricultural services with sustainable, agriculture-based livelihoods.

In August, 2012, Hurricane Isaac hit Haiti, followed by Hurricane Sandy in November. Isaac largely spared Bongnotte, but Sandy took a much greater toll, damaging agriculture, roads, bridges and aqueducts. Serious flooding wiped out bananas, corn, sweet potato and manioc crops throughout the area. In the midst of this devastation, one bright spot emerged for the people of Bongnotte: the repaired irrigation system, protected from overflow by a cement retaining wall constructed mere months earlier, remained intact. According to a spokesperson from the municipal government, if the wall had not been there before Hurricane Sandy, the houses and people would not have been there afterwards.

That said, the damage to agriculture was extensive, and CFTC Haiti once again shifted to a combined response of crisis relief and community-based development. Local partners distributed food aid, seeds and livestock to meet short-term nutritional needs and support longer-term food security by replenishing the crops and animals lost. The people of Bongnotte and the surrounding area are replanting and recovering faster than they would have otherwise.

CFTC's Countries of Focus

Ethiopia

Ethiopia has made tremendous strides towards poverty reduction, but it's still home to numerous communities of food-insecure people. Female-headed households, in particular, struggle to earn an income adequate to meet their basic needs within an economy that is experiencing double-digit inflation. When basic needs are not met, education becomes a luxury – and the cycle of poverty persists through generations.

In Ethiopia, CFTC helps make quality education available to all children. Our work is aligned with the Ministry of Education's goal of achieving universal primary education in Ethiopia. While significant gains toward achieving that goal have been made, gender inequities in positive educational outcomes for girls persist.

A main contributor to the disparity between girls' and boys' access to education and successful graduation is that parents who cannot afford to send all of their children to school will often choose to send their sons. CFTC's Ethiopian partners support Alternative Basic Education (ABE) programs as one strategy to address this inequity. ABEs supplement state-funded education by providing educational supports, including infrastructure, teacher recruitment and training, and scholastic materials, to disadvantaged children, filling the gap in government services and making education affordable for all. This is especially critical in areas that lack formal primary schools.

CFTC and our partners also support early childhood care and education (ECCE), which boosts the physical, cognitive and social development of children before they enter primary school. ECCE centres can also free members of the household from childcare responsibilities, allowing parents to work and older siblings to attend school. Children who attend preschool tend to be more ready for primary school, perform better once there and are less likely to drop out than their peers.

In 2012, CFTC achieved the following key results in Ethiopia:

- **Addressed chronic poverty and food insecurity with micro-finance programs:** Self-help groups (SHGs) and village savings and loans associations (VSLAs) offer agricultural and alternative income generation, targeted primarily to women, providing them with opportunities to save, borrow and lend money and goods (such as livestock) and start small businesses. Group members receive training on savings and record-keeping and are provided with on-going technical support. CFTC partners CHAD-ET and ISAPSO continued and expanded their SHGs and VSLAs, enabling more women to expand and start new businesses, and achieve sustainable income generation.
- **Renovated schools:** CHAD-ET supported renovations in schools in Woliso Districts and, through participation in NGO forums, engaged in regional and national-level dialogue on educational policy and school curriculum. Through these venues, they are able to influence implementation of education policy in the communities in which they work with the long-term goal to achieve better educational outcomes for children.
- **Invested in small business infrastructure:** With CFTC support, ISAPSO has helped local community members in Chancho and Sululta Districts gain business skills and become adept at generating income through small businesses.
- **Integrated innovative education and livelihood programs:** CFTC partner MCDP created a parents' cooperative program for parents of sponsored children to open up new livelihood possibilities. With a small amount of seed money, MCDP established "The Tiret Cooperative" – a credit/savings group comprised of 235 parents, now trained to start home-based and small businesses.

Ethiopian Partners

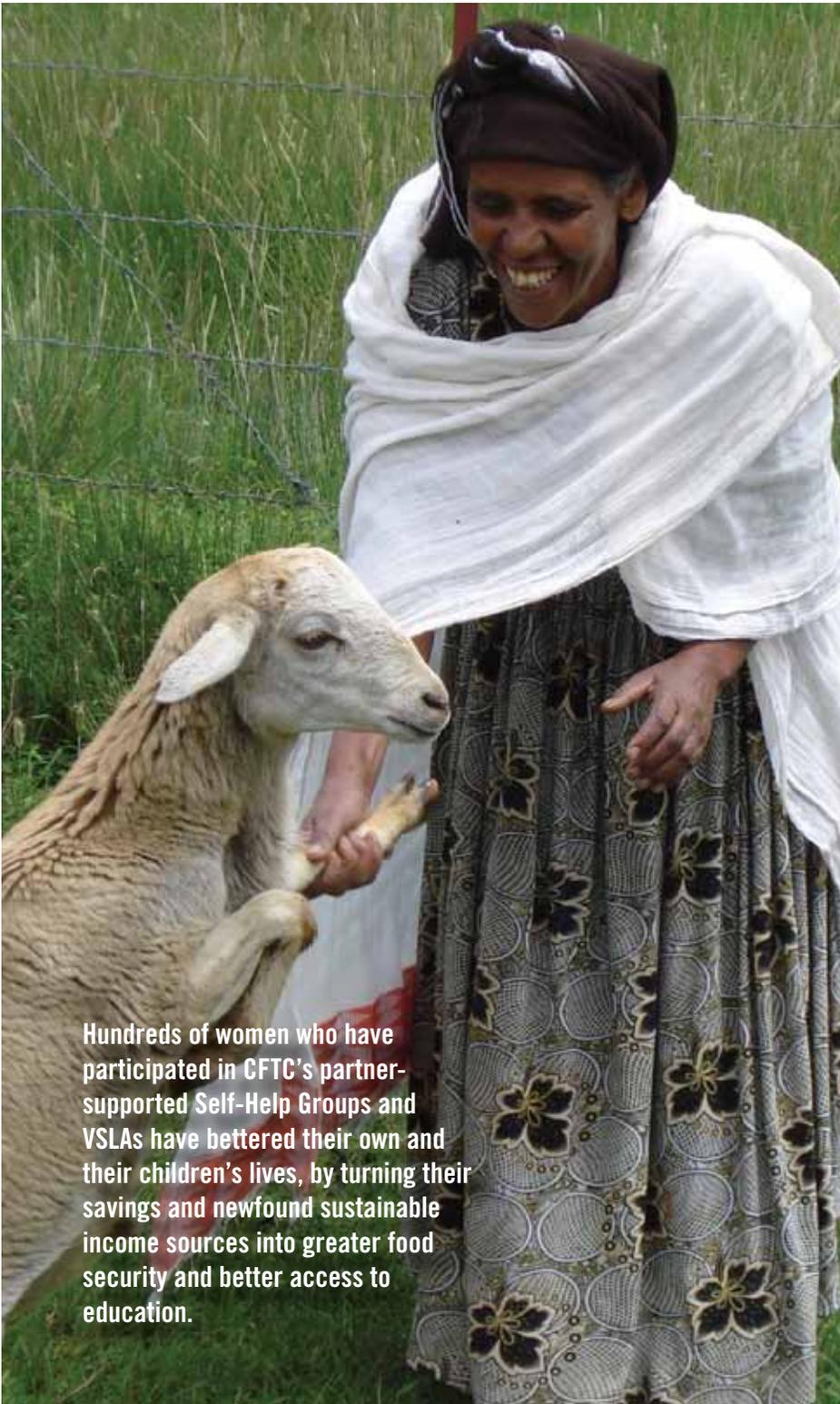
Emmanuel Development Association (EDA)

Integrated Service for AIDS Prevention and Support Organization (ISAPSO)

Mission for Community Development Program (MCDP)

Organization for Child Development and Transformation (CHAD-ET)





Hundreds of women who have participated in CFTC's partner-supported Self-Help Groups and VSLAs have bettered their own and their children's lives, by turning their savings and newfound sustainable income sources into greater food security and better access to education.

Measuring Improvements to Household Income and Food Security in Ethiopia

The EDA small ruminants project has been ongoing since March 2008, with the overall objective of improving food security for families living in marginalized communities in Akaki Kality (a sub city of Addis Ababa), Tarmaber and Kewot Woredas in the Amhara Region.

The program provides each family with two sheep or goats on a revolving credit basis. To date, 1,125 farmers have been supported and 6,125 people have benefited from the project.

In 2012, CFTC and our partner EDA conducted an external evaluation of the small ruminants program. We found that the majority of project participants reported positive changes in their living conditions as a result of their involvement, including:

- 70% of the respondents reported improvements to their food security, i.e., being able to feed their families three meals a day.
- 82% of the respondents reported that their asset holdings and income have been substantially increased.
- The same 82% of respondents are now able to send their children to school.

CFTC's Countries of Focus

Uganda

Despite a current period of economic growth, Uganda's social development indicators remain troubling with life expectancy at birth averaging just 54 years. Praised as one of the countries that implemented early and effective strategies to address HIV and AIDS, CFTC's partners in Uganda – UCOBAC in particular – continue to do highly focused work to support HIV/AIDS-affected families which integrates community and family capacity-building, income generation, health care and social support delivered by community volunteers.

At a forum held with CFTC's local partners in Uganda in November 2012, each reported that it is hard to be a successful development partner in Uganda without addressing HIV/AIDS. At the same time, while we have not yet introduced Theory of Change to Uganda, the CFTC Theory of Change Global Map developed in June, 2012 is clearly pointing in the direction to tighten our focus on our core areas of competency. CFTC is shifting away from annual, activities-based HIV/AIDS service delivery towards longer-term, sustainable food security, education and capacity-building initiatives.

CFTC-Uganda is a country program in transition. Fortunately, CEDO, HUYSLINCI and UCOBAC all bring versatility and multiple areas of expertise to the table, including existing programming strengths in food security through agricultural and non-agricultural income generation programs; in-school nutrition programs; early childhood care and development; and primary education. They also have well-developed alliances with other NGOs and governmental agencies at the regional and national levels. There is an opportunity to build on these strengths by supporting collaboration, learning and knowledge transfer between and among them, which will ultimately serve our beneficiary communities well.

In 2012, CFTC achieved the following key accomplishments in Uganda:

- **Delivered home-based care:** CFTC and local partner UCOBAC provided home-based care to HIV/AIDS-affected families, particularly those with vulnerable children. UCOBAC's home-based care program strengthens the capacities of marginalized families to face the socio-economic and health challenges posed by the AIDS pandemic.
- **Implemented a school water harvesting system:** A 40,000-litre water harvesting system was installed at Bugiri Public Primary School, which will benefit the entire school community. Previously, students had to descend a dangerous 900-metre slope to fetch water from a spring for use in the latrine and for meal preparation. Now, clean and safe water for better hygiene, safe food preparation and drinking is available, and study time is not interrupted to fetch water.
- **Improved farming techniques:** CFTC, through our partners, supplied families with tools and training on improved farming techniques, including methods for growing vegetables and other food crops. Representatives from 445 families learned to plant and transplant crops, boost soil fertility and manage pests and diseases. The program trained women and men on the value of good nutrition for the entire household, especially children, and how to grow and harvest produce from their kitchen gardens for family consumption. This practice increases household food security through better access to good nutrition, and supports children's education and health through income generated by selling some of their harvest.

Ugandan Partners

Baylor College of Medicine Children's Foundation Uganda (BCMU)

Child Rights Empowerment and Development Organization (CEDO)

Huyslink Community Initiative (HUYSLINCI)

Uganda Community-Based Association for Child Welfare (UCOBAC)





Unique Income Generation Approach Breeds Success in Uganda

The most effective micro-finance projects operate at a grassroots level with local community members – primarily women – determining their own needs and guiding the solutions. CFTC partner HUYSLINCI, based in Entebbe, supports a unique model that takes a vocational training approach. New business set-up ranges from agricultural endeavours including animal husbandry to trades such as hairdressing, tailoring and carpentry.

The animal husbandry program works as follows: the first trainees (mostly mothers and caregivers) graduate and receive a number of animals – pigs, goats or chickens. They then breed these animals amongst their group, and return some of the offspring to the next year's graduating group.

Habiba Nakayima (on the right in photo) received a goat as part of the HUYSLINCI income-generating initiative. Her goat delivered three kids, one of which she gave back to the project leaving her with three remaining goats. She will breed some, and sell some for income.

Habiba was originally a fisherwoman buying fish from the shores of Lake Victoria and selling them at market. Now, she is able to pay the rent on a small house, and purchase food for her family. She has a growing herd that offers long-term, sustainable income, and she has the support of an entire community that is gaining economic empowerment with every cycle they complete.

CFTC's Countries of Focus

Ghana

Food insecurity in Northern Ghana remains a major challenge, and is on the rise given the climate change that is impacting agricultural yields. At least 85 per cent of households in Ghana's three northern regions depend on agriculture for their survival. The inability of many households to meet their dietary needs can be attributed to numerous factors, including unreliable rainfall patterns, use of inadequate seed varieties, and endemic poverty that prevents the use of progressive or appropriate farming technologies.

Women and children bear the greatest burden of poverty and food insecurity in Northern Ghana. For this reason, CFTC's partners, Regional Advisory Information and Network Systems (RAINS) and TradeAID Integrated (TAI), provide agricultural supports and alternative income-generating programs specifically focused on women. RAINS supports women farmers with funds to acquire land preparation services, and training on recommended agronomic practices for selected crops. RAINS also supports educational initiatives – integrated with community-based livelihood supports – in four communities in the Northern Region of Ghana. TradeAID works to build the capacities of indigenous entrepreneurs, primarily women, in Ghana's Upper East Region, by supporting alternative income-generating ventures and market linkages for artisan products including “Bolga” baskets.

In 2012, the following milestones and key results occurred in Ghana:

Ghanaian Partners

Regional Advisory Information and Network Systems (RAINS)

Sustainable Integrated Development Services Centre (SIDSEC)

TradeAID Integrated (TAI)

- **Diversified livelihoods for women:** CFTC and our partner Trade Aid Integrated (TAI) supported 500 women basket weavers as an alternative form of livelihood to supplement subsistence farming and promote food security.
- **Increased access to education:** RAINS, with CFTC funding, renovated a classroom block at Sang Community School and helped construct a second classroom block. One hundred desks (seating 200 children) were supplied to Al Zakaria Primary School in Sang and Zoosali Primary School in Zoosali. Teachers are reporting better classroom management and student attendance as a result of these resources.
- **Boosted agricultural inputs and nutrition:** RAINS also provided farm input support to mothers of children in the program schools, which enhances educational quality and positive outcomes through better nutrition resulting from higher agricultural yields.
- **Said farewell to SIDSEC:** CFTC has partnered with Sustainable Integrated Development Services Centre (SIDSEC) in the Upper West Region of Ghana since 1998. In 2012, recognizing that each organization was evolving in different directions, CFTC made the decision to step away from this partnership as of the end of the year. Good development practice is knowing when to disengage from a partner, and how to do so responsibly. Clear entry and exit strategies that leave both parties strengthened as a result of the partnership are critical, to minimize any disruption to the beneficiary community and sustain the gains made going forward. As we phase out our work with SIDSEC, we are pleased to say that goal is coming to fruition.





TradeAID Opens International Markets to Bolga Basket Weavers

Rhoda Apana lives near Bolgatanga in the Upper East Region of Ghana. She has been weaving baskets for over 20 years, the last 10 with the help of CFTC's local partner, TradeAID.

TradeAID's work extends beyond the standard support for alternate income-generating opportunities for women, most of whom rely on farming in Ghana's parched northern regions where climate change is depressing agricultural yields each year, and poverty is widespread. TradeAID takes an end-to-end approach, from working with suppliers to ensure the basket weavers have a reliable source of raw materials through to identifying international markets for the finished goods.

The Zaare Craft Centre, a CFTC-funded project constructed in 2010, now provides a central location for hundreds of the area's basket weavers. *"This building provides shade and a safe place for us to come and weave our baskets. Before the centre was built, we would weave in our homes but now because of CFTC and TradeAID, we can easily form as a group during the week to weave quality baskets,"* Rhoda said.

Like most of the Bolga basket weavers, the income Rhoda earns supplements her family's farming income and supports them year-round. *"Through TradeAID, I am able to access loans, and can buy my dye and raw materials for my basket weaving through them. Working with TradeAID has meant I now have reliable income and can afford senior high school level fees for my children. I did not attend school, and it is a wonderful feeling to know that I now have the ability to give my children an education, to ensure that they are fed each day and to afford health care for them,"* said a smiling Rhoda.

Implementing CHANGE in Northern Ghana

The Climate Change Adaptation in Northern Ghana Enhanced (CHANGE) Project will directly support approximately 109,000 women and men small-scale farmers in 17 communities in the vulnerable Northern, Upper East and Upper West Regions of Ghana. The community-based approach is expected to increase farm yields and income, reducing the disproportionate impact of climate change, particularly on women, by offering options for sustainable agricultural and non-agricultural livelihoods.

The CHANGE Project will train farmers on sustainable farming techniques and improve access to information on agricultural data and seasonal weather forecasts. Radio programming by CFTC's coalition partner, Canadian-based Farm Radio International, will broadcast climate adaptation information to an additional 670,000 beneficiaries, including government agricultural extension workers and community farm-based organizations.

The CHANGE Project will also stimulate alternative, sustainable income generation for women with the added bonus of environmental benefits. Some of the project's initiatives include an extension of CFTC local partner TAI's work with Ghana's basket weavers to grow vetiver grass – which protects soil from erosion and provides a ready source of raw materials for basket weaving by local women's groups.

In mid-2012, CFTC also initiated a new partnership with Tumu Deanery Rural Integrated Development Program (TUDRIDEP), whose portion of the project will include establishing fruit tree nurseries to supplement farming family nutrition while contributing to the greening of local spaces in Ghana's Upper West Region.

Climate Change and Food Security in Northern Ghana

Climate variability and climate change are significant pressures in the chronically food-insecure north of Ghana, where poverty rates are high and adaptive capacity is generally low.

Since most agricultural production in northern Ghana is rain-fed, greater rainfall variability increases the risk to farmers.

Rising temperatures and increased frequency of droughts increase incidences of bushfires, desertification and soil degradation.

Climate variability and climate change are therefore closely linked to food security and economic stability of households in the north – and this impact is disproportionately experienced by women and children.

A Preview of Results from Climate-Seeds-Knowledge (CSK) Pilot Program

A pilot phase of the project, the CSK initiative was delivered by RAINS and partially funded by CFTC along with the African Biodiversity Network. CSK aimed at enhancing climate resilience for women farmers in the Northern Region of Ghana through the revival of traditional seed diversity and knowledge. Results from Phase I include:

- Greater awareness of climate change among program participants
- Increased dietary diversity, household food security and improved nutrition of beneficiaries
- The revitalization of nearly-extinct indigenous seed varieties (e.g., bambara beans, cowpea, sesame, melon and late millet) through seed exchanges among women's groups in project communities
- Broadened community support for women-led farming activities like land preparation
- Enhanced status for women as custodians of indigenous seeds and traditional knowledge in the participating communities



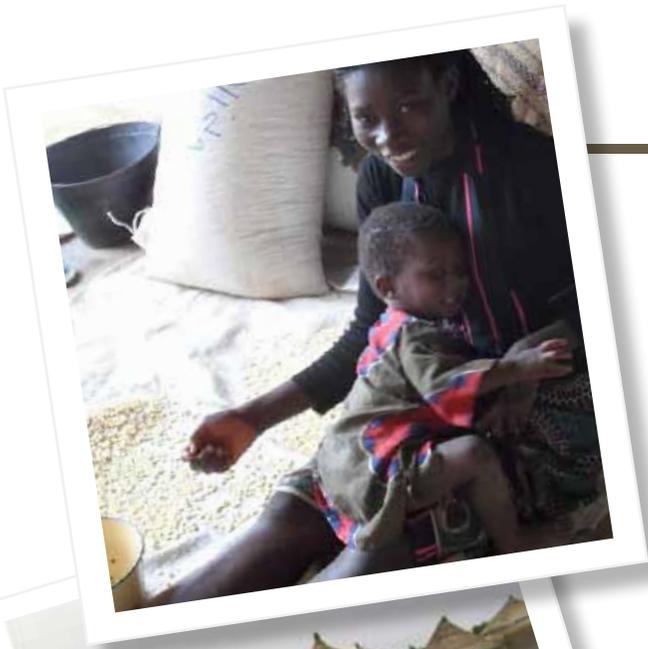
Message from CFTC's new Director of Philanthropy, Joanne Haywood

A corporate supporter of key not-for-profit partnerships throughout my career, I am ecstatic to be playing a pivotal role helping connect donors to the great work Canadian Feed The Children is doing to help children thrive with food security, education and capacity building.

The organization's transformation over the past twelve months inspired me to join CFTC. The steadfast commitment to governance and transparency coupled with the focused efforts to drive better outcomes in the countries our donors support served as clear signals that there really has never been a more exciting time to lead meaningful change with CFTC.

The year ahead is filled with some exciting initiatives to further advance the Theory of Change program goals along with the CIDA project. I look forward to working with each of our major donors to link your contributions to the outcomes ahead.

Joanne Haywood
Director of Philanthropy



Thank You!

Canadian Feed The Children (CFTC), an independent development agency founded in Canada in 1986, envisions a world where children thrive, free from poverty. It is only through the support of our individual, corporate and foundation donors that our work is made possible.

For more information about the contents of this report, or to learn more about funding opportunities to make sustainable, long-term change in CFTC communities, please contact:

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Taking Change Forward With a New Look!

As a reflection of our journey to transformational change, Canadian Feed The Children is adopting a new logo. It embodies our values and the approach we are taking to achieve long-term impact for the children, families and communities we serve.

The new logo combines three elements: a leaf, a group of people, and a hand.

The three-petal green leaf represents growth through three Theory of Change-based themes: food security, education and capacity-building.

The orange figures represent children within their family and community, and also the global network of CFTC partners and donors who join together to support them.

The overall design evokes the image of a hand, representing the value we place on collaborative, community-led development to help create a world where children thrive.



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