

ENHANCING COMMUNITY RESILIENCE PROGRAMME PROPOSAL FORM

SECTION 1: BASIC INFORMATION

1.1	Project Title	Enhancing Communities' Resilience and Adaptation to Climate Change in Malawi
1.2	Targeted Districts and TAs (traditional Authority) (annex with Group Village Heads or GVH)	<ul style="list-style-type: none"> • Chikwawa: Chapananga, Kasisi, Katunga, Makhwira Masache, Maseya, Ngabu, Ngowe • Kasungu: Kaluluma, Kapelula, Simlemba, Wimbe, • Machinga: Chikweo, Ngokwe • Mulanje: Chikumbu, Mabuka, Nthilamaia • Mwanza: Kanduku, Nthache • Nsanje: Malemia, Mlolo, Ndamera, Ngabu • Thyolo: Nsabwe, Mbawela, Thukuta
	Project Summary: Outline the overall aim and rationale for the project: the expected impact and outcome, the key outputs / results, the direct and indirect beneficiaries, and the main elements of the approach to implementation	
<p>Aim: The project aims to contribute to the attainment of the Hyogo Framework for Action by halving disaster losses and increasing communities' resilience to climate change by 2015 in Malawi. This will enable households to build resilient livelihoods that are sustainable and profitable, incorporating natural resource management and risk reduction, increasing adaptive capacity and enabling vulnerable households to have a voice in decisions affecting them.</p> <p>Rationale: Malawi is a poor country affected by erratic rainfall and drought on a regular basis, and predictions show that climate change will lead to increased drought and unpredictable weather conditions over the coming decades. The poor and marginalised suffer disproportionately from the negative impacts of climate change. Some 90% of Malawi's rural population are reliant on rain-fed agriculture for their livelihoods and some 65% do not harvest enough food to see them throughout the year¹. ActionAid's study on climate change impacts on small holder farmers in Malawi¹ shows a steady decline in asset ownership as a result of frequent floods and droughts. Key issues have been identified as:</p> <ul style="list-style-type: none"> • Limited access to climate information at community level (due to a lack of linkages to meteorological services for instance). As a result agricultural adaptation practises are not informed by climate variability. • Sub-optimal agricultural productivity and practices • Limited diversification within the household economy both on and off-farm, • over reliance on rain-fed agricultural livelihoods/lack of irrigation leading to environmental degradation (due to mismanagement of forestry resources) • Lack of access to affordable and sustainable clean energy sources - reliance on polluting, unsustainable energy sources affects health, degrades the environment and limits household livelihood options • Limited organisation at local and national levels for policy dialogue around DRR and climate change. • The PVA undertaken in November confirms that 80 to 85% of the risks identified in 55 villages are dry spells/ drought, heavy rain/ floods and increased winds/hail with most villages experiencing more than one hazard. <p>Consortium members already work with vulnerable communities across Malawi to strengthen resilience to</p>		

¹ Malawi Welfare Monitoring Survey (2009)

climate change - this project brings together their experience and expertise into a comprehensive and holistic package of activities designed to improve food security, reduce vulnerability and strengthen resilience in 7 of the districts most prone to natural disasters and climatic hazards.

Christian Aid's work in Malawi has proven that strategies that integrate DRR into more traditional livelihoods activities such as crop diversification and small scale irrigation are the most effective at reducing communities' vulnerability and even enable them to flourish under difficult conditions.

Impact: Reduction in the existing and future risks caused by natural hazards and climate change and strengthened capacity of vulnerable communities to cope with current risks or adapt to new ones. This impact will help deliver the overall impact objective of the ECRP as "Reduction of extreme poverty and hunger" as indicated in the overall logframe.

Outcome: 305,000 people (from 27774 male headed and 33226 female headed households) within 7 vulnerable districts in central and southern Malawi have developed their capacity to increase resilience to climatic risk.

Key outputs and results:

1. Capacity of local authorities, communities and individuals to address the impacts of climate change increased
2. Capacity of communities and individuals to adapt their livelihoods to climate variability and the impacts of climate change and to disasters increased
3. Information sharing between stakeholders on DRM and climate change adaptation strengthened
4. The Early Warning System (EWS) for climate related disasters strengthened (slow and rapid onset disasters)
5. Strengthened disaster risk reduction and climate change policy and programmes and delivery structures of key Government Ministries and Departments

Direct and indirect beneficiaries:

The project will be implemented in 7 districts vulnerable to climate change and will benefit 305,000 people directly and 800,000 people indirectly.

Approach to implementation:

The programme will take an innovative and holistic approach through integrating DRR and CCA (using community led climate change analysis and participatory vulnerability assessments) into a package of tried and tested interventions directly aimed at improving the livelihoods and strengthening the resilience of poor rural communities. The climate change analysis consists of a combination of available knowledge, firstly in terms of short- and longer-term climate science, and secondly, the local or indigenous knowledge of those communities and individuals most directly affected.

(This means that an analysis of climate change as it relates to impacting on people is best based not only on local knowledge about variations in their climate but also available scientific data and/or information about the variability of the climate of an area. One of the features about the ECRP program is that it plans to substantiate implementation of resilient livelihood options that are backed up by scientific information which has been the missing link in the country.)

At the core of the programme are climate change EWS, DRR and seasonal forecasting, which will be introduced to every community in the programme. Linked to these, key interventions, target vulnerable and excluded groups and include a combination of agro forestry, conservation agriculture, energy efficient technologies, pre and post harvest management, small scale irrigation, village savings and loans, water shed management and, livestock production. These interventions will be implemented through using entry-points such as the VSL groups, Farmer Field Schools, Farmer groups, community facilitators and others. Each intervention will make efforts to include women, disabled and PLHIV to ensure they also have access to the programmes interventions and benefits.

The project will be implemented by a consortium with significant expertise in Disaster Risk Reduction (DRR) and Climate Change Adaptation (CCA) research and programme implementation in Malawi. The consortium has a robust management and delivery structure with a central Lilongwe-based Programme Management Unit (PMU) established by Christian Aid as the lead agency. Managerial oversight will be provided by a steering committee made up of the consortium members' Malawi Country Managers. Quality

of programme delivery will be guaranteed by technical experts employed directly by consortium members and 4 technical partners (CEPA, ICRISAT, AGRICANE and ToughStuff for interventions and MANGO for financial support) who are specialists in their fields. Additionally, Mango will provide fiscal and risk management expertise and training to the consortium members and implementing partners. The project has a district lead agency for each district, responsible for programme implementation and coordination with district authorities, and a technical lead agency for each key area of intervention. The latter is to ensure standardisation of programmatic approaches and quality assurance across the consortium. The three consortium members have partnerships with 11 local NGO's who implement the programme directly with the communities.

1.3	Total cost of the project? In GBP sterling	£ 10,100,000 for the programme, including the inception period September 2011 – April 2012 [this includes £100,000 from CU consortium for CEPA]
1.4	If you are not requesting the full amount from DFID, please list the amount requested, and the amounts and sources of any other funding In GBP sterling and as a % of total project funds	
1.5	Anticipated start date	April 1, 2012
1.6	Project duration in months	48 months

SECTION 2: INFORMATION ABOUT THE ORGANISATION APPLYING FOR FUNDS

2.1	Organization name	Christian Aid
2.6	If you are applying as part of a consortium, please list all other organisations in the consortium. Please note the applicant should be the lead organisation, through which all funding would be channelled and who would operate as the main point of contact	
		ActionAid International Malawi, CARE International UK.
2.7	Implementation Partner(s) List all partners that will be involved in implementing the programme. This must include all offices of the applicant that have a role in the programme.	
		<p>ActionAid implementation partners:</p> <ul style="list-style-type: none"> • Mothercare Foundation CBO, • River Of Life Evangelical Church (ROLEC), • Ruo CBO. <p>Christian Aid implementation partners:</p> <ul style="list-style-type: none"> • Christian Aid – Malawi office, • Churches Action in Relief and Development (CARD), • Eagles Relief and Development (EAGLES), • Evangelical Association of Malawi (EAM). <p>CARE implementation partners:</p> <ul style="list-style-type: none"> • Adventist Development and Relief Agency (ADRA), • Catholic Development Commission in Malawi (CADECOM), • Emmanuel International (EI), • Heifer International, • Malawi Enterprise Zone Association (MALEZA). <p>Technical resource partners:</p> <ul style="list-style-type: none"> • Centre for Environment Policy and Advocacy (CEPA), • International Crops Research Institute for the Semi-Arid Tropics (ICRISAT), • Mango, • AGRICANE, • ToughStuff.

SECTION 3: INFORMATION ABOUT THE PROJECT

3.1 **Project Rationale: What is the rationale for your proposal**

Background and rationale:

This project is designed to address the growing climate change and disaster risks in Malawi, to mitigate the vulnerability of Malawian communities in the most vulnerable areas and to work with and strengthen the government structures to support the above.

Climate change and risks:

Climate change and disaster risks are becoming more frequent in Malawi, as identified in well respected local and international research studies – some of which were carried out by consortium members. For example, the University of Malawi, in cooperation with Christian Aid conducted a scoping study to examine the role of government, donors, civil society and the private sectors in [climate change adaptation in Malawi](#)ⁱⁱ. The analysis detailed the growing threat of climate change and natural disasters in Malawi.

The threat of natural hazards such as floods and droughts is severe. Malawi experienced 40 weather-related disasters between 1970 and 2006, 40% of these after 1990ⁱⁱⁱ. The number of districts classified as flood-prone has increased from 9 prior to 2001 to 22 after 2003.

With climate change altering temperatures (an expected increase of 2.1 degrees in Malawi by 2090^{iv}) and changing rain fall patterns, the risks are growing.

Malawi is heavily dependent on renewable resources such as land, soils, forests and water. Firewood provides 93% of all (cooking) energy needs^v, which places unsustainable pressure on the country's indigenous forests. Deforestation is very high at an estimated 2.8% per annum^{vi}, which increases vulnerability to floods, taking lives, destroying houses, reducing agricultural production and increasing the level of water-borne diseases.

The southern half of the country is particularly affected by El Niño Southern Oscillation (ENSO) events which tend to lead to more serious drought risks in this area.

Vulnerability of the population

Approximately 40% of Malawians live in extreme poverty. Poverty is identified as the prime causal factor for pervasive environmental damage and the increasing negative impact of natural hazards on communities, as it limits their ability to have sustainable livelihoods and engage in mitigation and adaptation initiatives. Communities normally lack sufficient warning and evacuation plans. Limited access to relevant meteorological information and an absence of timely flood warnings or preparedness plans make communities struggling with poverty and related issues such as HIV even more vulnerable. Livestock, food and valuable assets can also be lost or damaged, which further increases losses and household vulnerability. Some 90% of Malawi's rural population are reliant on rain-fed agriculture for their livelihoods, but drought and erratic rainfall is a major problem and some 60% are food insecure year on year^{vii}. Longer term stresses are intensifying the impact of short-term shocks and increasing the likelihood of vulnerable communities being caught in a recovery trap between emergency and rehabilitation.

Energy poverty is both a contributor to and a result of poverty. Many households use a significant portion of their income and time to access paraffin and firewood for cooking and light.

Government structures to adapt to climate change

The climate change adaptation study in Malawi, also showed that while the country has sufficient policy frameworks to address climate change issues, commitment to implementation is challenged by inadequate human and financial capacities at all levels.

Conclusion:

Without intervention these changes are set to dramatically increase poverty levels in Malawi – by decreasing food production, depleting assets and trapping people in a downward spiral of destitution. Changing conditions are making it increasingly difficult for farmers to know when and where to invest precious time, energy and inputs into planting and other activities. This is further exacerbated by the high prevalence of HIV^{viii}, estimated at 11%, and the high number of female, elderly or child headed households.

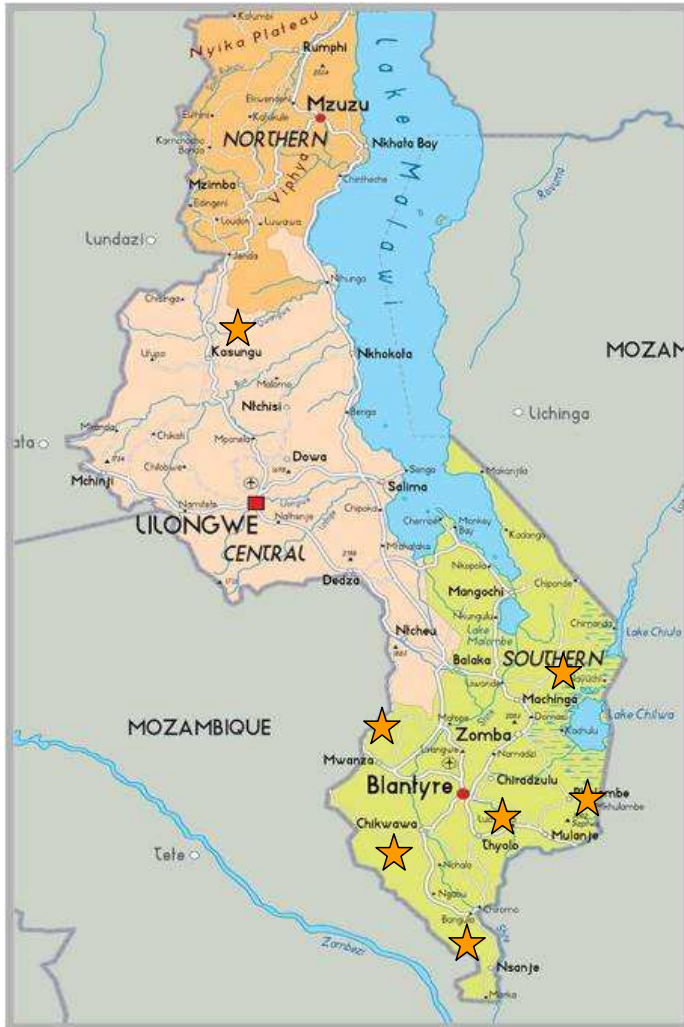
Alignment of key issues with national policies

This project will respond to the above needs through a comprehensive country-wide programme targeting the most vulnerable districts and community members within them. It will address the high levels of vulnerability that exist in Malawi to existing and future risks caused by natural hazards and climate change.

The project aligns with priorities expressed in the Malawi National Adaptation Programme of Action (NAPA), with activities covering 9 (of 15 in total) prioritised adaptation options most specifically aimed at rural livelihoods and contributing to all 5 proposed project profiles. It also addresses the need to go beyond subsidising inputs as the main agricultural development strategy to a more balanced resilient livelihoods approach, building adaptive planning and technical capacity from community to local government levels through the development of replicable approaches and models of community-based adaptation.

Justification of locations and history of working there

This project will be implemented in 7 of the most vulnerable districts in Malawi: Chikwawa, Kasungu, Machinga, Mulanje, Mwanza, Nsanje and Thyolo.



These districts were selected through consultation with consortium partners and included careful analysis of the following:

- (a) Risk Management Solutions Inc (RMSI) study that uses probabilistic risk models to determine the impact of weather changes on agricultural production;
- (b) NAPA recommendations including priority measures to adapt to climate change; and
- (c) The National Contingency Plan (2010)'s list of the most vulnerable districts to climate change.

Selected districts were then counter-checked by Civil Society Network on Climate Change (CISONECC) partners and further consultations were carried out with other stakeholders within the target districts to identify similar programmes (ongoing and planned) to ensure that this project design would be complementary and avoid duplication.

The findings from these assessments enabled the targeting of districts on the basis of vulnerability, needs and agro-ecological diversity - thereby increasing the potential for replication of successful interventions. The selected districts are also likely to experience higher inter- and intra-annual climate variability as the southern half of the country shows a relatively stronger response to El Niño.

Likewise lowland agriculture in the Shire Valley and lakeshore areas will be more severely affected by temperature rise-impacts on crop production as average temperatures are generally higher than the

22°C boundary above which crops such as maize become increasingly heat stressed. Southern districts additionally have a higher population density, which itself increases pressure on resources and therefore vulnerability to climate change effects. In addition some districts (especially Mwanza, Thyolo and Mulanje) have been selected as they are the source of vulnerabilities for neighbouring, lower-lying districts subject to downstream variation in water resources. This reflects the need to work across conventional boundaries to achieve catchment-level impacts on resilience.

PVA's

A total of 42 PVA exercises were carried out covering 55 villages from 40 Group Village Heads (GVHs) across all the 25 TAs and districts targeted by ECRP. Findings from the PVAs show that common hazards in ECRP impact area are: dry spells and droughts; floods, wash aways and heavy rains; strong winds or hailstorms; outbreak of crop pests and diseases; outbreak of animal diseases and pests; human diseases that include HIV and AIDS, cholera and malaria; and wild animals such as elephants, crocodiles and hippos that either attack crops or human beings. Table below shows proportion of villages that identified a particular hazard as having been experienced.

% of villages that identified the hazard as having been experienced							
	Dry spells/drought	Floods / heavy rains	Strong winds / hailstorms	Crop pests / diseases	Animal diseases / pests	Human diseases (HIV/AIDS, cholera and Malaria)	Wild animals (elephants, crocodiles and hippos)
ECRP overall	100	52	67	21	14	60	7
Thyolo	100	33	100	50	0	"0"	0
Nsanje	100	100	80	20	0	100	0
Mwanza	100	0	0	25	25	100	0
Kasungu	100	0	0	0	0	100	0
Machinga	100	100	100	0	0	25	0
Chikwawa	100	47	67	22	16	56	8
Mulanje	100	47	67	22	16	56	8

- Results show that dry spell/droughts, floods, hailstorms, and human diseases are the four key common hazards across ECRP targeted villages. Over 50% of all villages consulted identified these as key hazards.
- Dry spell and droughts is the most common hazard across ECRP geographical area. All villages (100%) identified it as a key hazard.
- The "0" under Thyolo would indicate that there is no HIV and AIDS / Malaria. This may be explained by the extensive investments that have been made in Thyolo in the areas of HIV and AIDS prevention / treatment and general disease prevention. MSF is among the many organisations that have worked in Thyolo in these areas for along time. The second explanation is that Thyolo has indicated many hazards and HIV/Malaria did not seem to be prioritized as the community feels it is being dealt with by the health-organizations present in Thyolo
Wild animals (elephants, crocodiles and hippos) are a particular hazard for Chikwawa and Mulanje. Eight percent (8%) of the villages consulted identified it as a hazard.

3.2 • **Project Description and Approach:** What are the objective, outputs and main activities of the project? What will be your methodology for implementation?

Outcome Objective

- To directly enable 305,000 people (from 27774 male headed and 33226 female headed households) to develop their capacity to increase their resilience to climatic risk; which will

contribute to the overall programme objective of: Reduction of extreme poverty and hunger (MDG 1) in Malawi.

Outputs

- Capacity of local authorities, communities and individuals to address the impacts of climate change increased;
- Capacity of communities and individuals to adapt their livelihoods to climate variability and the impacts of climate change and to disasters increased
- Information sharing between stakeholders on DRM and climate change adaptation strengthened
- The Early Warning System for climate related disasters strengthened (slow and rapid onset disasters)
- Strengthened disaster risk reduction and climate change policy and programmes and delivery structures of key Government Ministries and Departments

The programme is developed keeping in mind short term and long term strategies to build resilience, as shown in the below illustration of the risk cycle (and the importance in a risk-based approach of minimising the time spent in the bottom LH part of the cycle and maximising the time spent in the top RH half):

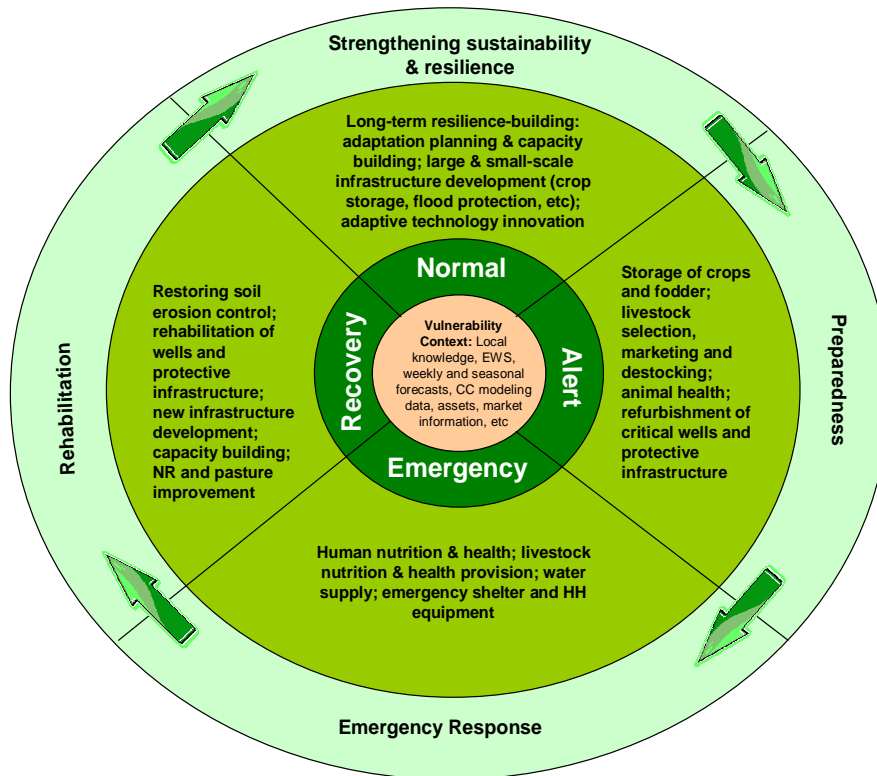


Fig. 2. The Resilience cycle is an ongoing activity of implementing resilience increasing activities; building up preparedness plan for any disaster that may happen, if and when a disaster strikes an emergency response can take place and afterwards, rehabilitation of the soils and other elements needed to continue working on the resilience strengthening interventions.

This resilience cycle is CA material from its toolkit on climate change

Package of interventions

The consortium will employ an integrated and holistic approach to implementation, by integrating DRR and CCA and seasonal forecasts into a package of tried and tested livelihood interventions aimed at improving the livelihoods of poor and rural communities. It is the central focus on DRR, CCA and forecasts that links the interventions.

The interventions will use existing and new entry points, the link between the field officers and the community, where a lot of interaction and cooperation will take place.

- VSL
- Farmer Groups
- Farmer Field Schools
- And others such as community leaders and so on.

Through these groups, the implementing partners will work with the communities to find the right interventions from the following. The interventions that are used are determined by the results of PVAs in each individual community.

The following interventions can be implemented:

- Agro forestry
- Conservation agriculture
- Irrigation (small scale)
- Low carbon technologies
- Post harvest management/ seed management
- VSL and micro enterprise development
- Livestock (small)

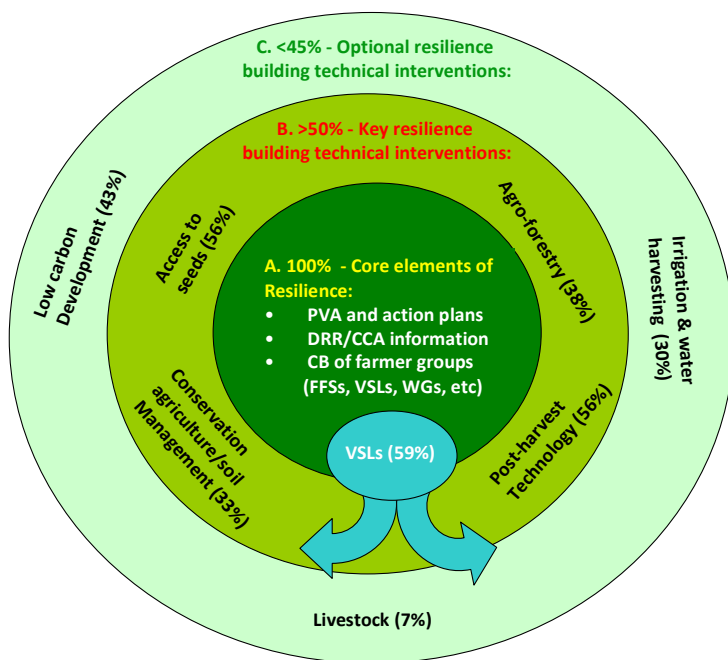


Fig 3: ECRP programme interventions and the core focus

The inner circle indicates the core elements of the ECRP being the DRR/CCA plans, seasonal forecasting for farmers, linked to the outcomes of the PVA and implemented via 'entry groups'. They are placed at the centre, as the information on climate, disasters and being prepared for possible disasters should be the basis on which all other interventions are implemented. E.g. ECRP should not engage in agro-forestry, unless the farmer is aware of climate change implications, disaster risks in his area. ECRP hypothesises that when the core elements are in place, the second layer of interventions will be more successful to build resilience.

The second layer consists of the key interventions like conservation agriculture, agro forestry and so on. The percentages indicate the percentage of expected beneficiaries reached for each intervention. As some benefit from more than one intervention, the percentages do not add up, but indicate that many households are beneficiary to a package of interventions. The core activities will be reaching all the intended households and beneficiaries. The MIS will track the number of HH that participate in the interventions. They are aggregated at consortium level and translated into %.

The outer layer includes activities that are supportive of the inner layer, e.g. irrigation, watershed management, live stock etc. None of these activities is core, and will only be implemented in conjunction with interventions in the inner layer.

All districts will be targeted with an integrated core package of interventions that have proven (from the combined experience of consortium members) to be effective in building both household and community level resilience to climate risk and variability. Variations in actual activities within each district will be based on the prioritisation of activities conducted during CCA and PVA exercises. Each GVH will have a slightly different package, depending on what is most relevant or appropriate for that community.

The programme design will also integrate pilot innovations that will: (i) test proven low carbon technologies in the rural Malawi context; (ii) explore options for methods that reduce the cost of project implementation; and, (iii) identify how the integration of approaches can increase impact.

Rationale for the package of activities chosen

What is 'resilience':

a resilient livelihood is one that enables people to feed, clothe, house, educate and take care of themselves and their household with dignity, and to build up savings and/or other resources, while also enabling them to prepare for and cope with shocks (whether posed by natural hazards, economic factors, resource degradation or disease) and to adapt proactively to new and emerging threats and longer-term changes in their context.

(ref., CA's definition of resilience)

The package of activities has been selected due to its proven transformational impact in a range of programming contexts in Malawi by members of the consortium. In this programme, however, the tried and tested interventions that have previously been implemented will be integrated into a core package. The programme will follow an innovative approach, driven by a holistic concept that incorporates CCA and DRR aspects into all interventions, in a way that reinforces each stage and ultimately the power of the combination as a whole.

The consortium considers resilient livelihoods to comprise of the following characteristics:

Description of outputs and main activities

Output 1: Capacity of local authorities, communities and individuals to address the impacts of climate change increased

Main activities:

- Training and sensitization of district level and communities on climate change related issues
- Community sensitization meetings
- Capacity building of local structures – training district level DRR and Climate Change Committees
- Linking local knowledge to climate science to make the seasonal forecasts accessible

- The provision of seasonal climate forecasts to farmer groups
- The development of local weather forecasting in cooperation with the DCCMS and placement of rain gauges
- Developing community early warning systems
- Training in disaster preparedness and EWS
- Development of adaptation plans for the consortium and partners
- Preparedness planning/ training for communities

(1a) Developing Community Early Warning Systems (EWS) in flood and drought-prone areas.

In flood-prone areas, EWS development will integrate Civil Protection Committees (CPCs) into the development of flood preparedness and response planning.

This will include the establishment of

- river level monitoring systems,
- appropriate communication (e.g. mobile phone) linkages to ensure the transfer of flood-related information down the catchment,
- designated evacuation routes and shelter sites and
- Coordination of appropriate small-scale mitigation measures (such as flood protection embankments).

Practical linkages between community and district planners will be established. According to the Decentralization system, local government structures have been established at District level such as District Civil Protection Committees and Area Civil Protection Committees. The ECRP program will deliver EWS interventions primarily through Area Civil Protection Committees. But their plans and systems will have to be fed into District wide EWS thereby not only facilitating information flow between District and communities, but also facilitating coordinated response from Government to communities in cases of an emergency. Practically, this will involve information sharing through situation updates and coordinated regular meetings.

This approach will be modelled on and informed by community-based EWS that Christian Aid has been implementing in Malawi with DIPECHO funding and other experiences by consortium partners.

A different approach will be used for drought-prone areas, since drought effects often accumulate slowly over a considerable period of time and may linger for years after the drought event. Usually, the onset and end of drought is difficult to determine. Drought impacts are non-structural and its impacts are spread over large geographical areas (the impact is not noticed on infrastructure, as is the case with floods, but rather the impacts are on crops and non-structural assets). For these reasons, the consortium will work with representatives from agencies responsible for monitoring climate and water supply, in particular the meteorological services.

(1b) Preparedness planning: Consortium members, implementing partners and communities will increase their readiness for disasters through participatory preparedness planning. Every consortium member and implementing partner will have a named member of staff with experience of DRR who will be responsible for actively preparing communities and CPCs for specific or rapid onset hazards. In all the TAs the program is to be implemented, there are established Area Civil Protection Committees mandate as focal points in cases of disasters or emergencies. ECRP through its staff and support from relevant District authorities (District Humanitarian Affairs Officer) will necessitate community mapping of disaster prone areas and engage with the communities to develop preparedness plan which will include EWS, contingency planning, response mechanisms etc. You may wish to refer to the DRR SOP for more details

Together, consortium staff and CPCs will frequently review and update local preparedness plans and work closely with DoDMA and other relevant humanitarian agencies. The template for preparedness planning is attached in annexes 5 and 6

By virtue of these preparedness and response planning activities, the consortium and communities will be able to anticipate, reduce the risks and mitigate some of the impact of disasters and protect development investments and save lives in times of need. An integral part of preparedness planning will be formulating mechanisms to carry out transfers food and non-food items (NFI) during disasters. This will include investigations into the viability of electronic cash transfers. This will be part of the information gathering in the preparedness planning; ECRP will document where and how the cash transfers are already functioning

A review of the drought system will be carried out during the initial stages of the implementation period

phase with the objective of formulating and/or reviewing the list of Drought Early Warning System (DEWS) indicators; adapting the data and using it to inform this project. This work will be coordinated with MVAC (CARE is in the process of becoming a member and Christian Aid and Action Aid are members).

(1c) Seasonal climate forecast management:

Farmers resilience to climate change will be strengthened by access to seasonal and short term weather forecasts. Seasonal forecasts will enable farmers to make pre-seasonal agricultural decisions (such as seed purchases). Short-term forecasts will facilitate operational decisions throughout the season (e.g. planting, fertiliser application). The project will work with DCCMs both centrally and through local climate stations and agricultural extension staff to facilitate the development and provision of farmer forecasts. The programme aims to combine traditional and local seasonal indicators with scientific ones to develop an agreed forecast for use at community level. Different communications channels will be used, e.g. radio, SMS will be explored and face to face contact, CPC-meetings and others. To support this activity, CA has developed an MOU with the DCCMS indicating what activities will be undertaken by whom.

(1d) Building long-term resilience: Climate models including regional climate models, (RCMs) will be used to increase understanding of long-term changes in rainfall, temperature and seasonal variability. This information will be used to inform the development of Action Plans which target interventions that increase long-term resilience (such as innovating with new crops/crop varieties and agricultural techniques, see output 2). PVAs incorporated a vulnerability ranking to ensure that gender and vulnerability considerations inform the development of Action Plans.

PVA findings showed that women, female headed households, orphans, the chronically sick, the elderly and people with physical disabilities are affected more by the negative effects of the various hazard as they are more vulnerable. The findings showed many such groups have limited labour capabilities and assets (such as land, livestock) to fall back on during crises. For example, when a drought strikes some men in districts closer to Mozambique would go to Mozambique in search of casual work as a coping mechanism. This is something that women cannot easily do as they have to take care of children and the sick at home. Those with land can rent it out to generate cash income to meet household needs. The choice of interventions and delivery mechanisms reflect these different vulnerabilities.

Output 2: Increased capacity of communities and individuals to adapt their livelihoods to climate variability and the impacts of climate change and to manage disasters

Objective: A package of appropriate resilience enhancing technologies will be offered to communities, to enable them to choose what is most appropriate and effective in their context and their community.

Main activities:

The decision to use which interventions in which GVH's is dependent on the outcome of the PVA at that community as identified in the PVA's form November 2011.

The following interventions can be implemented:

- Agro forestry
- Conservation agriculture
- Irrigation (small scale)/ watershed management
- Low carbon technologies
- Post harvest management/ Seed management
- VSL and micro enterprise development
- Livestock (small)

(2a) Village Savings and Loans:

One of the effective methods of strengthening and diversifying the household livelihood base is through participation in Village Savings and Loans Associations (VSLs). VSL is for the poor and the very poor. It enables them to manage their household cash flow more efficiently and flexibly, to invest in income-

generating activities that secure and stabilise cash income and to access loans in time of need in remote rural settings, where normally the only option would be loan sharks exacting exorbitant interest. It has a dramatic impact on self-respect and social capital, particularly among the women who form 70% of the membership. While the methodology is simple, it depends on a very carefully structured system of training. CARE's experience shows that this can be a critical safety net in time of individual household shock, such as illness or death, but may also assist when faced with a natural disaster. A group is considered viable if it is able to save at least \$670 a year, and it is also at this point that the group is considered ready for linkage to formal financial services. CARE has linked more than 400 groups to Opportunity Bank International –Malawi (OBIM). By the end of the programme, some of the established VSL groups will explore a links with commercial banks or microfinance institutions. Entrepreneurial support will be provided across the board as an integrated component of livelihoods diversification. For instance, marketing and basic business management training will be provided for farmers, VSL village agents and other project participants to enable them to start and manage off-farm livelihoods initiatives.

(2b) Promoting conservation agriculture (CAg),

Four principles will underpin the work on conservation agriculture. They are: minimal mechanical soil disturbance; permanent soil cover through use of crop residues and mulches; crop rotation for bio control and efficient use of the soil profile;; minimal soil compaction. All will help revive degraded soils and rebuild soil structure over time, maximising rainwater infiltration and increasing water-holding capacity. This reduces vulnerability to moisture stress, extended dry spells and localised flooding. CAg also promotes increased efficiency of chemical fertiliser use through better targeting and reduced loss through leaching, but also the transition to use of organic manures and composts that provide low cost, and environmentally-sustainable ways of increasing production. It will be complemented by agro-forestry to improve soil quality, widening the range of crops and improved seed varieties to maximise yields. Christian Aid will lead the training of farmers, supported by AGRICANE for quality assurance purposes. Christian Aid has been pioneering conservation agriculture with its partners in Southern Africa since early 2000.

(2c) Agro Forestry and Forest resource management:

Effective and sustainable natural resource management is essential if resilience in communities and households is to be sustained. PVAs and the resulting action plans include forest resource management as part of the integrated adaptation approach. These plans will be further developed in conjunction with VDCs and CPCs and the district representative of the Ministry of Forestry and MoAFS, whose respective policies govern the management of forest resources. In order to address resilience at a catchment level, relevant measures identified in VDC action plans will be consolidated into district level management plans and monitored through the District Development Office. Where catchments include two or more districts, coordination through DDOs will be facilitated to ensure that e.g. EWSs upstream link with downstream communities and that forest catchment regeneration areas cutting across districts are addressed.

Activities in management plans will include **identification of areas for natural regeneration, reforestation and afforestation, and agro-forestry and erosion control**. Reforestation and afforestation will be encouraged in areas where tree cover has been substantially reduced, as will ridge alignment and soil bunds.

(2d) Improving pre-and-post harvest handling and storage:

- Improvements in food security could be increased by up to 40% through reducing post-harvest losses due to poor storage practices which lead to attack by insects and rodents and contamination by mycotoxins. These effects contribute to high food and seed prices. To safeguard harvests, the programme will train households and promote technologies and practices in the harvest management chain including harvesting, drying (including solar drying), storage and the safe use of pesticides. CARE has recorded significant impact from households who have adopted a simple modified storage granary prototype developed by Chitedze Research Station. The modified granary costs less than half of traditional granaries to construct and lasts three times as long. The ECRP program's Post Harvest handling and storage is based on 2 premises: the rehabilitation / improvement of existing structures / techniques; and the introduction of new post harvest storage structures / techniques. For the latter, there are a couple of options to choose from (including the modified granary) and it will

be up to the beneficiaries in terms of which one they want. However, priority will be to base new structures upon the already existing structures (such as traditional silos), as they are easily replicated and can be constructed using local know-how. If on the other hand new systems have to be introduced, the community will be engaged in the design, and construction but emphasizing that the cost would be borne by the beneficiaries. Again, pls refer to SOP

(2e) Small scale irrigation and Water harvesting:

Small scale irrigation where feasible will reduce dependence on increasingly erratic rain and contribute to increased production. The programme will promote use of low-cost and low-carbon irrigation techniques such as river diversion, gravity fed schemes and treadle pump to increase food production. All irrigation interventions will be preceded by thorough feasibility studies and guided by technical expertise from AGRICANE to ensure a holistic approach to the interventions and to avoid and/or mitigate potential negative effects to the environment. The irrigation SOP has a streamlined process for setting up irrigation sites starting with mapping out potential areas for irrigation which will be done by partner staff & their Government counterparts. AGRICANE would then be brought in to do a preliminary assessment of what irrigation system would best serve the site – eliminating in the process those sites deemed unsuitable. Once communities are engaged for chosen sites, AGRICANE field staff and partner staff would then conduct the feasibility studies in the processing, designing the irrigation system including bills of quantities for the capital investment on the site. The proposals would then be submitted to PMU for approval, where AGRICANE senior specialists will lead the review and approval process. Only on approved site, will the partners then commence the process of developing the site including procurements, organising farmers, ensuring water user systems are in place, land tenure issues are documented and agreed upon etc. The whole process will have checks and balances provided by partner staff, AGRICANE and the Technical Lead on irrigation. Again this is all elaborated in the irrigation SOP

- Soil fertility monitoring will be facilitated where succession cropping is practiced to mitigate the risk of loss of soil nutrients and degradation.
- **Water harvesting** is a sustainable and cost-effective solution to anticipated water shortages. Rain Water Harvesting (RWH) systems, while improving access to clean and safe potable water, encourage water conservation and consequently reduce demand on existing water sources. Where this practice is adopted in significantly large numbers, RWH can reduce surface runoff and reduce flooding and soil erosion. In the face of climate change and increasing frequency of drought cycles, water harvesting contributes to reducing the amount of time spent collecting water. As water collection is usually done by the girl child, this can lead to improved security and increased time available for other important activities such as education. In most cases and in this project, water harvesting technology is relatively low-cost, highly decentralised and empowering households to manage their water. Water harvesting in agriculture has the potential of doubling food production and particularly in cultivation of market-oriented horticultural crops that contribute to household incomes. This project will endeavour to demonstrate the benefits of RWH for domestic and agricultural use in addition to encouraging the practice of RWH.

(2f) Promoting the use of low carbon technologies:

- **Sustainable efficient use of wood fuel resources:** 90% of the population depends on biomass fuel for energy. The programme will address both the demand and supply aspects of this challenge, through:
- **Promotion of fuel efficient cook stoves:** Total Land Care has developed a simple fuel efficient cooking stove that can be made by farm households using local materials in about 1 hour with no cash expenditure. They will not provide any stoves, but the techniques used/ promoted by TLC may be adopted by beneficiaries. (which TLC has agreed to)
- Wood used is 50-60% lower than the traditional 3 stone stove, which translates into a 50-60% reduction in the rate of deforestation once adopted by all households. The programme will also explore the possibility of producing briquettes by the same groups from agricultural bi-products and waste paper primarily for sale to urban dwellers. Briquettes will be promoted as an option for income generation in households. It will be targeted for households that are participating in VSL largely, but also those that are making and using fuel efficient stoves. Due to the foregoing it would then be introduced in Year 3 for those VSL groups that are matured.
- During the implementation of the project, ECRP will explore the use of carbon credits to offset

the reduction of carbon emissions.

- **Sustainable charcoal:** linking with the management plans to use catchment areas zoned for fast-growing tree species, the programme will explore the possibility to work with charcoal producer co-operatives to produce legal, sustainable charcoal complying with all relevant conservation and catchment planning regulations. The cooperatives do not exist yet, but the program would like to promote their establishment. This will be done after year 2. The idea behind this is to promote sustainable charcoal making. The programme will promote two things:
- alternative methods to making charcoal that use an external heat source to "cook" organic matter contained in a closed but vented airless chamber and results in a higher yield of high quality charcoal with less smoke and pollutants and requires less skill and attention.
- couple charcoal making with promotion of growing of trees

- **Renewable energy:**

- Promotion of sustainable and commercially viable decentralised renewable energy technologies, such as micro-solar lighting and mobile phone charging equipment will be introduced on a pilot basis initially. Unlike other interventions under Output 2, the solar energy intervention is new and not yet tried at least by the consortium members in the Malawi context. So, the roll out of that will be done cautiously and built on VSL in Year 3. The plan also includes beginning with a pilot on existing VSLs outside the ECRP program to document the learning, and answer specific challenges that could be encountered with the technology – mainly stemming from the socio-cultural dynamics in the Malawian setting which is different from where the consortium members have tried this like Kenya. It is not possible to outline the numbers now but the timeline is that the pilot is done in Year 1 and have results by February 2013. In terms of monitoring, the pilot will be built with key learning questions upon which data will be collected and disseminated to inform the roll out in Year 2.

Households will access the solar lamps through community retailers trained and supported by ToughStuff International, who also supply the equipment. Local retailers will ensure customers can access by end-users to advice, servicing and replacement items. The programme will link with VSLs to ensure purchasers can access loans to purchase solar kits. Monthly repayment rates are set by VSLs but typically based on the monthly expenditure on kerosene (estimated at \$2/month) for a set number of months until full repayment, so that purchase is effectively cost neutral (following a similar model used by Christian Aid partners in India). Solar lighting reduces expenditure on kerosene, increases indoor light quality and reduces indoor air pollution. This innovative approach provides more than simple lighting; solar lanterns have the potential to improve incomes by extending operational hours. Micro solar kits for lighting and phone charging –enable users to have permanent cellphone use for emergencies and communication e.g. to access meteorological and market information. In subsequent years, solar charging stations where lights can be rented or charged can be introduced. Solar lamps with phone chargers and charging stations will contribute to improving early warning systems that are based on cell phone technology. Further village-based energy solutions will be explored through Action Plans and working with VSLs to develop models of clean energy provision that are independent of unfeasible and unaffordable grid connection. Christian Aid brings significant experience and knowledge on energy intervention partners through its links to Ashden Energy global partners. This includes an online Energy Toolkit developed jointly with Practical Action and Oxfam.

2g) Supporting animal husbandry as an alternative means of livelihoods: Livestock interventions aim to increase the number and improve the breed of small livestock owned by vulnerable households through a tested pass-on model and improving community vet services. This will contribute to resilience by improving protein intake, increasing availability of organic fertilizers and generating income. The effectiveness of the scheme rests in the methodology, which builds on the existing cultural practice of passing on livestock between households. In this approach, livestock are given to farmers through organised groups of 10-15 farmers and the group decides how to implement the pass on of subsequent offspring. The programme will work with government livestock officers to provide training in livestock management including disease control. The programme will explore the possibility of strengthening the cold chain through provision of solar refrigerators at subsidised prices to the groups of paravets on a pilot basis. Village paravets will be trained by technical officers from the Department of Animal Health and Livestock Development to provide primary vet services on a private basis. This is aimed at protecting the already available livestock, including poultry, so that they are not lost to preventable

diseases The project will work with VSLs to ensure access to credit for paravet enterprise start up. To mitigate possible negative impact of livestock on mulching e.g., ECRP will look into promoting stall-fed live stock. This could be done through simple fencing. ECRP will engage in the promotion of small ruminants such as goats, chicken, pigs and sheep and non conventional livestock such as rabbits, ducks, guinea fowls, etc. But the main point is that the type of livestock will be very much dependant on the needs and preparedness of the beneficiaries. If you refer to the Livestock SOP, you will see that there is a process of farmer preparations/readiness that include commitment to construct (as their contribution) quality and durable livestock houses and provisioning of feed etc.

It needs to be noted that livestock is not a core element in the ECRP approach and budget-wise not significant. However, ECRP opted to keep this component in the intervention list as communities brought up livestock in the PVA as a way to mitigate the impact of hazards

Note:

In addition to the above mentioned interventions, ECRP will also endeavour to do village specific interventions that are mandatory to be successful in the above ECRP areas. E.g. In a village next to Majete national part, ECRP will need to mitigate the impact of free roaming elephants, in Thyolo, the pest of elegant grasshoppers will need to be addressed prior to implementing the above interventions.

On the entry groups:

For Low Carbon Development group members interested in the technology can take it as an enterprise of producing and selling provided they are trained in the skills to do so just like in the energy saving solar technology. For other activities not VS&L related, each group will be allowed to choose an activity where they can participant eg the pass on concept of livestock and irrigation can be add-on activities provided members are interested and the group is close to the irrigation site. Groups are free to choose an activity through a group agreement. Groups are not forced to take up an activity to avoid conflict of interest which may compromise group quality.

Output 3: Strengthened information sharing by different stakeholders on DRM and climate change adaptation Including district national level governments, research institutions and CSO's

Main activities:

Understanding of the local impacts of climate change and solutions to deal with it is one of the least addressed areas in community based DRR/climate change programmes. Malawi's NAPA highlights as a barrier *the limited analytical capability of local personnel to effectively analyse the threats and potential impacts of climate change, so as to develop viable adaptation solutions*. The ECRP plans to address this gap through enhancing documentation and sharing of experiences and lessons that will be generated in the course of implementing this programme. In addition, ECRP will strengthen efforts to learn from other like-minded institutions and integrate the learning in programme implementation. Sharing of this learning will target a variety of stakeholders, both those who are internal and external to ECRP, in order to achieve broad-based awareness and knowledge creation on climate change adaptation and DRM.

CEPA being a technical lead on advocacy and policy influencing in this programme, the knowledge and information sharing initiatives for ECRP will also be coordinated by CEPA supported by the PMU. This is recognition that CEPA will naturally have quite a lot of information on climate change adaptation and DRM from both consortia (ECRP and DISCOVER) as well as from outside the consortia since effective policy influencing work requires consolidation of evidence. It is this pool of information that will be shared with the wider stakeholders. In addition, since CEPA is a local NGO partner the pool of information generated from this programme is more likely to be accessible by those who may need it beyond the life span of this project.

Below are some of the mechanisms that will be used to share knowledge and information on climate change and DRM:

Internal

- Quarterly partner's coordination meetings
- Regular sharing meetings with DISCOVER
- CEPA's website which will be regularly updated
- CISON ECC meetings. This is a multi-stakeholder forum and provides a very good opportunity to share experiences on DRM and climate change.
- Production and sharing of six monthly bulletins. This will mainly be done from year three.
- Annual ECRP stakeholders lesson learning forum; with the main one taking place after year 3 (2 years of implementation)
- Holding of climate change adaptation and DRM field days at both national and community levels. During these field days, partners or communities will display the different climate change adaptation activities as a way of sharing experiences and lessons with other stakeholders. The national level field days will be coordinated by CEPA. These will mainly be held in the 3rd and 4th year stage of the programme. The programme will have accumulated sufficient knowledge and experiences at this stage that will be relevant for sharing.

External

- National Agriculture Fair that takes place annually
- Participation in climate change related national level forums.
- National Conservation Agriculture Taskforce meetings. These meetings take place on a regular basis.
- District level meetings particularly District Executive Committee (DEC) meetings
- Participation in other relevant CC and DRM national forums

Where necessary, training on issues related to climate change adaptation and DRM will also be used to create awareness and share knowledge. It is therefore very clear that documentation of experiences, lessons, best practices and interaction with the media will be central in delivering this output.

Output 4: A strengthened EWS for climate related disasters (slow and rapid onset)

Main activities:

Adaptation plans at district level

ECRP will be member of MVAC; by cooperating and coordinating with them and informing them of lessons learnt, issues, trends and forecasts; MVAC will inform ECRP programme and vice versa.

Apart from attending the meetings, called by MVAC with stakeholders, will anticipate to have two meetings/year to update them on progress and objectives and identify synergies.

It needs to be noted that the CA consortium and the DISCOVER consortium do not have activities under this output, as this is specifically targeted to MVAC.

Output 5: Strengthened DRR and climate change policy and programmes and delivery structure of key government ministries and departments

Advocacy objectives:

The work by ECRP is more likely to have a higher multiplier effect and long term benefits if it can effectively influence improvement in the policy environment and programmes in light of climate of change. The consortium will therefore link community based interventions and policy with the aim of improving national DRM/climate change policy formulation and implementation. Policy initiatives will closely link with knowledge and learning management, using evidence from field interventions to influence policy outcomes. In addition, the programme will rally a wide range of stakeholders to participate in policy dialogue at the local, district and national levels. To ensure structured delivery of these issues, the programme through CEPA and with technical support from an International Consultant, has developed a three-year climate change advocacy strategy. The strategy identified five

priority areas to guide the advocacy interventions on climate change and disaster risk management by DISCOVER and ECRP. Priority advocacy issues are:

- Coherence and effective implementation of DRR and CC policy
- Budget allocation and transparent use of CC and DRR funds
- Energy access
- The need for improved climate services tailored to the needs of the vulnerable
- Upscaling conservation agriculture
- Integration of gender issues climate change policy formulation

In addition to these priority areas, advocacy for harmonised programmes on afforestation across catchment areas is proposed to be considered after the mid-term review of the cc advocacy strategy. The strategy is attached in annex. 18

a) Coherence and effective implementation of Disaster Risk management (DRM) and Climate Change policy:

The overall objective under this is to ensure Government enhance coherence between climate change and disaster risk management policy and implementation by 2015. There is currently a lack of synergy and complementarity between Climate Change and DRM policy. This is compromising Malawi's response to climate change and its ability to both prevent and respond to climate related disasters. Previous policy development efforts have also tended to be biased towards response and mitigation. In addition Malawi's response to climate change and its ability to both prevent and respond to climate related disasters is also being compromised by the failure to implement existing CC/DRM elements in various related policies, especially at district and community level. This is partly as a result of unclear mandate, roles and responsibilities amongst different actors, particularly in government, combined with lack of coordination. Limited budget also contributes to this challenge. For example, there are a number of government agencies which have responsibility over climate change management such as Environmental Affairs Department (EAD); Department of Climate Change and Meteorological Services (DCCMS); and Department of Development Planning (DDP), all without a clear mandate and support resources.

Key activities

National:

- Lobbying the Deputy Minister in the Office of the President & Cabinet (OPC) and Secretary for Development and Planning to clarify the mandates and responsibilities of the key departments responsible for CC management & DRM within the National Coordination Structure
- Prepare position paper as input to the National Climate Change Policy development process and use it to lobby the relevant authorities responsible for drafting it.
- Work with the media to maintain pressure on DoDMA and OPC to approve the draft NDRM policy

District:

- Lobby District Executive Committee, District Civil Protection Committees and District Environmental Sub-Committee members to support integration of disaster risk reduction and climate change adaptation in their development plans
- Lobby DoDMA to appoint and maintain Assistant District Disaster Risk Management Officers (ADDRMO) in all DISCOVER and ECRP districts.

b) Access to renewable and efficient energy sources

The objective under this is to have a revised Energy Policy that reflects an integrated approach to rural energy provision that combines different renewable and energy efficient technical solutions to provide village energy supply systems to meet both domestic and SME resilience-building needs by 2015. The National Energy Policy of 2003 recognizes the inter linkage between energy and climate change under cross cutting themes (Section 6.8). However, the policy does not adequately address the needs of energy consumer's, especially low-income rural dwellers. The policy is not explicit on provisions for addressing climate change, particularly promotion of renewable energy technologies such as solar and other low-cost techniques to facilitate climate change adaptation interventions. It basically emphasizes on expansion of the electrical grid to provide for the future energy needs of Malawi's population.

For these reasons we need to look to sustainable, renewable alternatives.

Key activities

:Prepare position paper on localised renewable energy alternatives and use it to influence the review of the Energy Policy via i) lobbying of primary stakeholders and ii) media coverage

- Lobby for establishment of an energy platform/forum to spearhead pro-poor energy alternatives in Malawi.
Lobby for national budgetary allocations towards investment in localised renewable energy provision to enable increased access to rural communities.
- Through District Executive Committee (DEC), lobby District Councils to ensure that district development plans include promotion of localised renewable energy alternatives

Improved climate

The objective under this focus area is to have an effective climate forecasting service that supports resilience-building by 2014. Currently the climate/forecast information needs of communities and small scale farmers are not being fully addressed either in terms of adequate geographical coverage of forecasts or support to interpret the forecast information provided. Without this it is difficult for communities to plan their farming activities to accommodate fluctuating weather patterns or provide early warning in flood prone areas, so reducing the disaster resilience of communities. The strategy recognises that of late has there has been an enhanced forecast coverage in some areas through an increase in automatic weather stations, generating a welcome upgrade in climate monitoring and forecasting capacity. This has primarily come about as a result of the weather risk insurance scheme requirements. However, weather risk insurance schemes have also absorbed significant resources in terms of data cleaning and training. They have also primarily been oriented towards serving the insurance "machine" rather than improving climate services to farmers and capacity building on their use. Insurance can also lull farmers into a false sense of security, reducing their motivation to adopt resilience-building measures and divert resources from adaptation to expensive premiums.

Key activities

National level

- Lobbying Dept.CCMS for increased coverage of weather stations

District Level

- Lobby District Executive Committees (DECs) to support appropriate distribution of weather stations and human resources for emergency cover.
- Advocate for sharing forecast information with community radios as a means of effectively communicating it to villagers

Up scaling conservation agriculture

The objective is to ensure Government provides significant profile and priority to Conservation Agriculture in the draft National Agricultural Policy (NAP) to provide direction and guidance by 2015. Malawi is currently over dependent on unsustainable farming practices that risk soil erosion and water depletion. In the context of increased risks from climate change, Malawi is also over-dependent on mono-cropping and has not adopted agro -forestry to the extent needed to combat the impact of climate change and related disasters. The adoption of conservation agriculture and associated interventions (e.g. agro-forestry, stall-fed livestock) is a key tool to enhance the appropriateness and effectiveness of

input use. This includes a reduction in use of chemical inputs. Reduction in chemical fertilisers is desirable as they degrade soil over time, negatively impact the water table and produce powerful climate harming emissions. There are also huge budget implications for the Ministry of Agriculture of the farm input subsidy programme.

Key activities:

- Establish status of National Agricultural Policy (NAP) development and, if still open to influence:
 - a) engage conservation agriculture stakeholders to develop policy position for the draft NAP
 - b) use the policy position to lobby Minister of Agriculture and the Technical Secretariat in the Ministry of Agric. to give conservation agriculture greater prominence and detailed support
- Lobby Ministry of Agriculture and Dept of Land Resources to increase budget to conservation agriculture.

Increased integration of gender

*ECRP recognises that women are disproportionately affected by climate change and related disaster due to their responsibility for most of the household chores such as fetching food, water, firewood and caring for the sick. Each objective for the climate change advocacy strategy has *gender related indicators to ensure effective integration. Gender integration, therefore, does not have separate activities.**

Realising that the success of advocacy initiatives significantly hinges on the context, there will be a mini review of the climate change advocacy strategy after the General Election in 2014 to assess its relevance within that political context.

Gender / HIV/ disability will be treated as a cross-cutting issue throughout the project inception and implementation stages.

They were also considered during the project planning stage, and will be included in monitoring and evaluation of ECRP. This will involve assessing whether the project is reaching people living with HIV and/or disabilities, and whether interventions are being implemented in a gender-sensitive manner. With regards to the latter, we will go beyond simply recording the numbers of male and female beneficiaries to also explore whether gender dynamics and power relations are changing within communities (whilst recognising that the latter takes time, and that limited impact will be achieved during the lifespan of ECRP).

Consortium members will be trained on the different issues and how to implement them in the field. FEDOMA will conduct training on disability for ECRP Implementing partners.

The SOPs of the interventions include a section on each of the cross-cutting issues, to ensure that they are fully integrated in the implementation. This will therefore be included in the training on SOP's and monitored subsequently.

Implementation approach

This project will be rolled out as follows in order to ensure standardized and quality interventions across the Implementing Partners and Communities, ECRP has developed:

- **Standard Operating Procedures** for each component of the intervention package have been developed. These are based on the business models developed by the technical leads. All SOP's are in annex 1
 1. All interventions will have an ECRP-approved SOP, following a template

The approach towards implementation follows the following steps:

- **Selection of GVH's** based on vulnerability selection criteria
- **PVA** at community level to **determine package of interventions**
- **PVA also supported the target to the vulnerable groups**
- **Identify which GVH** will start which what intervention, in year one, 30% of beneficiaries will be

reached, in year 2, 60%.

- A **baseline assessment** will be carried out in June 2012 to provide background data/information and verify assumptions made in the development of sector-wide models and give context to the PVA output. The baseline assessment will also provide benchmarks against which progress on outputs, outcome and impact will be measured.
- Intervention-specific models **and SOPs will be refined** and informed by information from baseline surveys.
- Approach to engaging with government partners defined
- **Work plans** and schedules will be produced.
- **Training** designated as essential to project kick-off will be carried out either centrally or rotationally (district by district).
- Implementation of **selected activities will be commenced** simultaneously while other activities will be delayed and commenced on a rotational manner.
- Along implementation kick off, robust **monitoring** and evaluation system will be developed and carried out and dynamically and iteratively, and be used to re-inform implementation.

The consortium will also engage 5 technical partners (CEPA, ICRISAT, Mango, Agricane and ToughStuff) to provide backstopping and ensure a standardised minimum level of best practices for all the primary activities at the programme onset and, thereafter, quality checks on implementation.

This project will endeavour to limit material inputs made directly to households and focus mostly on the transfer of knowledge, skills and facilitation of linkages that enable beneficiaries to access material requirements themselves. For example, solar lighting and re-charging equipment, treadle pumps, live stock and energy saving stoves will be accessed by communities from local entrepreneurs with credit from VSLs where required.

For the most vulnerable and poorest households however, material inputs such as seeds will be considered as initial capital to enable them to initiate sustainable livelihoods. Efforts will be made to discourage negative attitudes and practices associated with giving out inputs to beneficiaries. Only in few cases of very poor/vulnerable households will start up inputs be given following a careful and participatory beneficiary selection criteria that will ensure only deserving households are enlisted. Appropriate mobilisation and accompanied training to ensure long term sustainability thinking is inbuilt in project components.

The approach to monitoring and evaluation will be standardised, beginning with the establishment of a common set of indicators, common monitoring and reporting tools, and joint monitoring where possible. Furthermore, common activities such as training will be conducted jointly where possible to ensure common standards and increased value for money

SCALING UP

Approach to scaling up – programme implementation

What is meant by scaling up here is that partners will phase the reach out to beneficiaries starting with 30% of their total target to be reached in the first year; getting to 90% by second year (having added 60%); and then adding another 10% in third year. This means that the program would have reached all beneficiaries by the end of Year 3. Year 4 & 5 will concentrate on cementing, sustaining and preparing beneficiaries for exit. These numbers are subject to change, guided by the results in the progress report.; and feedback from beneficiaries.

In practice, all interventions but the solar energy will be introduced from the onset. The only thing that will be changing is the number of people participating as the program years progress. Partners will roll out intervention expanding geographically i.e. going TA by TA but reaching all GVHs in the TA while others will go all TAs and GVH by GVH within those TAs.

A three pronged approach to scale up will be adopted:

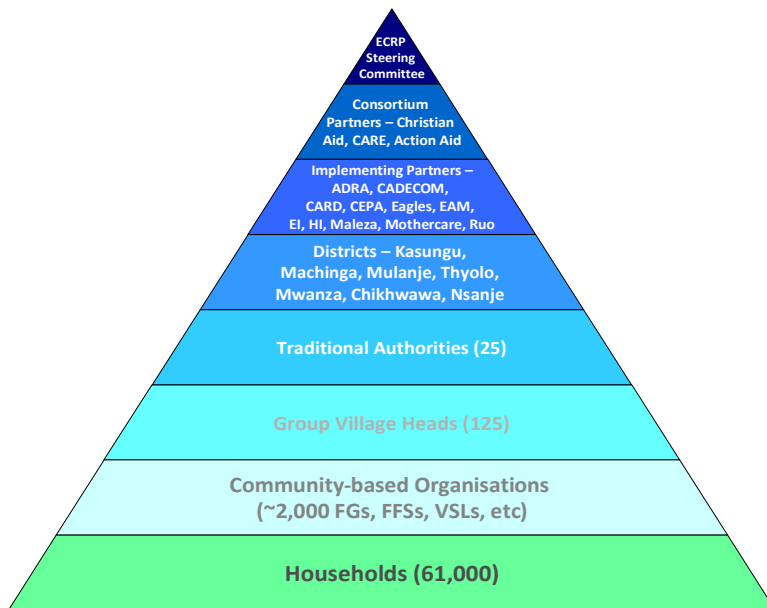
Firstly, **tried and tested interventions** will be launched in all the 7 districts in the first year, targeting a small number of beneficiaries (30%).

Starting in all districts in the first year of implementation feasible as all consortium members and their partners have a long established presence in their target locations. Starting with a smaller number of beneficiaries initially will enable continuous learning and the incorporation of lessons learnt into years 3 and 4 of the programme. New beneficiaries in the last phase will be kept to a minimum as efforts focus on consolidating achievements and strengthening established groups and linkages in preparation for phase out.

The second approach that will be taken is the **use of community based trainers**. Adequate capacity will be provided to community based trainers to avoid compromise on quality service delivery. We have chosen this method to ensure immediate and quick scale up allowing the maximum time to achieving programme goals, but also for sustainability. Communities will still have resources (community based trainers) even after the support from this project has ended.

The third approach involves **innovative new interventions** not yet implemented by consortium members in Malawi before (but have been implemented successfully elsewhere), such as solar lamps and solar charging stations. For such, pilots will be undertaken with a small number of households in a few districts (like Tough Stuff in Nsanje) and scaled up and/or replicated in other areas as confidence in the technology as well as the supply system improves. Thorough project design and close monitoring will help track the success of the implemented innovations, allowing the consortium to make reliable judgements as to whether or not to continue them, adapt them or scale them up.

3.3 Beneficiaries and Community Ownership



Expected direct and indirect beneficiaries: This project aims to directly benefit 306,000 people in 26 TAs in 7 districts across Malawi. Some project components, including assessments, EWS, response capacity investments and PVAs, are expected to cover entire communities in the targeted locations. We however anticipate that for every primary household targeted directly by project activities, at least 3 more secondary households will be reached through the multiplier-effect and spill-over effects.

- 1) For instance, the live-stock re-stocking programme component is designed to be self-perpetuating and sustainable beyond this project period as new beneficiaries will be enrolled to benefit from the offspring of the small livestock that will be distributed in this programme.
- 2) VSL groups are designed to be scaled up and expanded to encompass households that are not directly targeted by this project. Pioneering renewable energy activities built on sound business models incorporating social enterprises and entrepreneurs are easily scalable and designed to sustainably reach new beneficiaries while continuing to generate employment opportunities, reduce household expenditure on fossil fuels and adverse effects of such fuels. Some aspects of this project are also designed to have a community-wide reach.
- 3) For instance, CAg is expected to significantly increase food availability in target communities and thus enable many more poor households not targeted in this programme to access food at affordable prices.
- 4) Natural resource management activities including awareness raising are expected to positively impact on the environment and consequently reduce future vulnerabilities for thousands of people.
- 5) Governmental action resulting from policy work is expected to impact positively on the entire country and enable local communities' perspectives on climate change to be shared at global forums.
- 6) EWS will produce benefits to a larger number of communities not targeted by this intervention.

Importantly, the preparedness plans and community-based monitoring and EWS will create public awareness of disasters, and enable mitigation measures to be executed before disasters strike. By ensuring that community risk reduction plans are put in place in all 26 TAs, the total population of 800,000 living in these vulnerable areas will benefit from these interventions. These interventions will subsequently reduce the number of beneficiaries requiring emergency response (such as cash for work or food aid) when the need arises. Additionally, communities in the targeted 26 TAs will have enhanced capabilities to pursue disaster community preparedness plans and mitigation as well as pursue development responsibilities at the local community level through their own commitment, innovation and concerted efforts. On the other hand, during assessments, disaster related issues requiring advocacy at district and national levels may be identified and pursued by both the consortium and communities and in so doing eventually reach out to many people beyond the project sites.

Direct beneficiaries per district and per implementing partner

District	Consortium lead	Implementing partner(s)	Households	Direct beneficiaries
Chikwawa	Christian Aid	EAM	9710	48550
		EAGLES	5290	26450
		Total	15000	75000
Thyolo	Christian Aid	CARD	5819	29095
Mulanje	Christian Aid	CARD	6181	30905
	CA TOTAL		27000	135000
Kasungu	CARE	Heifer International	6,000	30,000
		CADECOM	6,000	30,000
		Maleza	5000	25000
		Total	17,000	85000

Machinga	CARE	Emmanuel International	5,000	25,000
Mwanza	CARE	ADRA	4,000	20,000
	TOTAL CARE		26,000	130,000
Nsanje	Action Aid	Mothercare	2515	12575
		RUO	2945	14725
		ROLEC	2540	12700
	AA TOTAL		8000	40000
Grand total			61 000	305 000

How beneficiary numbers are expected to change over the 5-year timeframe

Beneficiary numbers were determined based on total population in the targeted TAs. From this the consortium has derived the proportion of vulnerable people based on each district's socio-economic plan. These needs were triangulated with potential resource availability and the capacity of implementing partners. Both locations and beneficiary numbers were arrived at in consultation with the District Assemblies (DA) and took into account other planned and existing programmes in the district and country as a whole.

The PVAs done in November 2011 help identify the beneficiaries and indicate the appropriate number of beneficiaries for each intervention planned

The programme will initially target 30% of households as mentioned before and then 60% in year 3.

Beneficiary breakdown per different type of intervention

All beneficiaries across all target districts will participate in DRR/CCA information sharing, and engage in a combination of activities (taken from the core package of interventions) that are most appropriate to their situation. Detailed work plans per community are designed based on the outcome of the PVA's and will have ownership by the community.

The following table represents the number of households estimated to participate in each intervention based on previous partner experience and initial consultations. However, these numbers will be reviewed during the inception phase, and upon completion of the PVAs and baseline survey. In particular, efforts will be made to increase the proportion of female beneficiaries.

Intervention	Beneficiaries		
	MHH	FHH	Total
EWS	27774	33226	61000
DRR	15634	17348	32982
CC seasonal forecasting	13614	15138	28752
VSL	15862	20343	36205
FFS	280	240	520
Agro-forestry	11520	11667	23187
Conservation Agriculture	8830	11590	20420
Post harvest management	15470	18980	34450
Small scale irrigation	3561	4229	7790
watershed management	2350	3250	5600
Low carbon technologies	10390	15662	26052
Small scale stock	1774	2796	4570

NB:

- These figures include beneficiaries from across the programme; some are involved in more than one intervention. Figures cannot therefore be summed up as this may result in double-counting of beneficiaries (HH).
- In the initial proposal, agro forestry was part of conservation and the target was 41 320 households. In this revised proposal, agro forestry has been separated from conservation agriculture. Targeted beneficiaries for conservation agriculture are therefore 20420 households.

Beneficiary selection and targeting

Geographically, all target locations were selected primarily due to being at high at risk from disasters. The selection process of the GVHs was further informed by size of population, location of GV, previous experiences in implementing climate change related projects, non-existence of any structured projects on DR and CCA and level of vulnerability to climate change impact.

In terms beneficiaries, ECRP interventions fall into two categories:

1. Interventions that are community-wide such as early warning, climate information services, watershed management etc; these do not need any specific beneficiary targeting criteria; all people within a particular area benefit by virtue of being in that area
2. Interventions that benefit individual households such as conservation agriculture, livestock, seeds, etc. These need specific targeting criteria to ensure that interventions benefit the most vulnerable households. In the context of vulnerable households, vulnerability is described as the characteristics of a person or group of people in terms of their capacity to anticipate, cope with, resist and recover from the impact of a hazardⁱⁱ. In this case, vulnerability reflects the processes that explain why some people are more likely to experience hunger or starvation after a disaster. Studiesⁱⁱⁱ done in Malawi found that poverty and vulnerability in Malawi are analysed based on the characteristics of the different wealth groups such as assets owned (for instance land and livestock), housing type, participation in the labour market, food security and health status. Based on this, these studies found that the most vulnerable households include households headed by orphans, elderly-headed households, households headed by chronically sick persons, labour constrained female headed households, households headed by people with physical disabilities and the destitute^{iv}.

During the PVAs, households were classified in three broad categories based on their vulnerability levels: less vulnerable; vulnerable; and the most vulnerable households. The table below gives characteristics of these categories

Less vulnerable households	Vulnerable households	Most vulnerable households
<ul style="list-style-type: none"> • Engage in small to medium scale businesses / IGAs (groceries, farm produce trading, lending money etc) • Engage in irrigation as well as in production of drought tolerant crops • Have assets such as livestock (goats, pigs, chickens, some may have cattle), oxcarts, canoes), large pieces of land • Have diversified livelihood options • Some have relatives in town that support them • Have enough labour that enable them to engage in casual labour for survival • Produce enough food that last them the whole year; 	<ul style="list-style-type: none"> • Engaged in small scale businesses particularly in selling firewood, charcoal, local beer brewing, flitters, selling tomatoes, mats, hoe handles, some run bicycle taxi businesses, breaking and selling quarry etc • Have labour so are able to do paid casual work to better off households, in estates or engage in public works programme such as food for work • While some may own livestock such as goats, pigs; many of them own chickens. • Some engage in irrigation farming • Have small holding size approximately 0.4 ha 	<ul style="list-style-type: none"> • Do not harvest enough food, finishes own produced food whilst still green in the field; eat one a meal a day, sometimes stay on empty stomach • Sell firewood, wild vegetables and fruits, mats, mould and sell pots • Begg from less vulnerable people (the better off) • Some engage in casual work from the less vulnerable people • Depends on support from close relatives, community members,

ⁱⁱ Blake et al. (1994) At risk: natural hazards, people’s vulnerability, and disasters, London and New York: Routledge.

ⁱⁱⁱ Devereux et al. (2006) Vulnerability and Social Protection in Malawi. IDS Discussion Paper 387, Brighton.

^{iv} Malawi Integrated Household Survey (2005).

<p>they eat three meals a day; some engage in commercial farming</p> <ul style="list-style-type: none"> • Some have houses that are made of burnt bricks and have corrugated iron sheet roofs • Some are in paid employment • Are able to bounce back when a hazard strikes 	<ul style="list-style-type: none"> • Do not produce enough food to last them whole year; own harvest does last them about 6 - 9 months or less • They are more affected by disasters compared to the less vulnerable households 	<p>well wishers , NGOs or churches</p> <ul style="list-style-type: none"> • May own livestock particularly chickens • Rents out their land • Mould pots • Greatly affected by impact of disasters and may fail to recover and fall into destitution
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A household as to show some of the characteristics not necessarily all the characteristics; and this will be detailed out in the SOP's where the target group will be further detailed.

How do these relate to the Outcome indicators in the logframe? Can we aim to shift people from lower to higher groups during the duration of the project? Indicators in the logframe have been developed based on these issues. For example, one of the indicators under output 2 is % of households that have enough food for at least 9 months of the year. By monitoring this indicator, the programme wants to measure how many households are moving from vulnerable or most vulnerable category into less vulnerable categories (better off) category. As can be seen above, the better off category has enough food throughout the year or the largest part of the year.

For interventions that benefit individual households, the beneficiaries will be selected from vulnerable and most vulnerable household categories.

Prior to implementation, each implementing partner will work with the target communities to re-examine the vulnerable groups and identify actual households that will be targeted. This will be done based on the targeting guidelines that will be developed by the consortium. Targeted households will include PLHIV, people with physical disability, the landless and female headed households, child or elderly headed households,

A proportion of households from the less vulnerable groups were included for specific interventions such as VSL and enterprise development to enhance multiplier effects such as employment creation. The consortium recognises that VSL group targeting is done through self-selection, as such, not all vulnerable groups will be part of those groups. In these instances, ECRP will make special arrangements with the community that vulnerable people although not part of the VSL can be targeted for some of the interventions.

Intervention	Less vulnerable households	Vulnerable households	Most vulnerable households
DRR & Contingency Planning	✓	✓	✓
Early Warning Systems	✓	✓	✓
Farmer forecasting services	✓	✓	✓
Conservation agriculture	✓	✓	✓
Seed systems		✓	✓
Small scale irrigation	✓	✓	If they have land, they can participate in this activity
Post harvest handling and storage	✓	✓	✓
Livestock production	✓	✓	✓
Village savings and loans	✓	✓	As of year 3, when some VSL's have been set up and this group learns from them
Agro forestry & forest management	✓	✓	✓
Water harvesting	✓	✓	Focused on basic principles

Solar technology	✓	✓	Cost related
Fuel efficient stoves	✓	✓	✓

The most vulnerable households are also dependent on the vulnerable and less vulnerable households for support. By targeting the vulnerable households we will indirectly also target the most vulnerable, which over time, will also increase their resilience. By targeting the vulnerable people, ECRP will in effect, be strengthening the local social support system on which the most vulnerable people depend on for survival. Some of those people that are vulnerable are in that situation because they have huge responsibilities of supporting the most vulnerable people who include the chronically sick, orphans and or elderly people.

This entails that over during programme time, this decision and targeting will be more defined and will impact on the beneficiary numbers. Overall, the target remains 61,000 Households, but number of vulnerable households and most vulnerable households targeted may change as Implementing Partners know more about the target areas. We do not expect large changes, and when numbers are lower, they will be complemented by engaging groups less vulnerable in the same target area to build their resilience further as a community.

Further details of these two tools are included in the annexes.

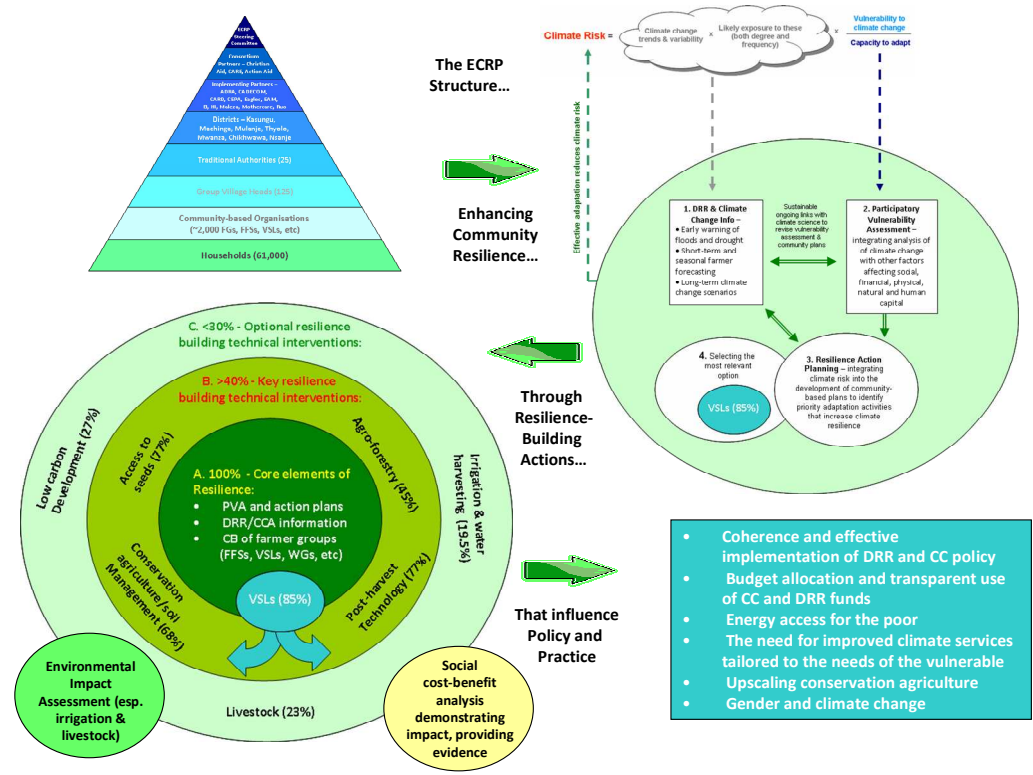
Beneficiary targeting for different components of the project ensuring inclusivity

Once communities have been identified then households or groups of households are selected for specific activities tailored to their vulnerability condition and/or asset status.

For instance, the landless, PLHIV, the disabled and child, female and elderly headed households with limited labour capacity will be targeted with livestock production, VSL and micro-enterprise development. Farmers with capacity to harness labour will be targeted with CAg, small scale irrigation and other improved crop production activities.

Interventions such as energy efficient stoves and solar lamps will mostly target women; whilst water shed management will target those living within watershed catchment areas. These interventions however will not only focus on vulnerable households, but also less vulnerable HH in the community will benefit. In order to ensure inclusion of the disabled, a specialised agency, the Federation of Disability Organisations in Malawi (FEDOMA), will be enlisted to train staff before beneficiary selection. In addition, community sensitisation will include reducing stigmatisation of people living with HIV (PLHIV) and people with disabilities, promoting the understanding that HIV and disability should not be causes for poverty. Stigma will be further minimised by using proxy indicators to identify PLHIV. The proxy indicator that we can use here, is the number of chronically ill. Orphan headed HH and elder-headed-HH in the community. This will give an indication of number of people with HIV. This way we avoid aggravating stigma.

overview and summary of the ECRP programme:



3.4 Coordination: Please provide an overview of how the project will help improve coordination, lesson learning, and influence the development of policies, programmes and guidance in the sector?

A multi-layered approach appreciative of the need to coordinate within this consortium, with the Concern Universal led consortium and with other stakeholders including other NGOs, government agencies (such as DoDMA, Ministry of Development Corporation and Planning and Cooperation, Ministry of Lands, Ministry of Agriculture and Food Security and Ministry of Natural Resources and Environmental Affairs) and multilateral bodies (such as the World Bank and UNDP), will be adopted for this programme. We have already made useful contacts and linkages which have significantly affected the design of this programme. These will be pursued in the course of implementation. A comprehensive stakeholder analysis was carried out during the project's inception phase. This analysis was carried out by CEPA, who identified opportunities for policy advocacy, to avoid duplication of efforts. The ECRP advocacy strategy is attached in the annex 16.

Coordination within ECRP

Since the project is spread over 7 districts, we have made deliberate efforts to ensure both vertical and horizontal coordination. Vertically, feedback from participants (see use of HAP framework as an accountability tool) and implementation progress and lessons will flow bottom-up to the Programme Management Unit (PMU) and the technical experts to iteratively inform programme design and work plans. On the other hand, guidelines, Monitoring & Evaluation framework, ECRP core focus, overall work plans, SOP's, and training materials will be passed down from the PMU and technical experts to project officers and beneficiaries. Horizontally, we will ensure that programme staff learn from experiences in other districts and are given the opportunity for peer review and sharing of experience. The Knowledge and Information Manager in the PMU will lead on this learning and sharing of best practice. He will also work

closely with CEPA to ensure that lessons and evidence directly inform policy and advocacy work with external stakeholders. The following methods will be used:

Meetings at the district levels: At the district level, coordination meetings will be held monthly and chaired by the lead NGO for that particular district, i.e. Christian Aid will chair meetings in Chikwawa, Mulanje and Thyolo and CARE will chair meetings in Kasungu, Machinga and Mwanza. In Nsanje, where both consortia operate, the Concern Universal led consortium will chair meetings and ActionAid will represent the Christian Aid led consortium. These meetings will be used to report progress, discuss and address implementation challenges and share best practice. The meetings will be attended by relevant programme staff, local government officials and will occasionally invite attendance from other NGOs, private sector organisations and multilateral agencies with programming in the targeted districts. In Nsanje, where both the Concern Universal and Christian Aid led consortia work, these meetings will be held jointly whenever feasible. The meetings will be documented and minutes will be shared through the PMU with programme staff from other districts.

Meetings at National level:

- Programme Managers from ActionAid, CARE and Christian Aid will be meeting formally on a monthly basis. These meetings will be convened by the Head of Programmes in the PMU.
- Quarterly meetings that will bring together programme managers, project officers, technical experts, the PMU and the steering committee will be held on a rotating scheme to enable both management and implementation staff to have the opportunity to visit the different target districts and learn from ongoing interventions. In addition to evaluating progress and planning for the next quarter, these meetings will be used to share best practice and discuss innovative programme cases that can be replicated across the programme.
- Field Officers will be meeting project leaders within the villages of their jurisdiction monthly. The meetings at TA level will involve representatives from all the components of the programme including village agents, technicians from irrigation and livestock (paravets) and conservation agriculture lead agents. Reports from this level will be taken to district level consortium meetings.
- **Annual reviews / Learning meetings:** These meetings will have participation by consortium members, PMU and implementing partners. It will focus more on assessing progress made on output, outcome and impact levels for ECRP. The meetings will use data and information from the annual assessments as a key basis for discussion. Emerging lessons from ECRP interventions will also be discussed. These will be for purposes of sharing with other stakeholders outside ECRP as well as for policy influencing.

So far, three such national coordination meetings took place. These working meetings, give the opportunity to standardize approaches, understanding, support networking and learning. , of which one was a full week planning workshop, in which all implementing partners were actively working together with other IP's, consortium members and PMU staff to revise and finetune their plans.

Overall some reactions to the workshop were as follows:

Feedback from the participants was very positive. Among other issues, participants indicated the workshop helped them to have a better understanding of ECRP but also provided an opportunity for networking and lesson sharing with other consortium partners. This forum will also be used, over time, to share achievements, lessons learnt and to identify areas for improvement.

Standardised procedures and methodologies:

The consortium will use standardised indicators and SOPs for each intervention as mentioned above. Additionally, reporting templates will be standardised - including a centralised database managed by the Knowledge and Information Manager in the PMU that will capture and analyse information from all target districts. This standardisation will enable progress to be measured uniformly across the districts and identification of common traits. The PMU will additionally disseminate a quarterly bulletin, starting at the end of year 2 (March 2013) that will summarise progress and highlight best practices as a means of motivating staff but also introducing a healthy competitive nature across the project. This bulletin will be shared with the Concern Universal led consortium and DFID.

Member and Partner meetings:

Once a quarter, each member will organize a meeting with its partners to discuss progress, expenditures, lessons learnt, challenges and success stories to ensure that the teams work in coordination, in line with the workplans and that the learning opportunities are maximized through sharing.

Exchange visits: Both at the beneficiaries' level and at the staff level, exchange visits to other geographical areas will be planned to enable cross-learning from similar interventions. The frequency and need for such visits is guided by the needs and the available budget and will be identified during implementation. Implementation tactics, organization, SOP implementation and others can be discussed. Government officials from relevant departments will be included in these visits. The visits will be organised by the relevant District Managers, but the overall schedule of visits will be coordinated by the Knowledge and Information Manager in the PMU, who will have an overview of programme implementation and best practice interventions in every district. The PMU will explore the possibility to have exchange visits with the DISCOVER consortium to enhance learning and sharing opportunities; certainly in Nsanje, but possibly also in other districts.

Coordination between Discover (CU) and ECRP (CA)

We anticipate working closely with the Concern Universal led consortium on many fronts. This coordination is aimed at establishing areas of common interest for the purpose of maximising impact, ensuring value for money, sharing best practice, ensuring uniform and strengthened representation of ECRP to external stakeholders and strengthening our ability to positively influence other projects in the targeted districts.

To this end, an MOU has been developed highlighting the specific tasks and areas of focus. The document is in annex 10, and covers:

- National Government Relations
- Learning, Advocacy and Networking
- Monitoring and Evaluation
- Mango Financial Management Training
- Procurement coordination
- Publications on lessons learnt and good practice
- Sharing Nsanje district

So far, the coordination has taken place for procurement saving almost 1,500 GBP for the purchase of the motorbikes. MANGO training was shared with DISCOVER, which was also based on cost-sharing. The development of the advocacy plans and the M&E framework were also joint-workshops with the technical consultants.

For instance, Concern Universal contributes GBP 100,000 towards the cost of CEPA's policy and advocacy work, which cuts across the two consortia. Additionally, joint representation in the district where we both have programming (Nsanje) has been agreed upon. In this district, target TAs have been shared amongst ourselves and we will rigorously monitor implementation progress to prevent gaps in coverage and reduce unwanted negative impact on our collective programming such as duplication in targeting.

- In Nsanje, the Christian Aid led consortium will focus on Malaria, Mlolo, Ndamera and Ngabu TAs (coordinated by Action Aid) while the Concern Universal led consortium will focus on Chimombo, Mbenje, Nyachikadza and Tengani TAs (coordinated by GOAL). At the district level in Nsanje, the programme in its entirety will be represented by Concern Universal who will have obtained adequate feedback through the monthly joint coordination meetings.

Further details of planned cooperation with the Concern Universal led consortium are outlined in a Letter of Intent included in the annexes.

Coordination with other stakeholders

Interventions planned in each target location are based on consortium niche areas of expertise. Geographical overlap with non partner agency projects identified in the table below will therefore be minimised, as selection of TAs and villages took into account existing operations and current gaps in thematic areas covered. Furthermore, as advised by DFID, we have established linkages with the World Bank who have informed us of planned interventions in some of the target districts, including planned

irrigation schemes for the Shire Valley.

These discussions will continue throughout the lifespan of the project to ensure complementarity and collaboration. We will also be using World Bank-funded research carried out on behalf of GoM to inform our interventions. Additional discussions with government representatives from DoDMA, MDPC and UN agencies have highlighted other planned interventions including the Sustainable Land Management programme in Mwanza district that is funded by UNDP. These discussions, consolidation of information on various interventions and sharing of the same will continue during project implementation to ensure complementarity and reduce duplications. A comprehensive stakeholder analysis will be carried out by CEPA during the inception phase, and the Head of Programmes in the PMU will be responsible for continuously scanning the environment for new developments and planned interventions that might affect our programme plans.

The table below shows that VSL, energy efficient technologies, linking of climate science, local knowledge, EWS and water shed management are not currently being implemented by any other identified stakeholders in the target locations. Proposed interventions therefore present a unique opportunity for complementarity with existing projects. For example, introducing VSL could spur enterprise developments that benefit households outside of the target group, contributing to the overall success of other interventions in food security and health. Multiplier effects from existing interventions such as health and HIV prevention will complement consortium interventions targeting PLHIV and contribute to overall impact. Interventions such as solar technology and energy efficient stove promotion supporting local entrepreneurs will extend beyond target areas according to demand. The PVA also informed the design and highlighted the presence of projects or structures in the communities. Best practice will be shared with relevant stakeholders as described below.

Where similar interventions are already ongoing in targeted districts, this project will actively coordinate with these interventions to ensure that primarily new villages are targeted by this project

Through the district leads, we will actively participate in other coordination meetings led by government agencies and/or multilateral agencies. For instance, in Chikwawa, Nsanje and Thyolo districts, climate change and DRR networks hold monthly coordination meetings and consortium members will be participating regularly for the purpose of informing other stakeholders of our plans and progress and seeking similar information to prevent duplication and enhance opportunities of positively influencing other ongoing initiatives.

Coordination between ECRP (CA) and Government entities



Influencing policy and practice

Strategy for advocacy implemented

Lack of coordination between stakeholders at the district and national levels and the link between district and national level initiatives have been identified as key impediments to effective advocacy and policy influencing. Although coordination fora such as the District Civil Society Coordination Network (DCSCN) and the District Executive Committee (DEC) exist in most districts, they tend to limit their focus to that local level. CEPA will therefore play a key role in linking district and national level initiatives, and the experiences of communities and implementing partners to national level policy processes. By working closely with implementing partners' staff and community structures, CEPA will ensure that the voices of those directly affected by climate change are amplified and heard by those in positions of power. The specific areas of focus and the mechanisms on how to deliver these issues are detailed in output 3 and 5. These have been developed based on the climate change advocacy strategy that ECRP developed during the inception phase. CEPA's overview of national level policy issues places them in a unique position to advise implementing partners and communities on their rights to certain services or facilities that may be contained in policy documents but which may not be implemented at the district or local levels.

At the national level, this project will work closely with **DoDMA** who were instrumental in shaping the programme's broad objectives and intervention areas in line with sectoral priorities and broader national strategies such as the Malawi Growth and Development Strategy (MGDS). The consortium will continue to engage with DoDMA during implementation phase in monitoring progress and in redesigning of programme activities based on emerging evidence. ECRP will also actively share experiences and best practice with DoDMA. This gives high potential for for replication in other programmes and/or districts. Monitoring of this project by DoDMA will also aim at assessing the contribution it is making to the Hyogo

Framework of Action. The Chief of Party in the PMU will hold the national relationship with DoDMA. Other significant arms of the government that will play an integral role in this programme will include Ministry of Finance and Development Planning (MDPC) (who have already expressed their support for this project and both consortia have participated in their January technical working meeting), MoAFS, the Ministry of Lands and Department of Climate Change and Meteorological Services. The PMU has developed an MOU with the DCCMS, outlining the services that DCCMS will develop in coordination with the PMU/ CA. This mainly covers weather forecasting services, how they link up with the districts and how the Implementing Partners/ communities can help deliver the rain-guage information to the DCCMS. Likewise, the DCCMS will be actively involved in making seasonal weather forecasts available to the farmer communities. At year 3 of programme implementation, the consortium will hold a national level experience and lesson learning workshop where all these key stakeholders will be invited for participation. The purpose of this workshop will be for the consortia to share experiences and best practice in climate change adaptation and DRM and reflect on implications for policy design.

These relationships will be replicated at **the district level** and will be managed by by the consortium's District Coordinators, who will be responsible for representing this project with the district authorities. District Coordinators will participate in District Executive Committee (DEC) meetings which are chaired by the DC..

During the project's inception phase, CEPA (with support from the Knowledge and Information Manager in the PMU) has led on an **audit and analysis of current CCA/DRR related policies, programmes, strategies, and legal instruments**, related to climate change adaptation and DRR. In addition CEPA carried out consultations with key stakeholders (identified through a detailed stakeholder analysis), including civil society, government, development partners and multilateral agencies that included the UNDP. Findings from these two processes have been used to develop a joint results based climate change advocacy strategy for the two consortia which will be implemented by CEPA in close collaboration with consortia members and implementing partners. This is to ensure that the two consortia speak with one voice and maximise their influence. It is important to note that advocacy will be seen as a 'cross-cutting' element and will be implemented/ reinforced at community level by Implementing partners and at national level by CEPA. CEPA is seen as an integral part to the consortia and will be participating in all ECRP quarterly coordination and planning meetings.

CEPA hosts the secretariat of CISONNECC (Civil Society Network on Climate Change), which is currently chaired by CARD, a consortium implementing partner. CEPA will therefore ensure that ECRP advocacy and policy work is coordinated and linked to CISONNECC's work where possible and appropriate. Christian Aid, CARE, Action Aid, EAM and CARD are members of CISONNECC, as is Concern Universal.

The other consortia members and implementing partners will explore CISONNECC membership. Each individual organisation will continue to represent itself vis-à-vis CISONNECC, but consortium members will meet in advance of each quarterly meeting to ensure that any inputs relevant to ECRP are coordinated and consistent.

The Knowledge and Information Manager in the PMU will attend CISONNECC meetings on behalf of two consortia to ensure ECRP visibility within the network. CISONNECC is currently in the process of developing a climate change advocacy strategy, which consortium members including Christian Aid have been involved in shaping. During the development of the ECRP climate change advocacy strategy, CEPA made sure that the strategy complements and builds on the CISONNECC strategy wherever possible - whilst recognising that the ECRP plan will be broader than CISONNECC's, given the greater emphasis that we will be placing on disaster preparedness and resilient livelihoods. IT is envisaged that the coordination will help facilitate a stronger and more coherent civil society voice on climate change, with the additional indirect benefit being the strengthening of CISONNECC, who will have access to research, policy briefings and evidence developed and/or identified by CEPA on behalf of the consortium.

District level activities will be carried out in 11 districts; the 6 in which only the Christian Aid led consortium will be operating (Chikwawa, Kasungu, Machinga, Mulanje, Mwanza and Thyolo), the 1 in which both consortia will be operating (Nsanje) and the 4 in which only the Concern Universal consortium will be operating (Balaka, Dedza, Karonga and Salima).

3.7	Value for Money Analysis: It is important that DFID funded projects provide good value for money, improving programme economy, efficiency and effectiveness. Please outline in what ways this funding will offer the maximum benefit from the resources requested.
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Apart from the expected cost per beneficiary and calculating ratio's for project and administration costs, ECRP will also ensure a **cost benefit calculation of the programme implementation** per se. ECRP also wants to ensure that the quantitative (baseline and other) monitoring mechanisms are complemented by qualitative measurements to ensure the maximum impact on the ground, not only in quantitative numbers in statistics.

Successful development interventions always achieve a mix of qualitative (increased capacity, empowerment, etc) and quantitative impact (increased income, increased yields, etc). Purely quantitative methods that are not triangulated by qualitative assessment are at risk from manipulation and partiality; purely qualitative methods that are not triangulated with statistical evidence can be subjective and vulnerable to bias. Using one or the other exclusively always fails to reveal the full picture. Social cost-benefit analysis^v attempts to solve this problem by presenting both types of information using a rigorous combination of cost-effective participatory and statistical processes so as to present impact in a credible way.

There is a financial part of the assessment, in which we define the impacts to measure (e.g. the value of wood and charcoal purchase / gathering of; due to use of fuel efficient stoves or increased gross margin of irrigated farms. The next step is to select the costs relevant for the impact, in our example, this could be accumulated costs for the household for a year, on savings of buying wood/kerosene/ others; or the value of the increased yield due to irrigation.

The third step would be to apply a time-horizon and a discount rate; which are common financial forecast tools used. In our programme, we will use the four years of the programme and we may want to extrapolate these values over 12 years, to get an indication of the potential multiplication factor of the benefits.

Step four, will guide us to define the sample size, how many households to we need to measure to make an estimate of the average amount of wood saved/ kerosene used?

This will all have implications to the baseline and in step 5, we will address these to ensure that the baseline can capture the information we need for the cost benefit analysis.

The second part of the cost benefit analysis is the non-financial part of the assessment; which will try to measure the empowerment, capacity building and non-financial quantitative impact and consequent overall resilience impact which may not be captured by the financial stage and this will be triangulated against the quantitative measures from the financial stage. An example could be: "health benefits of solar lights and fuel efficient stoves' educational benefits of solar lights,. The data needed to capture this would be individual Semi Structured Interview with appliance owners; participatory video to show on the ground reality.

SECTION 4: MONITORING & EVALUATION

4.1	Monitoring and evaluation: How do you intend to monitor and review the performance and implementation of the project? How will progress be measured against the outcome, outputs and activities? How will you involve beneficiaries and other stakeholders in monitoring and evaluation? What technical support do you plan to access, if any, to ensure robust monitoring and
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^v See two examples of recent application: (1) *Farmer Participatory Research in Northern Tanzania (including cost benefit analysis of the FPR model)* - Richard Ewbank, Aloyce Kasindei, Faithrest Kimaro & Salutory Slaa (FARM-Africa, 2007); (2) *Investing in communities - The benefits and costs of building resilience for food security in Malawi* – Jules Seidenburg & Courtenay Cabot Venton (Tearfund, 2010)

review?

All monitoring and evaluation activities will be coordinated by the Knowledge and Information Manager in the PMU guided by the M&E framework developed jointly with LTS M&E team (DFID's M&E consortium). Data from the M&E activities will be used to track progress and reporting the same both vertically and horizontally: to the donor, beneficiaries, and incorporating learning to improve programme implementation.

Key processes under M&E will be the following:

- **Baseline survey:** With technical oversight support from LTS M&E team, a focused baseline survey will be carried out in June 2012 to identify benchmarks on impact, outcome and output indicators against which progress will be measured. Results will be utilised to adjust milestones and targets in the logframe. This baseline will be implemented at the same time as DISCOVER and will use similar methods and tools.
- **Database system development:** This system will be developed based on the Performance Measurement Framework (PMF) that has been developed jointly with LTS M&E team. The system will be used to store and manage information as well as generate reports on progress made on outputs, outcome and impact indicators. Once the baseline survey has been carried out, its findings will be uploaded onto this system to set the benchmarks on M&E indicators. On a yearly basis thereafter, data from the annual assessments will be uploaded onto this data system. This will allow an analysis of progress made from the baseline values. The consortium will hire technical expertise to develop this system.
- **Monthly activity monitoring:** This will be conducted primarily by implementing partners' field staff who will complete checklists of the various activities. At the end of each month, review meetings will be held by field staff to review challenges and progress against implementation plans, and to plan for subsequent months. The meeting will bring together implementing partners, community and local government representatives and the District Managers. Reviewing reports at the field level promotes application of lessons and proactive identification of challenges and changes in the programme environment. To promote inclusivity, community members will monitor the performance and progress of their counterparts in different locations at regular intervals.
- **Quarterly activity and output monitoring:** Each quarter, the monthly reports will be consolidated and used to review progress against outputs. Quarterly reports will be submitted by respective District Managers to the Head of Programmes (HoP) in the Programme Management Unit in a standardised format and jointly reviewed by the HoP and respective consortium members Programme Managers before submission to DFID. Reviews will also identify good practice and challenges to aid planning for subsequent quarters. This information will flow from the Implementing Field staff to member organizations and to the PMU.
- **Annual assessments:** These will be used to track progress on output, outcome and impact indicators. Data collection tools and methodology for these assessments will mirror those used during baseline survey. The assessments carried in 2014 and 2016 will be of similar scale to the baseline while those done in 2013 and 2015 will be lighter assessments. Results from this assessment will be used to update the Performance Measurement Framework (PMF) and form a basis for discussion during annual reviews and learning forums.
- **Annual reviews and learning forums:** This will be carried out annually using information collected over the quarters and from annual assessments. Annual reviews will assess progress towards output, outcome and impact levels as well as highlight challenges in programme implementation. The review will involve all consortium members, implementing partners, technical partners and relevant government ministries and the DFID Malawi officer overseeing project implementation. The review will assess main challenges to implementation and substantial changes in the operating environment. In addition to regular accumulated monthly data, annual reports will include data collected on a periodic basis, such as yield assessments.

- **Mid-term evaluation:** This will be carried out in 2014 by the LTS M&E team to promote objectivity. Results of from this evaluation might necessitate changes in programme components and/or approaches, which will be made in consultation with DFID. The review will involve a critical assessment of the progress towards outputs, outcome and impact levels. It will also include an assessment of real changes in beneficiary lives using the Most Significant Change (MSC) approach. MSC is a participatory monitoring and evaluation tool that measures change through the beneficiaries' eyes. This approach does not substitute the regular monitoring tool as it does not use predefined indicators - especially not ones that have to be counted and measured. It works through collection of significant change stories from the field, from which the most significant ones are systematically selected by a panel of stakeholders. It is a good complement to the formal monitoring system as it provides an intermediate measure of the outcome and impact, and is particularly useful in highlighting unexpected changes brought about by the programme. Because it requires no professional skills, it is easy for the communities to use and communicate through. Findings from this evaluation will be shared with government departments and NGO partners in operational areas as well as DFID.

End of programme evaluation: This will be carried out in 2016 by LTS M&E team; it will be used to assess overall progress made towards outcome and impact. In addition, the evaluation will assess any emerging lessons.

To enhance effective coordination of these M&E activities across ECRP, an ECRP M&E team has been established. This team comprises of M&E specialists (or focal points where an organisation does not have an M&E position) from each of the consortium members, implementing partners and PMU. The Knowledge and Information Manager from the PMU coordinates this team.

All major M&E activities are coordinated by LTS, the DFID contracted consultant who developed a common log frame for ECRP and DISCOVER consortia; based on the "Theory of Change" . They give guidelines on the size, sample and methodology on the M&E tools.

It needs to be noted that both consortia are therefore aligning their overall M&E approaches, but differences may exist in the project indicators specific for each consortium. E.g. ECRP has included resilience indicators in its programme activity indicator list.

Involvement of beneficiaries in monitoring and evaluation

Involvement of beneficiaries in monitoring and evaluation of ECRP projects will be very key. On a quarterly basis, partners will facilitate review meetings in communities where village agents / committees from a number of villages will meet and share progress made in various interventions and plan for the next quarter. The PMU will design a template (form) which communities will use to report and plan for their projects. These meetings will help to share experiences and lessons among communities. They will also help to promote a sense of positive competition among villages. Communities will use these meetings to provide feedback to partners on how the ECRP is progressing and how it could be improved. In effect, the meetings will provide the much needed on-going institutional support for the programme.

Periodically, the programme will document the Most Significant Change stories. This is a highly participatory method of evaluating progress at outcome and impact levels. The stories will be at both individual beneficiary and community level. For community focused stories, focus group discussions will be used to apply this tool, with separate groups for men and women. It is important that the views of women are heard in an environment away from the men, to ensure their full participation in the process. Gender sensitivity will be a feature of the project, ensuring that women are fully involved in decision-making processes. The most significant change story approach gives an opportunity to beneficiaries to identify key changes in their lives that can be attributed to the project. These stories will complement data collected by other M&E quantitative methods in assessing programme progress.

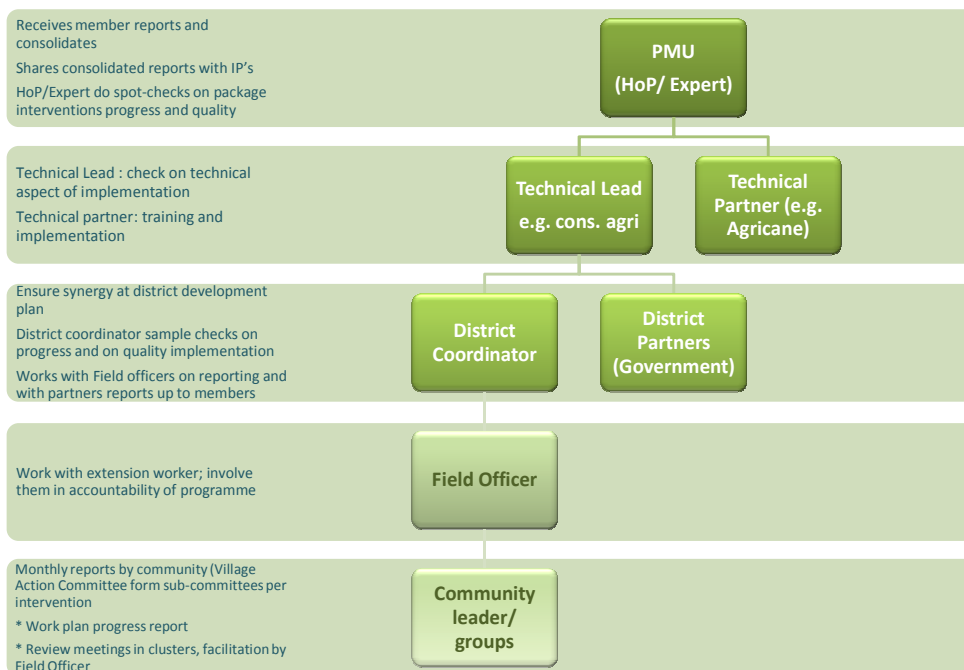
In addition, the project will include mechanisms for beneficiaries to give less formal feedback on activities, using scored cards, or other culturally appropriate methods. There will also be mechanisms to ensure that any complaints on project inputs or staff behaviour are properly investigated and feedback provided to communities

Data will be collected through household surveys done annually. The surveys done in 2014 and 2016

will be full fledged surveys done by LTS. Data from these assessments will be inputted onto the performance measurement framework. Using this information, the programme will also update the logframe to assess what progress is being made. Data on targets for activities (part B of ECRP logframe) will be tracked through quarterly reports (see full description under key M&E processes above)

The technical support will be needed for the following: designing an M&E plan, carrying out baseline data, designing an M&E database system, carrying out mid term and end of project evaluation exercises; support in communication, documentation and knowledge management.

Monitoring and Evaluation; Quality Assurance Monitoring



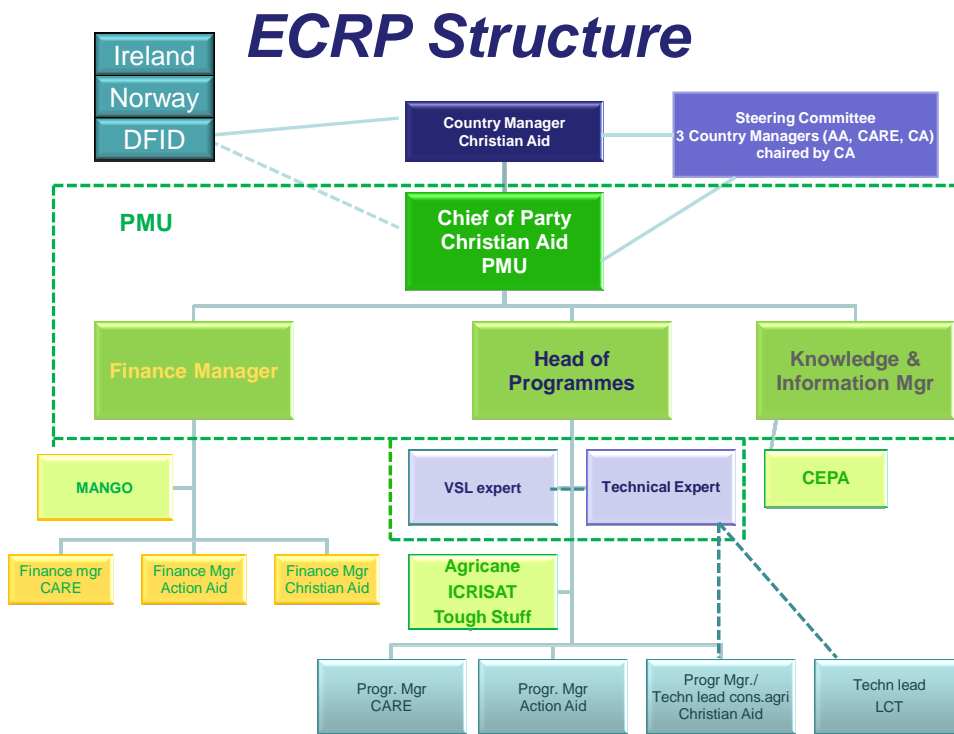
SECTION 5: PROJECT MANAGEMENT AND IMPLEMENTATION

- What are the project implementation and management arrangements? (attach an organisational chart)
- What human resources (number, type, skills/ background, national/international staff etc.), material inputs, and equipment are required?
- What is the time frame for the project? Outline key project phases, and broad details on activities to be undertaken during each phase.

This project will be delivered by a **consortium of expert practitioners** in the field of DRR and climate change adaptation, selected because of their proven track record of delivering high quality risk reduction programmes in Malawi. The consortium has 19 national and international organisations and provides the very best in current thinking and experience of DRR/CCA and social protection in Malawi. Christian Aid is the lead agency,

and is therefore responsible for overall programme delivery, monitoring, reporting, contract management, risk management and donor liaison. ActionAid, CARE and Christian Aid will be responsible for programme implementation in specific districts, with ActionAid leading in Nsanje, CARE leading in Kasungu, Machinga and Mwanza and Christian Aid leading in Chikwawa, Mulanje and Thyolo. The project also has technical leads (see details below) who are experts in their respective areas. This is to ensure Standard Operational Procedures (SOPs) and high quality programme implementation across the different districts. They will be supported by technical resource partners CEPA, ICRISAT, Mango, AgRICANE and ToughStuff. The consortium will work in conjunction with local district assemblies and communities to ensure accountability to those affected by natural disasters and climate change and ensure that the project is delivered to the very highest quality and in line with national policies and plans. We believe in accountability to beneficiaries and users of programme services promoted via HAP accredited agencies (Christian Aid, plus CARE once certification process is completed).

Consortium management structure



The consortium has developed and agreed a robust management and delivery structure with a central Lilongwe-based Programme Management Unit (PMU) to drive programme delivery. This management structure, which emphasises oversight within a streamlined framework, has developed from previous consortium learning on performance, target setting, reporting and accountability, and addresses challenges arising from each consortium member independently operating in separate districts outside a supervisory project management structure. In particular, lessons from the I-Life programme informed the design. I-Life also had a PMU, ensuring strong central coordination and management. It also had technical leads, which was found to be important in ensuring standardisation of activities and high quality programme outcomes.

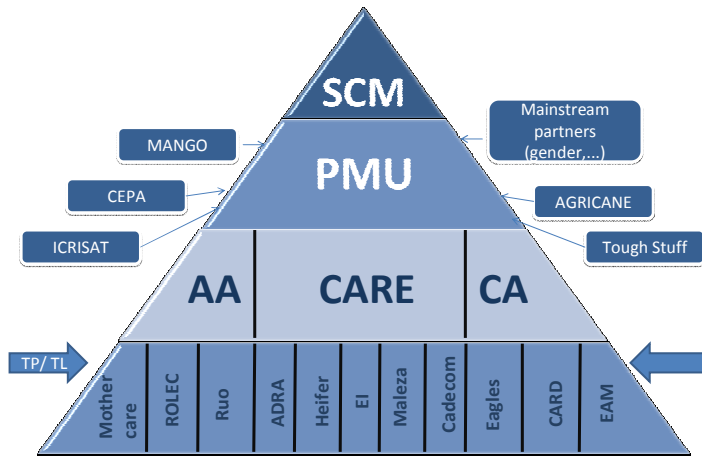
The PMU has upward accountability to a Steering Committee of the Country Managers from Christian Aid

(chair), CARE and ActionAid. The Steering Committee will provide oversight of delivery and consortium management. They will review progress towards outcomes, monitor high level spend against budget, approve programme policy and high level decisions on programming, finance and staffing and manage any tensions between consortium partners.

The Steering Committee will meet quarterly, and has met five times during the inception period. Their terms of reference and mandate have been agreed during the inception phase and are documented in the operations manual.

The PMU will have four members of staff employed by Christian Aid as the lead agency, but working for the whole consortium: Chief of Party (CoP), Head of Programmes (HoP), Knowledge and Information Manager and Finance and Administration Manager And one technical expert as an Sustainable Agriculture expert.

- The **CoP reports to the Christian Aid Malawi Country Manager** and assume overall responsibility for programme delivery, including risk management. She will be the face of the programme; representing the consortium in national fora and ensuring the interface with GoM, other stakeholders and the donor community. The CoP will line manage the other 3 PMU staff. The CoP ensures that necessary meetings finance, programme and others) are convened by the relevant staff and develops the agenda for the SCM.
- The **HoP will be directly responsible for programmatic delivery**, programme quality and timely reporting. He will convene regular review meetings with all consortium members, particularly with Programme Managers from ActionAid, CARE and Christian Aid, and coordinate internal and external technical support.
- The **Knowledge and Information Manager** will be responsible for all monitoring, evaluation and learning functions. He will work closely with consortium partner M&E staff, as well as technical partners where their input in monitoring and project redesign is required. In addition to ensuring robust end-user focused monitoring, the Knowledge and Information Manager will be responsible for coordinating inter-partner monitoring, the midterm internal review and external evaluations. He will also be responsible for capacity building of consortium and implementing partners' M&E staff, the development and provision of reference materials, quality information and quality assurance to other consortium members and beneficiaries. This will include sharing best practice and lessons across the consortium and with key external stakeholders as appropriate. S/he will also work closely with CEPA to ensure that such case studies and success stories inform advocacy and policy work.
- The **Finance and Administration Manager** will be responsible for financial management and financial capacity building. S/he holds overall financial reporting responsibility via quarterly financial reviews with consortium finance and programme staff, and will also coordinate additional external capacity building provided via Mango, and internal and independent audits for all consortium members. S/he will also ensure that the PMU's administrative and business systems are fit for purpose, and in doing so will work closely with Christian Aid's Business Systems Manager (responsible for HR and IT), given that Christian Aid will be employing the PMU staff.
- The **Agricultural technical expert** will be employed by CARE, but will physically sit with the PMU. He/she will be responsible for the oversight of the implementation of the technical interventions and will have an oversight function for the quality assurance in the field. S/he will be responsible for programme quality through giving technical support on the agricultural interventions of ECRP; for innovation within this group of interventions, supporting learning and sharing best practice, reports to the PMU, ongoing collaboration with the K&I manager on learning and monitoring & evaluation areas.



Staffing structure – consortium members and implementing partners

There will be a District Coordinator for each of the 7 districts. To help ensure better value for money, Machinga and Mwanza will be covered by the same person due to their geographical proximity and the relatively low numbers of beneficiaries being targeted in these districts. This structure will work for two reasons, firstly, Emanuel International was analyzed and is evaluated as a much stronger partner to deliver this program, as such CARE's attention will be on ADRA to make sure all risks are mitigated, hence the Mwanza base for the Manager. The second reason is financial: two District managers would mean salaries and operational costs for two in the southern region. This would create an undesirable imbalance on budget ratios between the major lines, and would cause a top heavy budget. Quick analysis reveals that the operational costs for the current Mwanza/Machinga district manager (for both districts) is almost 1/5th of what we could pay the additional manager for the period of the project.

Mulanje and Thyolo will also be covered by the same person for the same reasons. There will therefore be 5 District Coordinators covering 7 districts. These roles will be staffed by consortium members and are the final interface point of the consortium with implementing partners, holding overall responsibility for programmatic delivery in their respective districts and management of implementing partners. District Coordinators will also assume responsibility for monitoring and reporting, and coordination with government departments and other agencies in the district. They will be based at implementing partner offices in their respective districts to reduce cost and time of travel, and will be backed up by the Head of Programmes in the PMU.

The consortium brings significant capacity from their own staff and from implementing partners. The CoP is recruited internationally and most other roles are filled locally from Malawi. The consortium already has most staff in place.

Apart from PMU staff, who report to Christian Aid as the lead agency, all consortium staff will be managed by their respective organisations. The consortium staffing model has been designed around a tight management structure.

District leads and technical leads

The project has district leads and technical leads. The allocation of districts and technical areas is based on previous experience of consortium members in their respective districts and the capacity of their partners. Many of the technical areas are however strengths of more than one member, and it is through the assimilation of these strengths that approaches will be enhanced significantly beyond current individual capabilities. This is one of the major benefits of this consortium. Responsibility for the overall coordination and oversight of district and technical leads sits with the Head of Programmes in the PMU.

District Coordinators (i.e. District Coordinators employed by Christian Aid and based at implementing partners' offices within the districts). District Coordinators employed by CARE and Action Aid have their own

offices in the district; will report to the Programme Manager in their respective organisations. The Head of Programmes in the PMU will convene quarterly meetings of all programme staff to encourage lesson learning, sharing of best practice and coordination across the different geographical locations and project interventions. As previously outlined, ActionAid is the district lead in Nsanje, CARE is the district lead in Kasungu, Machinga and Mwanza, and Christian Aid is the district lead in Chikwawa, Mulanje and Thyolo.

District leads and technical leads

The project has district leads and technical leads. The allocation of districts is based on previous experience of consortium members in their respective districts, presence and the capacity of their partners.

Technical leadership is identified based on previous experience on the specific concepts and approaches in the ECRP. Many of the technical areas are however strengths of more than one member, and it is through the assimilation of these strengths that approaches will be enhanced significantly beyond current individual capabilities.

Technical leads have defined the approaches for the specific areas of intervention to be promoted in the consortium and are documented in the SOP, which will serve as the 'gold standard' within the ECRP. This is one of the major benefits of this consortium.

Responsibility for the overall coordination and oversight of district and technical leads sits with the Head of Programmes in the PMU and the Agricultural Expert working with the HoP.

District Coordinators employed by consortium members and based in the field will report to the Programme Manager in their respective organisations.

The Head of Programmes in the PMU will convene quarterly meetings with all programme staff to encourage lesson learning, sharing of best practice and coordination across the different geographical locations and project interventions. Initially the focus will be on the understanding of the SOP and the assurance that all partners will implement accordingly.

Technical leads responsibilities are outlined below.

Depending on need some technical leads will be available 100% of their time as a resource for the consortium while others will dedicate only part of their time on the oversight of the SOP's and implementation, but will be supported by technical partners in the actual field-delivery e.g. VSL will benefit from a 100% dedicated staff member from CARE, who will fulfill the full role of training, monitoring, support and supervision on the implementation of this intervention. Conservation Agriculture, will benefit from the support of Agricare as the Technical Partner who has specific resources for training, follow-up and ongoing monitoring in the field. Christian Aid as the technical lead, has a senior person who will dedicate part of her time to the monitoring of the technical aspects of the implementation of that particular intervention.

The technical leads will travel to support work on the ground, depending on the need and the setup (see above) of responsibilities. One of the activities for the technical leads will be training field staff and 'entry point' groups according to their plans of implementing organisations. Entry point groups and persons will comprise of VSL, Lead farmers, farmer field schools and others.).

Intervention	Technical lead	Arrangement
Agro forestry	CARE	Agricare will be the technical partner and will provide quality assurance and expertise. They will work directly with District Managers, who will support training of implementing partners' staff.
Conservation agriculture	Christian Aid	Agricare will be the technical partner and will provide training, quality assurance and expertise. They will work directly with District Managers, who will support training of implementing partners' staff. Agricare will work closely with Christian Aid's Programme Manager, who has considerable expertise and has been involved in pioneering CAg in Malawi for some time. CA's conservation agriculture technical lead will closely work with Agricare on the technical aspects of conservation agriculture.

Irrigation	Action Aid	Through AGRICANE and through the expert in the PMU; Action Aid will manage the contract with Agricane, but Agricane is managed by the PMU
Livestock (small)	CARE/ Heiffer	A member of staff with the relevant expertise will be responsible for technical quality and oversight and coordination with technical experts from the Veterinary Department within MoAFS and ensure that activities related to livestock do not compromise the quality or effectiveness of other interventions (such as CAg).
Low carbon technologies	Christian Aid	ToughStuff will provide technical support and oversee activities related to solar technology, and identify and train Solar Entrepreneurs. Christian Aid will identify the preferred fuel efficient stove model for (low cost) implementation. ECRP will consider involving the Forestry Department in supporting the fuel efficient stoves; as it helps to preserve wood.
Post harvest management/ Seed management	CARE	ICRISAT will be the technical partner and will provide quality assurance and expertise. They will work directly with District Managers, who will support training of implementing partners' staff. ICRISAT will work closely with CARE's Programme Manager, who has considerable technical expertise.
VSL and micro enterprise development	CARE	CARE's VSL expert will be seconded to the PMU on a full time basis. He will work across the consortium, providing training, developing SOPs and ensuring quality programming.

There are 3 cross cutting areas: gender mainstreaming, disaster preparedness and emergency response, and advocacy. Each of those areas is included in each SOP for the interventions. ActionAid will lead on gender and Christian Aid will lead on disaster preparedness and emergency response and advocacy and takes the lead in working with FEDOMA as the technical partner for disability incorporation.

Roles and responsibilities of **district leads** and **technical leads** are outlined below.

Role of district Coordinators	Role of technical leads
<ul style="list-style-type: none"> Responsible for coordination and delivery of all programmatic interventions within the district + quality assurance Convene monthly coordination meetings of programme staff, GoM officials and other relevant stakeholders when appropriate, and represent the whole consortium in these meetings Oversee the work of implementing partner(s) operating in their respective district Leading on the development of consortium district implementation plans Ensure that interventions are in line with GoM district level plans Ensure communication and coordination with district authorities and other district level stakeholders 	<ul style="list-style-type: none"> Revise proposed implementation models and spot-check on quality implementation Lead the development of SOPs for their technical area, including tools and indicators Provide programmatic oversight in their respective sectors, including quality assurance Monitor project implementation on the ground through periodic field visits and reporting Liaise with HoP and Technical expert on the PMU Stay informed of GoM policy and practice relevant to their respective technical area Coordinate consortium inputs to GoM consultations relevant to their respective technical area Keep abreast of good practice and key developments in their respective technical area, e.g. new research Conduct training for other consortium partners and implementing partners if required and if time allocation permits

- Ensure that successes, challenges and key district level issues feed into national level advocacy
- In Nsanje, ensure coordination with Concern Universal led consortium
- Take on the role of representation in the district and for reporting
- Work with Knowledge and Information Manager to develop and refine consortium-wide indicators and specialist monitoring tools for their technical area
- Attend quarterly meetings convened by the Head of Programmes in the PMU
- Liaise with Concern Universal led consortium to ensure cross consortium learning

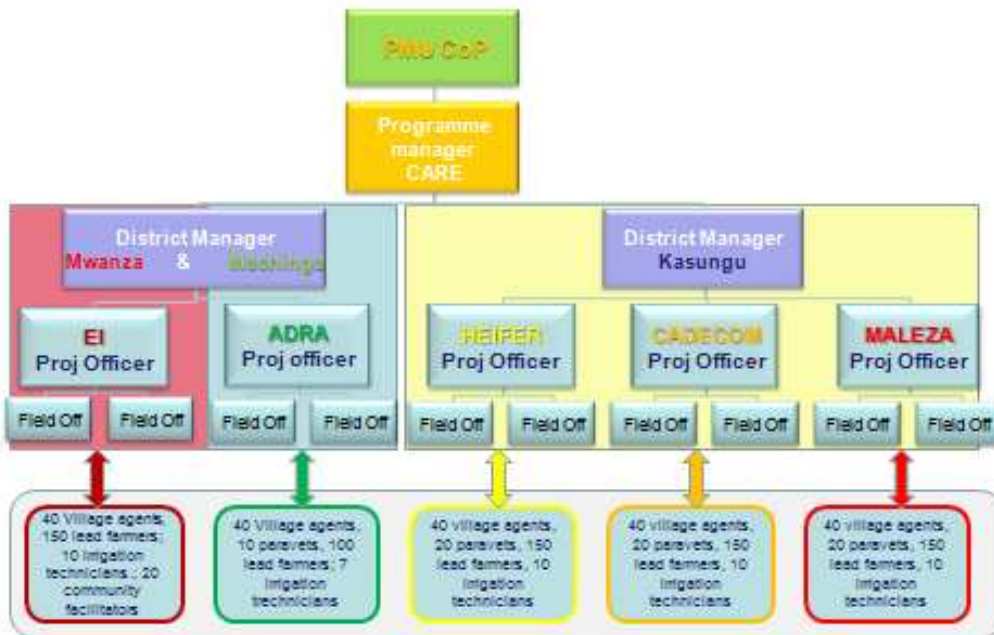
Structure of Consortium Members

The structure of each consortium member is relatively similar. Each member has an ECRP programme manager who reports within their own organization, but has a very close working link with the PMU CoP. The programme manager works with the District Coordinators who oversee the work of one, two or even three Field Officers.

The structure also indicates that each field officer works with entry-points to reach the communities. These can be VSL groups, lead farmers, extension workers or others, depending on the intervention.

The example below is given for CARE, but similar ones are developed for Christian Aid and Action Aid.

CARE Malawi



Quality assurance and access to technical expertise – see overview at M&E (org. chart)

The consortium brings together leading experts in the field of DRR/CCA and social protection to deliver the activities defined in the proposal. Consortium members have been selected based on their specific expertise to ensure the project is delivered to high highest quality. Each has a proven and documented track record of

delivering the DRR/CCA activities selected through previous high quality projects, including with DFID funding. Within the primary sectors identified, the technical leads will provide capacity building, reference materials, quality information and quality assurance to other consortium members and beneficiaries. This will include training to establish a standard of best practice and thereafter an M&E system which tracks progress and quality of outputs.

The consortium will also draw from expertise at the headquarters of ActionAid, CARE and Christian Aid. To complement the consortium's expertise, 5 technical partners with an established reputation in their respective fields are included: AGRICANE, ICRISAT, CEPA, ToughStuff and Mango. They will support specialist training, ensure the use of cutting edge techniques and practices, provide ongoing problem solving, technical backstopping and suggestions in cost efficiencies, as well as periodic programmatic quality assurance monitoring which highlight success and challenges in their respective activities.

For example:

- A conservation agriculture manual developed by FAO will be adopted for CAg monitoring. The consortium technical lead for CAg (Christian Aid) will lead on contextualising the tool to the programme with input from AGRICANE. CAg monitoring will primarily be done by trained government extension workers alongside implementing partners' field staff and community volunteers or lead farmers. This approach reinforces the sustainability strategy which aims to build capacity and support strong linkages between communities and technicians. A gradual reduction in implementing partners' frequency of monitoring will help build confidence among community extension workers in preparation for eventual phase out.
- VSL progress will be monitored using the Management Information System (MIS) developed and rolled out by CARE. The MIS which has been used globally by CARE and partners for a number of years is tailored specifically to capture both group and trainer performance and comprises checklists that monitor savings, loan repayment, interests, meeting attendance, and portfolio at risk, among others. This information will be fed into the monthly and quarterly reporting system as part of consortium progress reporting. The tool will be applied across the consortium to enable comparison and ease of lesson sharing. This process will be led by the VSL technical lead (CARE), who will also provide training to Field Officers and community volunteers in use of the MIS and carry out periodic monitoring of VSL.
- CARE will submit consolidated VSL data and share the same with PMU on monthly, quarterly and annual basis. PMU will load this data onto the database system that will be developed based on the ECRP Performance Measurement Framework.

The technical partners will be working across the whole consortium, but the high level relationship and the drawing up and following up on contractual obligations will be the responsibility of the agency holding the existing relationship. On a day to day basis, the technical partners' personnel will work directly with PMU staff who will sign off work and travel schedules in addition to ensuring coordination with programme managers and project officers – or in the case of Mango, finance staff.

Technical partner	Agency holding high level relationship and contract	PMU staff responsible for day to day work and coordination
CEPA	Christian Aid – Oversight by PMU K&I	Knowledge and Information Manager
Mango	Christian Aid	Finance and Administration Manager
ICRISAT	CARE – oversight by PMU	Head of Programmes
AGRICANE	Action Aid – but oversight by PMU	Head of Programmes
ToughStuff	Christian Aid – oversight by PMU	Head of Programmes

Below is an overview of the role and expertise of each technical partner

ACRONYMS Please list all acronyms used in your application, spelling out each one in full

AA- Action Aid;
ADRA- Adventist Development and Relief Agency
BDRRC- Building Disaster Resilient Communities;
CA- Christian Aid;
CADECOM-Catholic Development Commission in Malawi;
CAG- Conservation Agriculture;
CARD-Churches Action in Relief and Development;
CBHA-Consortium of British Humanitarian Agencies;
CBO- Community Based Organisation; **CC-** Climate Change;
CCA- Climate Change Adaptation;
CEPA -Centre for Environmental Policy and Advocacy;
CGIAR- Consultative Group on International Agriculture Research;
CISONECC- Civil Society Network on Climate Change; **CSF-** Civil Society Fund; **CoP-** Chief of Party;
CPC- Civil Protection Committee;
CSDRM: Climate Smart Disaster Risk Management;
DA- District Assembly;
DCCMS: Department for Climate Change and Meteorological Services
DDP- District Development Plan;
DEC- District Executive Board; **DEC:** Disaster Emergency Committee;
DFID: Department for International Development;
DIPECHO- Disaster Preparedness Programme EU; **DIP:** Detailed Implementation Plan;
DoDMA- Department of Disaster Management Authority;
DRR: Disaster Risk Reduction;
EAM- Evangelical Association of Malawi;
EI- Emmanuel International; **ENCISS:** Enhancing the Interface and Interaction between Civil Society and the State;
ENSO: El Nino Southern Oscillation;
EWS – Early Warning System;
FAO-Food and Agriculture Organisation of the United Nations;
FFS: Farmer Field Schools;
FAO: Food and Agriculture Organization;
GBP: Great Britain Pounds;
FEDOMA- Federation of Disability Organisations in Malawi;
FTE- Full time equivalent;
HoP- Head of Programmes;
GDP- Gross Domestic Product;
GoM- Government of Malawi;
HAP: Humanitarian Accountability Partnership;
HIV/AIDS– Human Immuno deficiency / Acquired Immune Deficiency Syndrome;
HoP- Head of Programmes;
ICRISAT- International Centre for Research in the Semi Arid Tropics::
IP- Implementing Partner;
IVF: In Vitro Fertilisation;
MDPC- Ministry of Development Planning and Cooperation;
MoAFS: Ministry of Agriculture and Food Security;
M&E- Monitoring and Evaluation;
MALEZA-Malawi Enterprise Zone Association;
MGD- Malawi growth and Development Strategy;
MIS- Management Information System;
MoAFS-Ministry of Agriculture and Food Security;
MSC- Most Significant Change;
MVAC- Malawi Vulnerability Assessment Committee;
NAPA- National Adaptation Programme of Action;
NGO- Non Governmental Organisation;
NICE- National Initiative for Civic Education;

NWFP: Non Wood Forest Products;
OIBM- Opportunity International Bank Malawi;
OVC- Orphan and Vulnerable Children;
PACPs: Poorest Areas Civil Society Programme;
PITT- Programme Indicator Tracking Table;
PLHIV- People Living with HIV and AIDS;
PMU- Programme Management Unit;
PPA: Programme Partnership Arrangement;
PVCA: Participatory Vulnerability and Capacity Assessment;
QVC- Quality Verification Checklist;
RMSI- Risk Management Solutions Inc;
ROLEC: River of Life Evangelical Church;
RWH- Rain Water Harvesting;
SARCOF: South African Climate Outlook Forum;
SCR- Strengthening Climate Resilience;
SOP- Standard Operating Procedures: **TA-** Traditional Authority;
TLC- Total Land Care: **TLU-** Tropical Livestock Units;
UNDP- United Nations Development Programme;
UNFCC- United Nations Framework Convention on Climate Change;
UNISDR- United Nations Inter agency Strategy for Disaster Risk;
USAID: United States Agency for International Development;
VA- Village Agent;
VSL- Village Savings and Loan;
WALA- Wellness & Agriculture for Life Advancement;
WG- Working Group;
WRH- Work for Rural Health

GLOSSARY OF TERMS

Adaptation	Any adjustment, whether passive, reactive or anticipatory, that is proposed as a means for reducing the anticipated adverse consequences of, or taking advantage of any benefits associated with, climate change (based on Stakhiv 1993).
Adaptive capacity	The ability of a system to adjust to climate change, including climate variability and extremes, to moderate potential damage, to take advantage of opportunities or to cope with the consequences (IPCC 2007).
Advocacy	A process that tackles disadvantage by working with communities and key stakeholders to bring about changes in policy, process, practice and attitudes in order to ensure communities' rights are recognised and realised. The aim is to actively support disadvantaged people to influence the decisions that affect their rights and lives (VSO, 2009).
Capacity	A combination of all the strengths and resources available within a community, society or organization that can reduce the level of risk, or the effects of a disaster. <i>Capacity may include physical, institutional, social or economic means as well as skilled personal or collective attributes such as leadership and management. Capacity may also be described as capability.</i>
Capacity building	Efforts aimed to develop human skills or societal infrastructures within a community or organisation needed to reduce the level of risk. <i>In extended understanding, capacity building also includes development of institutional, financial, political and other resources, such as technology, at different levels and sectors of the society.</i>
Carbon credit	Any tradable certificate or permit representing the right to emit one tonne of carbon dioxide or the mass of another greenhouse gas with a carbon dioxide equivalent (tCO ₂ e) equivalent to one tonne of carbon dioxide (UNFCCC, 2007). A Certified Emission Reduction (CER) represents the same level of reduction in a greenhouse gas, a CER being issued by the Clean Development Mechanism to the emission mitigating institution for sale on the carbon market.
Climate change	Statistically significant variation in either the mean state of the climate or its variability, persisting for an extended period (typically decades or longer) and resulting from anthropogenic (man-made) greenhouse gas emissions (IPCC 2007).
Risk mitigation	Structural and non-structural measures undertaken to limit the adverse impact of natural hazards, environmental degradation and technological hazards
Climate change mitigation	Technological change and substitution that reduce resource inputs and emissions per unit of output. Although several social, economic and technological policies would produce an emissions reduction, with respect to climate change, mitigation means implementing policies to reduce greenhouse gas emissions and enhance sinks (see also greenhouse gas) (IPCC 2007).
Climate hazard	Potentially damaging physical manifestations of climatic variability or change, such as droughts, floods, storms, episodes of heavy rainfall, long-term changes in the mean values of climatic variables, potential future shifts in climatic regimes and so on (Brooks 2003).
Climate model	A numerical representation of the climate system based on the physical, chemical, and biological properties of its components, their interactions and feedback processes, and accounting for all or some of its known properties. The climate system can be represented by models of varying complexity (ie for any one component or combination of components a hierarchy of models can be identified, differing in such aspects as the number of spatial dimensions, the extent to which physical, chemical, or biological processes are explicitly represented, or the level at which empirical parameterisations are involved (IPCC 2007).

Climate trend	The general direction in which climate factors, such as average annual temperature or rainfall, tend to move over time
Climate variability	Variations from the mean state (and other statistics, such as standard deviations, the occurrence of extremes, etc) of the climate on all temporal and spatial scales beyond that of individual weather events (IPCC 2007).
Community	People living in one geographical area, who are exposed to common hazards due to their location. Groups within the locality will have a stake in risk reduction measures.
Consortium partners	Organisations or institutions that will be directly involved in implementing the programme.
Coping capacity	Level of resources or abilities by which people, organizations or systems use to deal with adverse consequences that could lead to a disaster.
Beneficiary	Direct beneficiaries are defined as those who will participate directly in the programme, and thus benefit from its existence. Indirect beneficiaries are often, but not always, all those living within the zone of influence of the programme. It is often only possible to make broad estimates of indirect beneficiaries for two reasons: (a) there is no clear line separating those influenced by a programme from those beyond this zone, as the boundary will depend on the person and the degree of need or importance of the programme output; (b) for many components of the programme, there may be no clear distinction between a beneficiary and a non-beneficiary (FAO).
Disaster risk management	The systematic process of using administrative decisions, organization, operational skills and capacities to implement policies, strategies and coping capacities of the society and communities to lessen the impacts of natural hazards and related environmental and technological disasters. This comprises all forms of activities, including structural and non-structural measures to avoid (prevent) or to limit adverse effects of hazards
Disaster risk reduction	The concept and practice of reducing disaster risks through systematic efforts to analyse and manage the causal factors of disasters, including through reduced exposure to hazards, lessened vulnerability of people and property, wise management of land and the environment, and improved preparedness for adverse events (UNISDR 2009).
Diversification	State of engaging in more than one enterprise for a means of living.
Early warning	The provision of timely and relevant information, through identified institutions, that allows individuals exposed to a hazard to take action to avoid or reduce their risk and prepare for effective response
El Niño	Or El Niño Southern Oscillation (ENSO), is a complex interaction of the tropical Pacific ocean and the global atmosphere that results in irregularly occurring episodes of changed ocean and weather patterns in many parts of the world, often with significant impacts over many months, such as altered marine habitats, rainfall changes, floods, droughts and changes in storm patterns (UNISDR 2009). El Niño and La Niña are defined as sustained sea surface temperature anomalies of magnitude greater than 0.5°C across the central tropical Pacific ocean, El Niño being a warming and La Niña a cooling event. El Niño events are associated with wetter weather in East Africa and drier conditions in Southern Africa. La Niña events generally cause the opposite. Malawi is situated roughly on a line between the influences on East and Southern Africa, so southern Malawian climate usually responds in the same way as Southern Africa, northern Malawi less so. Climate change may increase the strength and frequency of the oscillation.
Extreme weather	An event that is rare within its statistical reference distribution at a particular place.

event	Definitions of 'rare' vary, but an extreme weather event would normally be as rare as or rarer than the 10 th or 90 th percentile. By definition, the characteristics of what is called 'extreme weather' may vary from place to place. Extreme weather events may typically include floods and droughts (IPCC 2007).
Food security	Access by all people at all times to adequate and quality food for a healthy and active life.
Forecast	Definite statement or statistical estimate of the likely occurrence of a future event or conditions for a specific area (UNISDR 2009)
Greenhouse gas	A gas that absorbs radiation at specific wavelengths within the spectrum of radiation (infrared radiation) emitted by the Earth's surface and by clouds. The gas in turn emits infrared radiation from a level where the temperature is colder than the surface. The net effect is a local trapping of part of the absorbed energy and a tendency to warm the planetary surface. Water vapour (H ₂ O), carbon dioxide (CO ₂), nitrous oxide (N ₂ O), methane (CH ₄) and ozone (O ₃) are the primary greenhouse gases in the Earth's atmosphere (IPCC 2007).
Hazard	A potentially damaging physical event, phenomenon or human activity that may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation.
Hazard impact	Impacts related to dangerous phenomena, substances, human activities or conditions that may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage (UNISDR 2009).
Implementing partners	Partner organisations that are directly implementing consortium projects
Indigenous knowledge	Also referred to as local knowledge, is the ancient, communal, holistic and spiritual knowledge that encompasses every aspect of human existence (Brascoupé and Mann 2001). Local knowledge of climate change includes historical knowledge from experience and local indicators used to predict future climate, usually on short-term to seasonal time scales.
Indirect beneficiary	Beneficiaries that are not directly targeted or supported by the consortium interventions.
Innovation	<i>Innovations are products, services, solutions or processes that have no logical antecedent and are potentially value-creating to a specific group (based on White, 2011). Innovation does not only refer to new ideas but can include the application of existing ideas and approaches to areas or communities for which they have not yet been available – so innovation is change that creates a new dimension of performance (Drucker, 2005). Being innovative implies being prepared to accept a negative as well as a positive result.</i>
Livelihoods	A livelihood comprises the capabilities, assets (stores, resources, claims and access) and activities required for a means of living: a livelihood is sustainable when it can cope with and recover from stress and shocks, maintain or enhance its capabilities and assets and provide sustainable livelihood opportunities for the next generation: and which contributes net benefits to other livelihoods at the local and global levels in the long and short term (Chambers and Conway 1992). A secure livelihood reduces poverty and marginalisation; equips and empowers an individual, household or community to protect and claim their rights to the resources and assets essential for their livelihood; strengthens them against the impact of disaster; and deepens their understanding of and ability to respond to climate change (derived from Christian Aid Secure Livelihoods Strategy 2007–11).
Maladaptation	Actions that increase vulnerability to climate change. This includes making development or investment decisions while neglecting the actual or potential impacts of both climate

	variability and longer-term climate change (Burton et al 1998).
Maladaptation feedbacks	Consequences of actions taken to reduce short-term vulnerability which then accelerate medium or long-term vulnerability to climate change. In Malawi, this could include charcoal making and other activities which use natural resources unsustainably.
Poverty	Poverty is multidimensional, including more than a lack of income or material resources. Poverty is a broader concept in which insufficient income is one among many dimensions of human deprivation: limited control over assets, limited access to basic services, and absence of work, isolation, powerlessness, voicelessness, discrimination, insecurity, humiliation and physical weakness. The ways in which these deprivations combine are complex and diverse, varying among countries and communities and over time. Poverty is disempowerment and the injustices that result.
Preparedness	Activities and measures taken in advance to ensure effective response to the impact of hazards, including the issuance of timely and effective early warnings and the temporary evacuation of people and property from threatened locations
Prevention	Activities to provide outright avoidance of the adverse impact of hazards and means to minimize related environmental, technological and biological disasters.
Programme location	Geographical area where the programme will be implemented
Recovery	Decisions and actions taken after a disaster with a view to restoring or improving the pre-disaster living conditions of the stricken community, while encouraging and facilitating necessary adjustments to reduce disaster risk.
Relief/Response	The provision of assistance or intervention during or immediately after a disaster to meet the life preservation and basic subsistence needs of those people affected. It can be of an immediate, short-term, or protracted duration
Renewable energy	Renewable energy includes resources that rely on fuel sources that restore themselves over short periods of time and do not diminish. Such fuel sources include the sun, wind, moving water, organic plant and waste material (biomass), and the earth's heat (geothermal). Although the impacts are usually small, some renewable energy technologies have an impact on the environment. For example, large hydroelectric resources can have environmental trade-offs associated with issues such as fisheries and land use (US EPA, 2011).
Resilience	The capacity of a system, community or society to cope with and bounce back from stresses and shocks without undermining its future coping capacity or natural resource base. A resilient livelihood is one that enables people to feed, clothe, house, educate and take care of themselves and their household with dignity, <i>and</i> to build up savings and/or other resources, while <i>also</i> enabling them to prepare for and cope with shocks (whether posed by natural hazards, economic factors, resource degradation or disease) <i>and</i> to actively adapt to new and emerging threats and longer-term changes in their context.
Risk	The probability of harmful consequences, or expected losses (deaths, injuries, property, livelihoods, economic activity disrupted or environment damaged) resulting from interactions between natural or human-induced hazards and vulnerable conditions.
Risk reduction	Processes aimed at minimizing vulnerabilities and disaster risks throughout a society to avoid or to limit the adverse impacts of hazards.
Scenario	A plausible and often simplified description of how the future may develop, based on a coherent and internally consistent set of assumptions about driving forces and key relationships. Scenarios may be derived from projections, but are often based on additional

	information from other sources, sometimes combined with a narrative storyline (IPCC 2007).
Shock	A sudden upsetting or surprising event or experience. In livelihoods, key concepts are that they are unpredicted and significant enough to cause negative impact regardless of their size and transience.
Sustainable development	Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.
Vulnerability	State of susceptibility to harm from exposure to stress associated with environmental and social change and from the absence of capacity to adapt (Edger, 2006)

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