



**U.S. Agency for International Development
Bureau of Democracy, Conflict, and
Humanitarian Assistance
Office of Food for Peace (FFP)**

**Technical References for FFP Development
and Food Security Activities**

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List of Acronyms

ACN	“Aménagement en Courbes de Niveau” (ridge tillage)
ADS	Automated Directives System
ANC	Antenatal care
ATAI	Agricultural Technology Adoption Initiative
CAWST	Center for Affordable Water & Sanitation Technology
CBM	Community-Based Management
CCVA	Climate Change Vulnerability Assessments
CDA	Collaborative for Development Action
CDC	Centers for Disease Control and Prevention
CFR	Code of Federal Regulations
CGAP	Consultative Group to Assist the Poor
CHW	Community Health Worker
C-IMCI	Community Integrated Management of Childhood Illnesses
CLTS	Community-Led Total Sanitation
CMAM	Community Management of Acute Malnutrition
CMM	Office of Conflict Management and Mitigation, USAID
CSHGP	Child Survival and Health Grants Program, USAID
C-SAFE	Consortium for the Southern Africa Food Security Emergency
DFAA	Development Food Assistance Activity
DFID	Department for International Development (UK)
DGH	Doctors for Global Health
DRR	Disaster Risk Reduction
ECD	Early Child Development
EE	Environmental Enteropathy
EED	Environmental Enteric Dysfunction
ENA	Essential Nutrition Actions
EMMA	Emergency Market Mapping and Analysis
EMMP	Environmental Mitigation and Monitoring Plan
FANTA	Food and Nutrition Technical Assistance Project
FAO	Food and Agriculture Organization of the UN
FFP	Office of Food for Peace
FFS	Farmer Feed School
FTF	Feed the Future
GAR	Global Assessment Report

GBV	Gender-Based Violence
GEMS	Global Environmental Management Support
GSF	Global Sanitation Fund
GIZ	German Corporation for International Cooperation
GLAAS	Global Analysis and Assessment of Sanitation and Drinking-water
HDRA	Henry Doubleday Research Association (Garden Organic)
HWT	Household Water Treatment
HIV	Human Immunodeficiency Virus
iCCM	Integrated Community Case Management
IFAD	International Fund for Agriculture Development
IFC	International Finance Corporation
IFPRI	International Food Policy Research Institute
IEE	Initial Environmental Examination
IPTT	Indicator Performance Tracking Table
ISFM	Integrated Soil Fertility Management
ISNAR	International Service for National Agricultural Research
IYCF	Infant and Young Child Feeding
IYCN	Infant and Young Child Nutrition Project (USAID)
JMP	Joint Monitoring Programme
J-PAL	Abdul Latif Jameel Poverty Action Lab
KDMD	Knowledge-Driven Microenterprise Development Project
LAM	Lactation Amenorrhea Method
LogFrame	Logical Framework
MAG	Market Analysis Guidance
M&E	Monitoring and Evaluation
MAM	Moderate Acute Malnutrition
MEAS	Modernizing Extension and Advisory Services
MCHN	Maternal and Child Health and Nutrition
MHM	Menstrual Hygiene Management
MUS	Multi-Use Water Supply
NACS	Nutrition Assessment, Counseling, and Support
NRM	Natural Resource Management
OECD	Organization for Economic Co-operation and Development
ODI	Overseas Development Institute
O&M	Operations and Maintenance
PCMA	Pre-Crisis Market Mapping and Analysis
PHAST	Participatory Hygiene and Sanitation Transformation
PIRS	Performance Indicator Reference Sheet
POU	Point-Of-Use

PPP	Public-Private Partnership
PSP	Private Service Provider
RAM	Rapid Assessment for Markets
RCT	Randomized Control Trial
RFA	Request for Applications
RWSN	Rural Water Supply Network
R&I	Refine and Implement
SAM	Severe Acute Malnutrition
SBCC	Social and Behavior Change Communication
SDG	Sustainable Development Goal
SEEP	Small Enterprise Education and Promotion Network
SF	Sustainability Framework
SODIS	Solar Water Disinfection Method
SPRING	Strengthening Partnerships, Results, and Innovations in Nutrition Globally
SSA	Seed Security Assessment
SUN	Scaling Up Nutrition
SUSANA	Sustainable Sanitation Alliance
SWA	Sanitation and Water for All
TANGO	Technical Assistance to NGOS
ToC	Theory of Change
TIPS	Trials of Improved Practices
TOPS	Technical and Operational Performance Support
UN	United Nations
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFPA	UN Population Fund
UNHCR	UN High Commissioner for Refugees
UNICEF	UN Children's Fund
UNIFEM	UN Fund for Women (former)
UNISDR	United Nations International Strategy for Disaster Reduction
USAID	United States Agency for International Development
USG	United States Government
VSLA	Village Savings and Loan Association
WASH	Water, Sanitation, and Hygiene
WEDC	Water, Engineering, and Development Center
WFP	UN World Food Program
WSP	Water and Sanitation Program
WSSCC	Water Supply and Sanitation Collaborative Council
WQAP	Water Quality Assurance Plan

I. Introduction

This document is designed to assist potential partners to access technical information and emerging best practices relevant to many of the sectors and activities USAID addresses with its Office of Food for Peace (FFP) non-emergency resources and Global Food Security Strategy (GFSS) Community Development Funds. With the exception of specific guidance for the development of mandatory gender and environmental analysis and monitoring and evaluation (M&E) requirements, this is not meant to be a prescriptive “how to” manual. Rather it is meant to be a broad source of information designed to help implementing partners incorporate the best and most promising practices appropriate for their program.

Consistent with its vision for a world free of hunger and poverty where all people live in dignity, peace and security, FFP launched its [2016-2025 Food Assistance and Food Security Strategy](#) in October 2016. The Strategy’s strategic goal is: *Food and nutrition security of vulnerable populations strengthened*. The Strategy’s two Objectives and supporting Intermediate Results help to institutionalize the concept of resilience and strengthen FFP’s commitment to working with vulnerable groups. Under this strategy, FFP is bringing new focus to good governance and conflict sensitive programming and working to increase equity, empowerment and opportunity in the context of gender and other marginalized groups.

The Strategy also reflects FFP’s increasing focus on affecting change at both an individual and a systems level across the spectrum of its emergency and development activities. FFP believes that if we focus not only on protecting and enhancing the lives and livelihoods of vulnerable populations, but also on the positive transformation of the communities and institutions which support them, we will enable greater, more sustainable improvements in their food and nutrition security.

The drivers of vulnerability to food and nutrition insecurity vary within and between countries and call for a context-specific vision of change. The Strategy's Results Framework addresses key drivers of food insecurity, creating a map of the broad platform of capabilities that FFP and its partners bring to bear in supporting improved food security for vulnerable populations. FFP development food security activities should be designed within this broad framework based on use of context-specific Theories of Change (ToC). Similarly, this document attempts to provide a broad toolkit of available resources to assist partners as they develop and operationalize a context-specific vision for improved and sustained food security for the most vulnerable populations.



FFP development food security activities contribute directly to the vision, goal and objectives of the [USG Global Food Security Strategy, 2017-2021](#). In addition, FFP's programs also directly support [USAID's Vision for Ending Extreme Poverty](#); the [USAID Multi-Sectoral Nutrition Strategy, 2014-2025](#); USAID policy and program guidance on [Building Resilience to Recurrent Crisis](#); USAID's policy on [Gender Equality and Female Empowerment](#); USAID's policy on [Youth in Development](#); and USAID's [Democracy, Human Rights and Governance Strategy](#).

In the interest of impartiality with regard to the technical knowledge products developed by FFP implementing partner organizations, no documents have been included if authored by a single FFP implementing partner. However, users of this document are highly encouraged to access the [online technical resource library](#) for the Food Security and Nutrition Network, managed by the FFP-funded Technical and Operational Performance Support (TOPS) program.

If you have additional technical reference materials to suggest, topic areas you think should be included, or any other comments on the contents of this document, please feel free to send input on this document to AskFFP@usaid.gov.

II. Mandatory Program Design Elements

Please review the guidance provided by the [USAID Office of Food for Peace Policy and Guidance for Monitoring, Evaluation and Reporting](#) for elements A through D.

- A. Theory of Change (ToC)
- B. LogFrame
- C. Annual Monitoring Plan
- D. M&E Staffing Plan, Organogram, and Capacity Development Strategy
- E. Gender

E. Gender

Overview

Gender roles, relationships and restrictions have an impact on food and nutrition security everywhere FFP has projects. Gender dynamics affect each element of food security: food availability, food access and food utilization. Failing to address gender issues effectively in FFP programming runs a double risk; first, that changes expected as a result of project interventions will not take place as envisioned and, second, that the full contribution of women, men, boys and girls in achieving food secure communities will not be tapped.

Gender differences affect food security through various pathways. For example, women are often responsible for growing the food consumed in the home, but differing access to land, information and inputs limit their ability to produce, therein reducing yields, income and the availability of food for the household. Likewise, women's competing roles as mothers, housewives and income-earners—known as women's triple burden—leave women with little time or energy to grow and prepare food, resulting in similar negative impact on the nutrition of their families. Age also matters when considering gender dynamics. A young mother, for instance, may not be able to use the new information on improved nutritional practices she's learned at the health center as it may be her husband, his first wife, or his mother who actually makes decisions about food consumption within the household. The food security of men are also directly affected by gender differences. A young man may decide to migrate to the city in search of livelihood opportunities, leaving the burden of feeding the family on those who stay behind. A young man's decision can also be shaped by traditional patterns of decision-making; if all decisions are made by community elders without input from others,

young men may decide that they have no place in their home communities and thus go elsewhere to make their future. Understanding gender and age dynamics within households, extended families, and communities—and translating that understanding into improved programming—is essential to ensure, promote and sustain food and nutrition security.

This section outlines the technical requirements for the applicant’s application in regards to gender integration, gender analysis, staffing, budgeting, M&E, and ensuring that measures are in place to minimize risk of gender-based violence (GBV).

Gender Integration

Gender integration involves identifying and addressing gender differences and gender dynamics during design, implementation, monitoring and evaluation. Given the importance of gender issues in food assistance programming, and consistent with USAID’s [Gender Equality and Women’s Empowerment Policy \(USAID 2012\)](#) and Agency guidance in Automated Directives System ([ADS 205](#), ***Gender must be integrated throughout the applicant’s application as a crosscutting theme.*** Gender must be taken into account in the (1) discussion of the underlying causes of food security and malnutrition, (2) ToC by incorporating how likely gender barriers will be overcome and the potential of women, men, girls and boys will be harnessed, (3) description of project interventions by including ways the project will ensure equitable participation and benefits by women and men of different ages and social groups, and by indicating any possible negative effects on gender relations or gender outcomes, and how they will be dealt with, (4) section on logistical procedures by outlining how the project will ensure women’s needs and preference will be taken into account and interventions are as “safe” as possible, and lastly (5) monitoring plans so that expected and unexpected changes are tracked over the course of project implementation.

Of note, applicants should consider the following, including a brief reference to these issues in the appropriate sections of the application:

- How activity components are likely to affect relations among women and men, including their respective access to and control over resources;
- How proposed activities will be carried out in a way that allows for equitable input, participation and benefit by women and men of different ages and social groups, and will transform gender relations for the better in relation to food security;

- Any possible negative consequences of project interventions on women’s time and energy and what the project will do to avoid such consequences, plus steps the project will take to ease women’s “triple burden”—women’s competing roles as mothers, housewives and income-earners;^{1 2}
- Opportunities to promote leadership among women and youth in improving food security in their communities, and how the project will take advantage of each occasion; and finally,
- The potential for GBV as a result of project interventions and the steps the project will take to prevent violence associated with the project, or minimize the risk.

Gender Analysis

As with all projects that receive USAID funding, FFP development projects are required to complete a gender analysis within the first year of project implementation to inform project design and strengthen programming. *Applicants must submit a concept note for the Year 1 Gender Analysis as an annex in their application entitled “Gender Concept Note”.* The concept note should be no longer than four pages.

The Gender Concept Note should provide a brief overview of the analysis to be undertaken by the applicant. The note should include illustrative questions along the applicant’s proposed ToC that the analysis is likely to address, the types of tools to be used for data collection, the proposed duration of the analysis, who will conduct the analysis, an estimated budget, and how analysis results will be incorporated into the project’s ToC and implementation plan. Applicants will not be restricted to the details of the concept note should their application be awarded, but it should be evident from the note that the applicant has (1) a good understanding of gender issues that can come into play in the change theory proposed by the applicant, as well as the purpose of a gender analysis within the context of development food assistance programming, (2) the capacity to carry out a meaningful analysis, and (3) a clear plan to translate analysis results into programming. Applicants are encouraged to consider the interplay of gender and other social dimensions such as age, ethnicity, and origin that play a role in determining both opportunities and constraints for women, men, girls and boys. The concept note should also include the makeup of the team the applicant anticipates would conduct the gender analysis, a discussion of the tools likely to be used for data collection, an estimated budget, and the

¹ Examples of negative consequences include mothers having less time for child care or meal preparation due to time and energy spent participating in project activities and adverse effects of exposure to agricultural pesticides.

² Ways to ease women’s burden include establishing food distribution points closer to the household or reducing the food package size, making it easier for women to carry home.

process the applicant would use to incorporate analysis findings into the ToC and implementation plan.

The gender analysis should build on existing knowledge and previous gender analyses, exploring new areas of gender dynamics in relation to food and nutrition security, rather than repeating what is already known. While applicants are encouraged to use recommended gender analysis domains to inform the questions addressed in the analysis, FFP seeks a focused examination, or “drill-down”, of the specific gender factors that can facilitate or impede progress along the project's proposed ToC. Therefore, rather than a broad examination of gender analysis domains across food security programming, the analysis should be designed with the intention of increasing understanding of the specific gender dynamics at play along the sequence of changes hypothesized in the ToC leading to project outcomes.

The choice of data collection methods will depend on the key questions the analysis is to answer. In general, a mix of qualitative and quantitative data is recommended. Primary data collection during the gender analysis should involve mostly qualitative data, with quantitative data coming from secondary sources.

Applicants should allow adequate time for identifying key questions, gathering information, and reflection and analysis. As a general guide, applicants should plan for four to six months from the initial design to the point when analysis results are integrated into programming: desk review and field work preparation; data collection; data management, analysis and report-writing; integration of results into program design; and dissemination of results. Applicants should also be sure to budget resources for the analysis adequately. Based on previous experience, the applicant should consider a budget in the \$45,000 - \$65,000 range.

Conducting a thoughtful gender analysis most often requires a multidisciplinary team that brings together members with an in-depth understanding of gender within the context of food security, capacity in quantitative and qualitative data collection/analysis, participatory methodologies, knowledge of the project areas, and an understanding of the project's ToC and the rationale behind it. It is important that both headquarter and field staff are involved throughout the analysis as it leads to a higher quality, more relevant end product that has the support of those who are to implement it.

A Consultation on Gender & Food Security with Implementing Partners & Local Leaders

Project staff will be invited *to participate in a three-day consultation hosted by FFP in the first months of Year 1*. The consultation will lay the groundwork for the Year 1 Gender Analysis and

will bring together implementing partner staff of the country's development food assistance programs, local leaders, and government officials to explore gender and youth factors in the food and nutrition security of the country's poor and extreme poor.

During the Gender Consultation, participants will:

- Review key country statistics, studies, and what has been learned to date in food security programming using a gender and youth lens;
- Identify points in the multiple pathways to improved food and nutrition security where gender or age dynamics can facilitate or impede progress;
- Discuss ways to track changes in gender dynamics—both expected and unexpected—over the project lifetime.

The Gender Consultation will prepare implementing partners for a gendered, youth-focused review of project ToCs during the M&E workshop, and lay the groundwork for development food assistance activity (DFAA) gender analyses that are keyed into the critical points of project ToCs in which gender and youth factors are most relevant.³ The Consultation will also encourage the continuing cross-project collaboration and involvement of communities and local government in addressing gender/youth issues and ensuring that all project interventions are inclusive.

Implementing partners will be asked to form a team of six to eight persons to attend the Consultation. In addition to staff gender specialists, the team should include at least one senior manager plus technical staff that understand the various program areas of the DFAA. Members of the team should also participate in the follow-on Refine and Implement (R&I), and/or M&E workshop(s) to ensure critical gender issues are taken into account in Year 1 R&I studies and in M&E planning. Ideally the team will continue to monitor gender and youth integration throughout project implementation. Applicants should include travel and lodging funds for staff participation in the three-day consultation as part of the gender analysis budget they propose.

Staff Capacity and Responsibility for Gender Integration

Applicants should have the necessary staff expertise and capacity available to ensure gender is integrated and addressed effectively at every point in the food assistance activity cycle. Applicants must describe within the application the gender expertise they will draw upon to

³ In Refine and Implement countries, the Gender Consultation will also help to identify key gender and youth issues that should be explored in the various studies undertaken during the initial R&I project year.

lead gender activities and must explain their capacity to implement gender-sensitive actions and track gender changes throughout the entire award period.

The chief of party will be responsible for ensuring gender is effectively integrated in all project components.

GBV

GBV tends to increase in times of crisis and is thus often present in areas where FFP has programming. Programs may well exacerbate the conditions that promote GBV or put members of the community in situations where they are more at risk, and applicants must consider the possible effects program activities may have on GBV within the household or community. Applicants should carefully analyze and then address in the design of their program how potential activities could lead to GBV and what steps will be taken to prevent or mitigate any harmful negative effects. Applicants are responsible for proposing program activities that will protect all beneficiaries, with a focus particularly on women and girls, but may also at times include young men and boys.

Applicants must also ensure that any research, data collection and analysis related to GBV is safe and follows ethical guidelines. Applicants who intend to collect data on GBV must justify what they intend to do with the data, why it's important for project outcomes, and how they intend to use the findings. Given the potential risk, we suggest the following specific precautions from WHO guidelines on researching GBV, entitled *Putting Women First: Ethical and Safety Recommendations for Research on Domestic Violence Against Women*.⁴

While provision of services to survivors of sexual and GBV is usually outside the purview of FFP programming, FFP encourages partners to provide information to FFP program-targeted communities on where GBV services are available. Applicants are also encouraged to propose activities that seek to transform the social norms that underlie the acceptance of violence. This could include activities with potential community level impact, such as organizing women, involving men, or engaging religious and other traditional leaders in dialogue about gender dynamics and violence. Due to the sensitive nature of GBV, applicants who propose program activities to directly address and impact GBV outcomes must ensure they have qualified staff trained in GBV who have a deep understanding of the local culture.

Attention to GBV is an important aspect of all USAID programming. For information on USAID's approach to GBV, please refer to *Strategy to Prevent and Respond to GBV Globally*.⁵

⁴ See <http://www.who.int/gender/violence/womenfirtseng.pdf>

⁵ See https://www.usaid.gov/sites/default/files/documents/2155/GBV_Factsheet.pdf

Monitoring and Evaluating Gender Dynamics

In 2009, FFP declared “an enhanced focus on gender” as essential to food security and established gender equity in regards to access and control over resources as a review criterion for applications. Subsequently, in 2012 USAID enacted an agency-wide Gender Equality and Female Empowerment Policy gender requiring that all USAID projects (and thus activities) collect appropriate sex-disaggregated data, ask clear questions about gender roles in order to uncover both intended and unintended positive or negative changes, and develop indicators designed to track changes in key gender gaps from baseline to end line. So that FFP projects meet the 2012 Agency mandates, FFP expanded gender requirements, adopting a set of gender indicators. Current FFP M&E requirements for DFAAs are:

- Sex disaggregation of baseline, final evaluation, and annual monitoring indicators;
- One required gender-related Standard Foreign Assistance, or “F”, indicator in annual monitoring;⁶
- Eight required, if applicable, gender indicators for baseline and final evaluations.

The required gender-related “F” indicator, measured annually and reported to Congress and the public, is: the proportion of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment).

The set of eight new gender indicators measure gender integration along a continuum of change—the FFP Gender Integration Framework—that starts with access to a resource and moves to control over the use of that resource. The *access* side of the framework outlines two types of access: access to social capital related to a resource, and access to the actual resource itself.⁷ The *control* side of the framework tracks two distinct, but associated, factors related to control—communication and negotiation: communication on how a resource will be used and then negotiation as intermediary steps towards the end goal of the continuum: joint decision-making vis-à-vis the resource. Note that the new indicators measure change in two areas of program intervention: improved agriculture and livelihoods, and improved nutritional status. As these are FFP first-level objectives and thus primary areas of action in virtually all DFAA programming, the new indicators do not require development projects to

⁶ See <http://www.state.gov/f/indicators/>

⁷ Social capital refers to the networks of relationships among people who live and work in a particular society, enabling that society to function effectively. Access to social capital refers to the extent to which a person is a part of, or belongs to, these networks.

change their scope of work, but rather provide the means to measure the outcomes of interventions that are already being implemented.

The new indicators are:

- % of men and women who earned cash in the past 12 months (61);
- % of men/women in union and earning cash who make decisions alone about the use of self-earned cash (62);
- % of men/women in union and earning cash who make decisions jointly with spouse/partner about the use of self-earned cash (63);
- % of men and women with children under two who have knowledge of maternal child health and nutrition (MCHN) practices (64);
- % of men/women in union with children under two who make maternal health and nutrition decisions alone (65);
- % of men/women in union with children under two who make maternal health and nutrition decisions jointly with spouse/partner (66);
- % of men/women in union with children under two who make child health and nutrition decisions alone (67);
- % of men/women in union with children under two who make child health and nutrition decisions jointly with spouse/partner (68).

For agriculture and livelihoods, the resource measured is information regarding *agricultural and livelihoods*. Earning income and controlling how earned income is used is important from a gender perspective as access to cash is a relatively rapid pathway to empowering women and promoting gender equality. In addition, in the asset-poor settings of FFP programs, women are more marginalized than men as they have little or no access to assets such as land and other forms of natural resources and physical capital. As women gain access to greater income, their financial contribution at the household level increases, often resulting in women gaining more respect and decision-making authority in household decisions as their contribution to food security grows.

For improved nutrition, the resource measured is information or knowledge about Maternal and Child Health and Nutrition (MCHN). Improved MCHN practices rely on individuals making decisions at the household level to adopt new practices. While women are overwhelmingly the main recipients of behavior change messages in FFP DFAAs, their lack of decision-making power within the household often limits the extent to which they can adopt improved practices. Promoting communication and dialogue between women and their spouse/partner on improved MCHN practices would support greater participation by women

in decision-making on these aspects that would ultimately result in adoption of improved practices or behaviors for improved nutrition and health.

The new indicators climb the access-control framework, enabling implementing partners to track anticipated gender changes from knowledge to adoption. FFP projects now focus primarily on providing program participants with access to resources, such as income or knowledge, often times without considering whether those participants will have control over the resource received. For example, if women earn income through project activities, are they able to decide how to use the new income, or do their husbands take control of the income their wives earn? Vice versa, how is it decided how income men earn through project activities is used? Similarly, if women are provided MCHN information, are they able to put the new information into practice? Are they able to decide who goes to the health center for what, and when? Are they able to spend money on health needs of family members? The new gender indicators will enable implementing partners to track if and how decision-making patterns are changing, and adapt programming as needed.

Extending the measurement on access to resources to capture the extent of control men and women ultimately have over those resources is an important next step for FFP programs that will provide important learning for course correction and for the design of future initiatives. FFP encourages implementing partners to use the access-control framework to think through, track changes, and function differently as necessary to bring about actual behavior change.⁸ Focusing M&E indicators on the end-game—actual changes in household decision-making patterns—will transform gender relations for the long-term.

Information Resources

[USAID's Gender Equality and Female Empowerment Policy](#) aims to improve the lives of citizens around the world by advancing equality between females and males and empowering women and girls to participate fully in and benefit from the development of their societies.

[USAID's ADS 205](#) explains how to implement across the Program Cycle new USAID policies and strategies to reduce gender inequality and to enable women and girls to realize their rights, determine their life outcomes, influence decision-making, and become change agents in households, communities, and societies.

⁸ For example, adding a measure on control over decisions related to health will compel implementing partners to find ways to increase and improve dialogue between couples so that women have more input into health decisions.

[USAID's Ending Child Marriage & Meeting the Needs of Married Children: The USAID Vision For Action](#) outlines USAID's efforts to prevent child marriage and to respond to the needs of the more than 50 million girls and boys who are already married and have limited access to education, reproductive and other health services and economic opportunities.

[United States Strategy to Prevent and Respond to GBV Globally](#) establishes a government-wide GBV approach and a set of concrete goals and actions for Federal agencies.

[USAID's Working with Men and Boys to End Violence Against Women and Girls](#) reviews the published and grey literature on male engagement strategies for ending violence against women and girls in five sectors: economic growth, trade and agriculture; education; governance, law enforcement and justice systems; conflict, post conflict and humanitarian assistance; and social development.

[USAID's Scaling Up Interventions to Prevent and Respond to GBV](#) identifies GBV interventions that are scalable and provides guidance for designing GBV interventions that can be brought to scale and maximize impact.

[USAID/FFP's Gender Integration in USAID Bureau for Democracy, Conflict, and Humanitarian Assistance Office of Food for Peace Operations: Occasional Paper #7](#) provides a framework on how to mainstream gender in FFP programming.

More information on addressing gender in programming can be found on [USAID's Addressing Gender in Programming page](#).

For information on gender and age issues in food security programming, see:

The [Gender in Agriculture Sourcebook](#) is a guide produced by the World Bank, FAO, and IFAD. It provides an in-depth analysis of gender integration into key technical areas, such as gender and agricultural livelihoods; gender and rural finance; and gender issues in land policy.

[The State of Food and Agriculture](#) is a guide published by the Food and Agriculture Organization of the United Nations focused on the role of women in agriculture. It looks specifically at how to close the gender gap for development. Many of the figures and tables included in the guide provide useful visuals on gender issues.

[Promoting Gender Equitable Opportunities in Agricultural Value Chains: A Handbook](#) is a USAID publication focused on women in agricultural value chains. It is divided up into two sections; the first lays out a framework for integrating gender issues in agricultural value chains, and the second explains the process to do so. USAID, 2009.

[A Review of Empirical Evidence on Gender Differences in Non-Land Agricultural Inputs, Technology, and Services in Developing Countries](#) is a paper published by IFPRI that reviews existing microeconomic empirical literature on gender differences in use, access, and adoption of non-land agricultural inputs in developing countries. It focuses on four key targeting areas: technological resources, natural resources, human resources, and social and political capital.

[Bringing Agriculture and Nutrition Together Using a Gender Lens](#) focuses on the linkages between food and nutrition security using a gender lens. It also introduces the [Nutrition and Gender Sensitive Agriculture Toolkit](#) for addressing food and nutrition insecurity through a gender lens.

[Gender and Conflict Analysis](#) is a paper published by UNIFEM looking at gender relations and gender inequality as triggers or dynamics of conflict. It examines the context, actors, causes, and dynamics of conflict to consider how gender plays a role through the conflict cycle.

For best practices on addressing gender opportunities and constraints in food security programming, see:

[Focus on Families and Culture: A guide for conducting a participatory assessment on maternal and child nutrition](#) is a guide published by the Grandmother Project through USAID. The guide provides information about understanding family roles and influence to develop culturally-grounded and effective community nutrition interventions.

[Girl-Centered Program Design: A Toolkit to Develop, Strengthen and Expand Adolescent Girls Programs](#) is a toolkit published by the Population Council. It outlooks beneficiary targeting and how to conduct needs assessments, determining program structure and content, and how to conduct monitoring and evaluation. It also includes useful handouts for girl-focused programs.

For data on gender and youth, see:

[Demographic and Health Survey Program](#) (DHS) is a USAID-funded program that disseminates data on fertility, family planning, maternal and child health, gender, HIV/AIDS, malaria and nutrition. It is a useful source of reliable data and technical assistance .

[Global Gender Gap Reports](#), published by the World Economic Forum (2015), rank 145 economies according to how they are leveraging their female talent pool based on economic, educational, health-based, and political indicators. The data can be used when broken down into gender gap rankings or through individual country profiles.

The World's Youth Data Sheet, as part of the [World Population Data](#) published by the Population Reference Bureau provides the latest demographic data for the world, global regions, and countries around the world. It also includes indicators on the status of women in key areas such as education, employment, and government to get a picture of women's progress towards equality.

The Food and Agriculture Organization of the United Nations publishes a [Gender and Land Rights Database](#) to highlight the major political, legal, and cultural factors the influence the realization of women's land rights throughout the world. It includes country profiles, statistics, a legal assessment tool, and other resources.

[OECD Gender, Institutions and Development Database](#), created by the Organization for Economic Co-operation & Development breaks down gender indicators country by country for both a global and more individualized view of women's status around the world. Factors looked at include discriminatory family code, restricted physical integrity, and son bias.

Published in a joint effort between UNDP, UNFPA, UN Women, and UN Volunteers, [Why Do Some Men Use Violence Against Women and How Can We Prevent It? Quantitative Findings from the UN Multi-country Study on Men and Violence in Asia and the Pacific](#) was a study conducted with the objective of better understanding men's use of different forms of violence against women (specifically, intimate partner violence and non-partner rape) in the Asia-Pacific region. Overarching findings were that not all men used violence, men and women supported gender equality in the abstract but less so in practice, and that men's use of violence was associated with a complex interplay of factors at different levels.

[Labour market transitions of young women and men in sub-Saharan Africa](#) (Work 4 Youth Publication Series No 9), is a publication by the Youth Employment Programme on the design, methodology, and findings of the "school-to-work transition" survey conducted by the International Labor Office. It focuses on the individual, household, and educational characteristics of youth in sub-Saharan African countries.

Also published by the International [Labor Office, Young and female—a double strike? Gender analysis of school-to-work transition surveys in 32 developing countries](#) (Work 4 Youth Publication Series No. 32) explores the experiences and constraints faced by young women and men in the workforce. Based on the same “school-to-work transition) surveys, the report comes to the conclusion that young age and female gender are hindrances to finding productive employment.

F. Climate Risk Management

Overview

Per ADS 201, Climate Risk Management (CRM) is now required for all USAID development projects and activities. CRM is the process of assessing, addressing and adaptively managing climate risks. The goal of CRM is to both render USAID’s work more climate resilient (i.e., better able to anticipate, prepare for and adapt to changing climate conditions and withstand, respond to and recover rapidly from disruptions) and to avoid maladaptation (i.e., development efforts that inadvertently increase risks). Applicants are expected to describe how relevant climate risks will be addressed and adaptively managed in all areas of the proposed activity. Integration of a climate sensitive approach must be context-appropriate and reflected at every phase of the activity.

For USAID’s purposes, climate risks are potential negative consequences on projects or activities due to changing climatic conditions. Adverse consequences for development programs may result from the interaction of a climate-related hazard or stressor such as high temperature, flooding or drought with the vulnerability of societies and systems exposed to climate change. The level of risk increases as the magnitude of the negative consequence from the exposure increases. Risk also increases as the likelihood of the negative consequence increases. Further information on how USAID defines climate risk can be found in the [mandatory reference](#) on climate risk management at the project and activity level. USAID has also developed [optional tools](#) that can be used to help assess and address climate risks.

Information Resources

The [Climate Risk Management for USAID Project and Activities](#) is a mandatory reference for ADS 201 guidance for climate risk management in USAID projects and activities.

The [USAID Climate Risk Screening and Management Tools](#) were developed to support climate risk screening and management in strategy, project and activity design. These tools are meant to improve the effectiveness and sustainability of development interventions by helping the user to assess and address climate risk.

USAID's [Climatelinks](#) website provides a global knowledge portal for climate change and development practitioners.

The [Climate, Environment, and Disaster Risk Reduction \(DRR\) Guidance](#) is a tool for analyzing whether existing and planned cooperation strategies, programs and projects are at risk from disasters emanating from climate variability, climate change, environmental degradation and/or tectonic activities.

The [Climate Change & Food Security Vulnerability Assessment Toolkit for Assessing Community-level Potential for Adaptation to Climate Change](#) describes a participatory methodology designed to provide organizations with the tools to understand the interrelations between climate impacts, food systems and livelihood strategies at the local level, while taking into consideration traditional /indigenous knowledge of the participating community.

G. Environmental Safeguards and Compliance

Overview

Environmental degradation, climate change, and natural disasters are well-known challenges to development assistance and humanitarian aid, as they can negatively impact sustainable development and resiliency goals. Improving environmental impacts of FFP projects leads to both positive food security and environmental outcomes (e.g., safe and available water, Natural Resource Management (NRM), reduced hunger and malnutrition, etc.). Ensuring environmental compliance in FFP food assistance projects aims to:

1. Do no harm to the local environment of land, water and flora/fauna, including humans (e.g., project-related deforestation, medical waste management, safe/effective pesticides, water quality assurance);
2. Improve community resilience to environmental degradation (consider the added impacts of climate-related shocks);
3. Rehabilitate degraded natural resources that are relevant to the project's food security objectives (e.g., poor soil fertility, contaminated drinking water);

4. Strengthen knowledge, attitudes and practice of target participants to better manage community natural resource environments for enhanced project sustainability and resilience to shocks related to food security.

Technical Design and Integration of Food Security Activities

Environmental safeguards and compliance should be integrated within the application and described in the Environmental Safeguards Plan annex.

Meeting the environmental safeguards and compliance goals of FFP food assistance projects consists of the following four requirements:

1) Consultation of Existing Environmental Analyses

A wealth of information on climate change, environmental degradation, and environmental performance practices provides analyses and guidance to inform the development of FFP DFAAs. Described below are four key types of existing environmental analyses—some of which are required and others recommended:

- Applicants are required to draw guidance from the global, USAID FFP RFA-level, Initial Environmental Examination (hereafter, [RFA IEE](#)) which USAID developed to assess strategic environmental impacts common to all USAID DFAAs. The RFA IEE also provides further information on the environmental integration effort and the development of the stand-alone, or “Project IEE”, described in bullet (4) below.
- Applicants must draw from USAID’s global environmental assessments for commodity fumigation. All FFP development project applications must ensure fumigation practices in accordance with the [USAID Programmatic Environmental Assessment](#) for the Fumigation of Commodity which identified three key gaps in fumigation practices (i.e., personal protective equipment, monitoring equipment and gas impermeable tarps) that must be addressed. Templates for the development of pesticide compliance analyses are included.
- Applicants are recommended to apply the findings from existing USAID Foreign Assistance Act Section 118/119 Biodiversity and Tropical Forestry (118/119) analyses. USAID 118/119 analyses are developed to identify priority environmental threats and opportunities at the strategic country level that can inform food security programming which relies on several ecological goods and services. This analysis involves stakeholder consultations with communities, government, and civil society organizations to identify key issue areas, such as specific drivers of unsustainable agricultural practices leading to deforestation.
- Applicants are recommended to draw from national climate change vulnerability assessments (CCVAs), wherever available. CCVAs contain data on exposure and

sensitivity to climate stressors and government and community adaptive capacities and recommend actions for climate change adaptation.

2) Budgeting for Environmental Compliance

FFP requires that all projects have the necessary budget to achieve environmental compliance (per ADS Chapter 204.2.c). The budget planning for environmental compliance must begin at the initial application development and become refined later with the additional analyses provided by the Project IEE (as described in bullet 5, below).

Environmental compliance **budgeting elements** may include: Salaries (e.g., staffing for Project IEE implementation), Travel and Transport (e.g., to field sites), Staff Training (e.g., training of awardees and participants), Sub-contracts (e.g., development of the Project IEE), etc.

For example, applicants are expected to invest appropriately in development of the required Project IEE analysis, and this should be reflected in the proposed budget documents. Applicants' budgets are required to support the development of the Project IEE analysis with a suggested budget range of \$25,000-\$40,000 for the typical complexity of a DFAA.

USAID is currently developing environmental budgeting guidance that is undergoing public consultation and pilot implementation, under the USAID Global Environmental Management Support (GEMS) project. Applicants are encouraged to review the USAID presentation entitled "[Consultation for the Environmental Budgeting Toolkit for USAID Development Food Assistance Programs](#)," from March 7, 2012.

3) Staffing for Environmental Compliance

To implement the USAID environmental regulation and address site-specific issues, dedicated environmental staffing is necessary within the project or field management levels. The budget narrative should explain how environmental safeguard costs are incorporated into line items of the detailed and comprehensive budgets in the [FFP Detailed Budget Annex](#).

4) Environmental Safeguards Plan

Applicants are expected to integrate environmental safeguards and climate change sensitivities throughout their project narrative. In addition, applicants must include a description of their plans for completing a Project IEE (see bullet e, below) as an annex

entitled the Environmental Safeguards Plan (submitted as Annex 9). Only successful applicants will carry out a full Project IEE.

The Environmental Safeguards Plan must address four key elements:

1. How environmental safeguards and climate change sensitivities have been integrated into application and project design;⁹
2. How environmental stand-alone and integration indicators have been included in M&E systems;
3. How funds for safeguarding have been allocated in the detailed/comprehensive budgets and described in the budget narrative;
4. The strategy for development of the Project IEE.

The plan should be no more than four (4) pages.

5) Developing the Project IEE (*Required only for successful applicants*)

All successful applicants are required to develop a Project IEE. The goal of the project-level IEE analysis is to provide a deeper understanding of current environmental impact and degradation issues at the country, regional/watershed, community and household levels in activity target areas, as well as the context of the environmental threats and opportunities in which the activity is operating within. The purpose is to advance the knowledge and understanding of the context-specific, project-level environmental and climate issues that would affect activity implementation, project participation, and outcomes. This should in turn improve and be incorporated into a project design that integrates both climate and environmental resources and risks. When developing Project IEEs, successful applicants must take direction from the RFA IEE, described above, and are encouraged to use the [USAID Environmental Compliance Database](#), which contains relevant environmental impact analyses for a wide range of USAID development sectors and countries of implementation.

Project IEE Deadline: Development of the Project IEE, including all necessary IEE field-level analysis and stakeholder consultations, should begin immediately upon award notification. The deadline for submitting the Project IEE for USAID clearance is **no later than the date established by FFP for the M&E workshop.**

⁹ This should address linkages between environmental sensitivities and safeguards in each technical area. Examples include describing how current participant cooking practices can be cleaner, labor-saving, and more sustainable to provide positive health, social, and environmental impacts.

The Project IEE must include the Environmental Mitigation and Monitoring Plan (EMMP). The EMMP is an essential analytical tool used during the M&E workshop to refine the Logical Framework (LogFrame) and Indicator Performance Tracking Table (IPTT). The Project IEE will be reviewed and approved by the [Bureau Environmental Officer](#) for USAID's Bureau for Democracy, Conflict, and Humanitarian Assistance (DCHA), prior to the project conducting any field actions that would normally trigger a Negative Determination, per 22 Code of Federal Regulations (CFR) 216. However, associated start-up actions, such as community consultation, participant targeting, and other key stakeholder engagement, may begin in the absence of an approved Project IEE.

Policies, processes, and guidance on developing FFP environmental safeguards and compliance can be found at the [USAID FFP Environmental Safeguards and Compliance](#) page. Requirements for USAID environmental compliance are codified under the Foreign Assistance Act of 1961, Section 117; Federal Regulations (22 CFR 216) and USAID's ADS Chapter 204.

M&E Considerations and Indicators

To ensure the ongoing safeguards for environmental goods and services while achieving food security gains, applicants will integrate environmental considerations into the project M&E system. This integration process begins with the inclusion of "Environment" as a cross-cutting theme in the Results Framework where relevant. To reflect this cross-cutting theme, the IPTTs should include appropriate environmental, or "green", output and outcome indicators.

USAID recommends two types of environmental indicators be considered in the IPTT: stand-alone and integration indicators. Stand-alone environmental indicators simply measure progress towards the FFP project results that have an environmental focus (e.g., climate change, NRM). For such indicators, FFP projects would draw direction from existing Agency indicators. Environmental integration indicators would be applied to certain actions with a potential risk for environmental impact (e.g., roads, healthcare waste, irrigation) that are not addressed by the stand-alone indicators described above. The environmental integration indicators build upon existing IPTT indicators to measure the quality of actions related to good environmental stewardship and prevention of potential environmental impacts when measuring progress towards project results. More information can be found by viewing the M&E [Environmental Considerations](#) presentations.

Information Resources

USAID's [ADS Chapter 204](#) provides policy directives and required procedures on how to apply Title 22 of 22 CFR 216 to the USAID assistance process. This is to ensure that assessment of the environmental consequences of all programs, activities, and substantive amendments are in full compliance with the requirements of this Federal Regulation implementing the underlying legislation and out of court settlement.

[USAID Environmental Compliance Procedures](#) are intended to implement the requirements of the National Environmental Policy Act of 1970 as they affect the USAID program. 22 CFR 216 applies to all USAID programs, projects, activities and substantive amendments.

The role of [Environmental Safeguards and Compliance](#) in USAID food assistance projects is to enhance the resiliency of over-exploited natural resources, improve environmental health, and strengthen partner-country environmental governance and community resilience to climate and other environmental changes.

USAID's [Global Climate Change](#) page includes information on USAID's commitment to promoting climate-smart planning and clean energy development to safeguard today's gains in global prosperity and security and to ensure tomorrow's growth is sustainable.

The [GEMS Project](#) provides on-demand environmental compliance, management, capacity-building, and sound design support to USAID's Environmental Officers, to USAID Missions and other operating units, and to their projects and programs

The [Environmental Compliance Database](#) is a searchable global archive of USAID pre-implementation environmental review documentation (22 CFR 216 documentation).

The Environmental Mitigation and Monitoring Plans [EMMP Factsheet](#) (The Cadmus Group) describes the EMMP concept and its role in life-of-project environmental compliance for USAID-funded activities. It provides practical guidance and examples to inform EMMP development.

Definitions

Environmental Safeguards: Components of a program that are developed as part of the activities designed to deal with mitigating potentially foreseeable negative environmental impacts of program activities, maintaining ecological goods and services and promoting their sustainable management by community stakeholders. In USAID programs, environmental safeguards are incorporated into application design and implementation under the mandate of the USAID environmental compliance regulation, 22 CFR 216.

IEE: An environmental impact analysis, required as a condition for disbursement of program funding, per USAID environmental regulation 22 CFR 216, the IEE analyzes potentially foreseeable impacts resulting from program activities.

III. Technical Sectors

A. Agriculture and Livelihoods

Overview

FFP's agriculture and livelihood activities seek to increase access to economic opportunities for families largely dependent on agriculture and rural economies for their livelihoods. These activities aim to enable people to make their own decisions from a set of multiple options and reflect the realities that, in many of the communities where we work, the most vulnerable do not own land or a household's own land holdings will not provide a sustainable pathway out of food insecurity and poverty. FFP's organizational principles in this sector include a focus on profitable, market-linked, sustainable farm and land management; non-farm income generating opportunities; household economics (including nutrition-sensitive agriculture); and human, as well as institutional, capacity building. FFP encourages the development and testing of interventions that both direct participants and non-participants can adopt and adapt to to increase their incomes and improve the well-being of their families, and which, because of this, provide an incentive for uptake beyond the geographic scope and life of a project. A primary objective of activities in this sector is to increase household productivity and ensure better returns on labor, land, capital and assets. A primary challenge to activities in this sector is identifying implementation and outreach approaches which do not create parallel and unsustainable service delivery systems, or which rely completely on resource transfers for uptake.

With an increasing focus on household and community resilience, activities in this sector will be both "climate-smart" and reflect a thorough understanding of the context-specific risks and shocks which erode household assets and increase vulnerability. They will also reflect the analysis of opportunities and constraints associated with traditional coping mechanisms and/or new adaptations (e.g. shift away from traditional crops, work migration, movement out of pastoralism, etc.) that may already be being used to mitigate them.

The websites of the Agricultural Technology Adoption Initiative ([ATAI](#)) of the Abdul Latif Jameel Poverty Action Lab ([J-PAL](#)) are both truly invaluable resources for finding rigorous

evaluations of a wide variety of interventions, policy analysis and training. J-PAL and its affiliates have, for example, performed 814 randomized evaluations in 76 countries on topics ranging from agriculture to health to finance and education. The results of these evaluations are all freely available on the websites linked. Utilization of this information will help ensure that the most current and scientifically rigorous evidence is utilized when designing an activity.

Sector Focus Areas

1. Profitable, Sustainable Farm and Land Management

- NRM
- Input Supply (e.g., seeds, fertilizer, crop protection)
- Appropriate Value Chain Selection
- Financial Management
- Agroforestry
- Mechanization
- Land Access
- Crop Production
- Livestock Production (e.g., dairy, beef, small ruminants, poultry)
- Rangeland Management/Drought Cycle Management (including controlled destocking)
- Climate (smart adaptation and sustainable practices)
- Agriculture-Nutrition Linkages

Information Resources

[The Six "Ins" of Climate-Smart Agriculture: Inclusive Institutions for Information, Innovation, Investment, and Insurance](#) (CAPRI) reviews the role of institutions in promoting inclusivity, providing information, enabling local level innovation, encouraging investment, and offering insurance to enable smallholders, women, and poor resource-dependent communities to adopt and benefit from Climate Smart Agriculture.

[Climate Risk Screening Tools and their Application Guidelines](#) (UNDP and UNEP) provides an informational entry point to climate risk screening tools. The paper includes an overview of available climate risk screening and assessment tools, examples of application of climate risk screening and assessment tools, and a discussion of lessons emerging from the application of climate risk screening and assessment tools.

[Field Assessments & Action Plans](#) (Seed System) presents Seed Security Assessments (SSAs) that have been conducted in 11 countries. The reports contain specific recommendations and action plans for the short and medium term. Reports also contain considerable background material on *inter alia*: variety release, seed supply mechanisms, and gendered access to a range of innovations.

[Review of Promising Practices in FFP Development Food Assistance Projects](#) (TOPS) discusses a series of promising practices described under overarching themes (e.g., transfer of knowledge, market focused programming, and diversifying production) and more specific activities that showed impact (e.g., micro-irrigation, livestock shelter, examples of local coping strategies, and a short discussion on credit).

[TOPS Permagarden Toolkit](#) (TOPS) is intended for development practitioners working with farmers to incorporate permagardens into their farming systems. It includes step-by-step, clear instructions and visuals, adult education materials, and a training of trainers guide.

[Agricultural research, livelihoods, and poverty](#) (IFPRI) explores the types of impact that agricultural research has had on livelihoods and poverty in low-income countries. The study provides evidence from a range of case studies on the impact of different types of agricultural research and technologies on the livelihoods of poverty-stricken populations. The study also identifies the pathways through which the impacts occur.

[Shaping Agricultural Innovation Systems Responsive to Food Insecurity and Climate Change](#) (World Economic and Social Survey) draws lessons from selected country experiences of adaptation and innovation in pursuit of food security goals. The paper examines features of innovation systems that are more likely to build, sustain and/or enhance food security in situations of rapid change and uncertainty including: (1) recognition of the multi-functional nature of agriculture and the opportunity to realize multiple benefits; (2) access to diversity as the basis for flexibility and resilience; (3) concern for enhancing the capacity of decision makers at all levels; and (4) perseverance and continuity of effort aimed at securing well-being for those who depend on agriculture and its outputs.

[Seeds in Emergencies: A Technical Handbook](#) (FAO) examines how to improve the quality and effectiveness of seeds provided in emergency operations. The publication has relevance to development programs as well, as it focuses on seed quality, seed testing, variety type, seed deterioration, seed storage, seed procurement, seed importation regulations, and vegetative planting material.

[Vegetable Seed Supply and Selection in Humanitarian Response – Seed Aid for Seed Security Advice for Practitioners](#) (Seed Programs International) provides information on the various roles of vegetable seeds in humanitarian responses. The brief examines commercial seed supply, seed saving and storage, seed selection, seed quality, and exit strategy.

The chapters on NRM and crop agriculture in the 2009 [Gender in Agriculture Sourcebook](#) describe the importance of tapping into women farmer knowledge for climate-smart agriculture.

[What Works for Women: Proven approaches for empowering women smallholders and achieving food security](#) (CARE) outlines lessons learned working with women small holders and recommends action for national governments and donors.

[Improving Nutrition with Biodiversity](#) (Biodiversity International) is a manual on implementing food systems field projects to assess and improve dietary diversity and nutrition and health outcomes. Presents seven phases of project design and implementation, and includes a tools and techniques appendix including interview recommendations, how to sample, examples of questionnaires and other potential useful tools.

2. Household Economics (Including Nutrition Pathways)

- Agriculture-to-Nutrition Pathways
- Household Budgets
- Village Savings and Loans
- Post-Harvest (e.g., food preservation, storage, food safety)
- Marketing
- Linking to the Private Sector
- Income-Generating Activities (non-farm/off-farm)
- Nutrition-Sensitive Household Gardens for Home Consumption
- Backyard Livestock for Home Consumption

Information Resources

[Improving Nutrition through Agriculture Technical Brief Series](#) (SPRING) This series of briefs illustrates how a set of pathways and principles may assist Feed the Future (FTF) stakeholders to strengthen agriculture and nutrition linkages across and within country portfolios. Short vignettes from agriculture activities highlight how the pathways and

principles can be applied in diverse contexts. The conceptual frameworks of the pathways and principles for improving nutrition through agriculture are described in the first brief. Each subsequent brief explores a different route between agriculture and nutrition: food production, income generation, and women's empowerment.

[Child dietary quality in rural Nepal: Effectiveness of a community-level development intervention](#)

(Food Policy) investigates whether children in rural farming communities of Nepal participating in a community-level, nutrition-sensitive development intervention observed improved dietary quality compared with children living in non-participating matched rural communities. The results varied by agro-ecological zone and season, but showed that particularly vulnerable families could take advantage of community-level development activities if the interventions were tailored to the specific local contexts.

[MEAS: Linking Farmers to Markets](#) (MEAS) guide provides the field-level practitioner with tools and applications to reach very poor households. The intended outcome of the Field Guide is to have greater market engagement for very poor households through enterprise development activities. The Field Guide focuses on allowing practitioners to more effectively reach the very poor.

[Working with Smallholders: A Handbook for Firms Building Sustainable Supply Chains](#) (IFC) discusses best practices to expand agricultural supply chains by working with smallholder farmers. The purpose is to enable more productive interactions between the private sector and smallholders. The guide examines aggregation; effective training and communication strategies; standards and certification; increasing access to inputs; improving farm management skills; incorporating gender; and measuring results.

[From Subsistence to Profit: Transforming Smallholder Farms](#) (IFPRI) presents livelihood strategies and development pathways for smallholder farmers in developing countries and offers policy recommendations to help potentially profitable smallholders meet emerging risks and challenges. The study recommends focusing policy and investments on (1) promoting context-specific farm-size policies; (2) supporting productive social safety nets; (3) improving risk mitigation and adaptation strategies; (4) linking agriculture, nutrition, and health; (5) promoting pro-smallholder value chains; and (6) increasing smallholder-friendly financing and investment.

[Savings Groups: What are they?](#) (SEEP) presents a basic description of different types of savings groups covering the basic approach, variations in methodology, sustainability, links to

other development interventions, and measurement of performance. SEEP also generally facilitates the exchange of information about savings groups.

[Prevention of post-harvest food losses: a training manual](#) (FAO) presents material from a wide range of disciplines associated with the prevention of food losses; in particular, cereals, pulses, roots and tubers. It is directed at field staff, project supervisors and extension personnel involved in food-loss prevention programs.

[Small-Scale Postharvest Handling Practices: A Manual for Horticultural Crops](#) (UC Davis) is an expansive manual which contains low-input post-harvest techniques for small-scale farmers all over the world. It details causes of post-harvest losses and ways to minimize those losses, protect food safety, and help maintain quality of fruits, vegetables and ornamental crops.

[Biological control of aflatoxins in Africa: current status and potential challenges in the face of climate change](#) (World Mycotoxin Journal) is a review of the current state of aflatoxin control technology (Aflasafe) that is being tested in 11 countries in Africa. The article is wide-ranging and covers everything from production to costs to scaling to challenges and efficacy of Aflasafe in reducing aflatoxin contamination.

[Beyond Financial Services: A Synthesis of Studies on the Integration of Savings Groups and Other Developmental Activities](#) (Aga Khan Foundation) summarizes the findings of a Learning Initiative to study the integration of savings groups and other development activities. The report concludes that best practices when trying to integrate savings groups and other development activities include: good planning, matching delivery mechanisms, recognizing capacity and resource requirements, weighing responsibilities for risks, properly measuring and attributing costs, assessing sustainability, and proceeding with caution.

[Linking smallholder agriculture and water to household food security and nutrition](#) (South African Water Research Commission) systematically examines the nutritional and water implications of crop and livestock production. The study finds that crop diversification, gender issues, and nutrition education are among the important factors that strengthen the link between agriculture and nutrition. Since food production is the most water-intensive activity in society, nutritional water productivity (i.e. nutrition per volume water) of foods and the nutritional water footprint of diets should also be considered as part of the sustainability analysis of interventions in these areas.

3. Human and Institutional Capacity Building

- Extension and Advisory Services
- Literacy and Numeracy
- Civil Society Governance (e.g., farmer associations, savings and loans groups, watershed water user groups)

Information Resources

[MEAS Brief # 3: Adaptation Under the New Normal of Climate change: The Future of Agricultural Extension and Advisory Services](#) (MEAS discussion paper series) addresses how extension services can be a critical link between farming populations and sources of new information and tools to improve climate change adaptation. The brief includes (1) appropriate engagement strategies; (2) working with groups at appropriate scale; (3) overhauling extension curricula; 4) increased use of information technology; and 5) advocating for supportive policies and institutional frameworks that need to be addressed.

[Linking Smallholder Farmers to Markets and the Implications for Extension and Advisory Services](#) (MEAS discussion paper series) discusses how to link smallholder farmers to markets and the implications for agricultural extension and advisory services. The brief has a long list of conclusions that include, but are not limited to: realizing new institutional arrangements; building farmer agency; identifying the right market and calibrating expectations; focusing on market outcomes combining value chain thinking with financial services; managing risk; stewardship of subsidies; and performance incentives.

[Property Rights, Collective Action, and Poverty: The Role of Institutions for Poverty Reduction](#) (Collective Action and Property Rights) presents a conceptual framework on how collective action and property rights institutions can contribute to poverty reduction, including through external interventions and action by poor people themselves. The paper concludes that people's action and interactions can also shape both the physical and institutional environment in which they operate. Understanding these effects can provide insights into how policies and programs can improve the choices and capabilities of poor people to pursue their goals.

[The Farmer Field School Approach – History, Global Assessment and Success Stories](#) (IFAD) details the history of the farmer field school (FFS) approach, reports on a global assessment of this approach, and provides case studies of farmer field schools.

[Impact of Farmer Field Schools on Agricultural Productivity and Poverty in East Africa](#)

(IFPRI) is a longitudinal impact evaluation of an FFS project in Kenya, Tanzania, and Uganda. The study found that participation in FFSs led to increased production, productivity, and income in nearly all cases and were especially beneficial to women, people with low literacy levels, and farmers with medium-size land holdings.

[Good Agricultural Governance: A Resource Guide Focused on Smallholder Crop Production](#)

(FAO) focuses on the design, reform, and implementation of policies, laws, regulations and the allocation of resources in the management of a country's agriculture and rural development sector. The guide defines governance and then discusses how governance should be applied to sustainable intensification, crop diversification, seed systems, and input supply sectors.

[MEAS Brief #2: Reducing The Gender Gap In Agricultural Extension And Advisory Services: How To Find The Best Fit For Men And Women Farmers](#) (MEAS discussion paper series)

explores the significance of gender relations in agricultural extension and advisory services. It reviews the history, outlines the key issues drawing on actual field experiences, and proposes design principles for achieving gender-equitable extension services.

An Oxfam International research study, [Women's Collective Action: Unlocking the Potential of Agricultural Markets](#), outlines the best ways to increase the engagement of women small-scale farmers in agricultural markets.

B. Market Analysis

Overview

Prior to implementing any program that will involve either the distribution of food commodities or monetary transfers in a community or the promotion of agricultural sales, partners should conduct adequate and appropriate analysis on the likely impacts on households—both those receiving assistance and others in the community who are not receiving it—and on the market system overall.

An appropriate emergency market analysis should generally examine the following considerations:

- *Stability*: Price trend analysis (if available) examining price stability as well as integration for relevant commodities in proposed geographic areas, as well as relevant source markets.
- *Competition*: Issues with competition at different levels of the market system, and whether the proposed project will negatively impact the market dynamics (e.g., by

increasing the power of a few large producers at the expense of smallholders). Note any entry/exit barriers for market actors.

- *Availability*: Local availability of relevant commodities as well as significant local and regional supply constraints that may affect the proposed project (e.g. other large procurements or institutional purchases, poor harvests, import tariffs, restrictive trade policies), including scale of programming transfers relative to normal market volumes.
- *Market actors' ability to respond to changing levels of demand*: The analysis should demonstrate that vendors can respond to the increased demand that a cash/voucher project will create, without causing a shortage of the commodities in question and/or causing prices to rise for other low-income consumers who are not part of the project.

Applicants must appropriately plan for seasonal fluctuations in agricultural harvests, food supply, labor markets, and food commodity prices. The analysis should demonstrate that the proposed project is unlikely to do discernible economic harm to key market actors in the market system, either in the locations of commodity origin and/or project distribution.

Information Resources

[Pre-Crisis Market Mapping and Analysis \(PCMA\)](#) and [Emergency Market Mapping and Analysis \(EMMA\)](#) are tools that can be used to map out a market chain for key commodities to identify which actors and influencing factors most affect the availability of food in a particular geographic area.

The International Committee of the Red Cross has also developed tools to aid in creating market-sensitive programming. While the [Rapid Assessment for Markets \(RAM\)](#) is designed primarily for programming in response to rapid-onset disasters, the [Market Analysis Guidance \(MAG\)](#) is intended for use throughout the program cycle

Partners may wish to refer to [FEWS NET Guidance Documents](#) in countries where they are available. While FEWS NET primarily provides information on probable outcomes within the subsequent six months, the website also includes information on seasonal trends, price information, and other resources that may be useful in planning a food security project.

Partners may also refer to the [Minimum Requirements for Market Analysis in Emergencies](#), developed by the Cash and Learning Partnership for information on appropriate scope and rigor of emergency market assessment if working in a region that experiences chronic or recurring disaster risk.

The [Market Information and Food Insecurity Response Analysis \(MIFIRA\)](#) is a framework that was developed in 2009 and provides a logically-sequenced set of questions and corresponding analytical tools to help operational agencies anticipate the likely impact of alternative (food- or cash-based) responses, and thereby identify the response that best fits a given food insecurity context.

FFP has also developed a [Modality Decision Tool](#), which is a simple tool to help partners think through the logic of which food assistance modality is best suited for a particular context and population's needs.

C. MCHN

Overview

FFP aims to reduce chronic malnutrition among children under five years of age. To achieve this goal, FFP expects development partners to focus on a preventive approach during the first 1,000 days of life—from a woman's pregnancy through the child's first two years of age—which is the period when women, infants, and children are most vulnerable to malnutrition. FFP partners are encouraged to use a synergistic package of nutrition-specific and nutrition-sensitive interventions designed to prevent malnutrition. This package should contribute to decreasing the incidence of both chronic and acute malnutrition through improvements in preventive and curative health services, including but not limited to: social behavior change communication; growth monitoring and promotion; water, sanitation, and hygiene (WASH); immunization; deworming; reproductive health and family planning; malaria prevention and treatment; and other context-specific health services.

Supporting country-led health and nutrition systems is fundamental to the sustainability of FFP multi-sectoral nutrition programming. While FFP projects are typically community-based, strengthening linkages to national health systems, engaging with civil society, and building capacity of institutions and health care workers are important to advance nutrition in the countries where FFP works.

Finally, with a mandate for integrated community development, FFP programs are uniquely positioned to ensure that all activities build or strengthen agricultural and economic pathways to improved nutrition and health outcomes. Partners are encouraged to layer activities and messaging in their target communities and to promote opportunities for cross-

training and shared learning among staff to reduce the “stove-piping” of MCHN, agriculture, and other sector activities.

Information Resources

USAID has produced a series of [technical briefs](#) around the multi-sectoral nutrition strategy to assist in programming. The briefs cover programming for [1000 Days](#); [Community Management of Acute Malnutrition \(CMAM\)](#); [Intensive Nutrition Programming](#); [Maternal Nutrition for Girls and Women](#); [Nutrition Sensitive Agriculture](#); [Nutrition Rich Value Chains](#); [Nutrition, Food Security and HIV](#); [Role of Nutrition in Ending Preventable Child and Maternal Death](#); [WASH and Nutrition:Water and Development Strategy Implementation](#). (Also see [FAFSA-2](#) and [FAFSA-2 Summary](#)).

[The Lancet Maternal Child Nutrition Series - June 2013](#) and [The 1,000 Days Partnership](#) website provides resources on nutrition programming for the first 1,000 days from conception to age two.

[Scaling Up Nutrition \(SUN\)](#) is a unique movement founded on the principle that all people have a right to food and good nutrition. It unites people—from governments, civil society, the UN, donors, businesses, and researchers—in a collective effort to improve nutrition. Within the SUN Movement, national leaders are prioritizing global efforts to address malnutrition. National progress is strengthened as SUN Government Focal Points from each country come together in the [SUN Country Network](#).

Alive and Thrive held a Forum on [Stunting Reduction in Ethiopia](#) that highlighted a number of lessons learned on reduction of chronic malnutrition.

Sector Focus Areas

I. Health and Nutrition Systems Strengthening

One important and potentially sustainable intervention for improving the health and nutritional status of women and children consists of working at community-level health and nutrition systems strengthening. These are general materials that can be consulted for program design. Specific country programs are referenced in Country-Specific Information.

Information Resources

[Strengthening health systems to improve health outcomes](#) is WHO’s Framework for Action

[Caring for Newborns and Children in the Community](#) is a three-part package for training community health workers (CHWs) put together by WHO and UNICEF. The package consists of *Home Visits for Newborn Care*, *Caring for the Child's Healthy Growth and Development* and *Caring for the Sick Child in the Community*.

Essential Nutrition Actions

The Essential Nutrition Actions (ENA) framework is an operational framework for managing the advocacy, planning and delivery of an integrated package of preventive nutrition actions encompassing infant and young child feeding (IYCF), micronutrients, and women's nutrition. Using multiple contact points, it targets health services and behavior change communication support to women and young children during the first 1,000 days of life—from conception through the first two years—when nutrient requirements are increased, the risks of undernutrition are great, and the consequences of deficiencies most likely to be irreversible. All these actions are proven to improve nutritional status and reduce mortality for vulnerable populations.

Information Resources

The [CORE Group](#) page links to resources related to the ENA framework and other resources.

[Essential Nutrition Actions: Improving maternal, newborn, infant and young child health and nutrition](#) (WHO) provides a compact summary of WHO guidance on nutrition interventions targeting the first 1,000 days of life to reduce infant and child mortality, improve physical and mental growth and development, and improve productivity.

II. CMAM: Community-based Management of Acute Malnutrition

There are four components to a CMAM program. These are to: (1) identify and refer children with acute malnutrition at the community level (community mobilization); (2) manage children with moderate acute malnutrition (MAM) in the community; (3) manage children with severe acute malnutrition (SAM) without medical complications in the community; and (4) manage children with SAM with medical complications, or children with SAM less than 6 months old with facility-based care.

Information Resources

The [Global Nutrition Cluster](#) page provides links to CMAM resources, including a decision tool for MAM, a costing tool for CMAM, and UNHCR and WFP guidelines for selective feeding.

[Guideline: Updates on the management of SAM in infants and children](#) (WHO) provides global, evidence-informed recommendations on a number of specific issues related to the management of SAM in infants and children, including in the context of HIV.

The [CMAM Forum](#) provides an extensive array of resources related to CMAM programming. The CMAM Forum has recently begun to turn attention to MAM, although there is still no WHO-approved guidance on MAM. There is, however, a technical guidance note on considerations in developing foods for MAM treatment.

For information on Management of Acute Malnutrition, see:

- Annan, Reginald A.; Webb, Patrick; and Brown, Rebecca. [Management of MAM: Current Knowledge and Practice](#). CMAM Forum Technical Brief: September 2014
- Jimenez, Michelle and Maryanne Stone-Jimenez. [Preventing MAM Through Nutrition-Specific Interventions](#). CMAM Forum Technical Brief: September 2014
- Mucha, Noreen. [Preventing MAM Through Nutrition-Sensitive Interventions](#). CMAM Forum Technical Brief: December 2014.
- Webb, Patrick. [Standards of Evidence for Research on ‘What Works’ in the Management of MAM](#). FAQ October, 2014.
- WHO. [Technical note: supplementary foods for the management of MAM in infants and children 6-59 months of age](#). World Health Organization 2012.

III. Community Integrated Management of Childhood Illness (C-IMCI) or Integrated Community Case Management (iCCM) of Childhood Illness

The 2013 Lancet Series on Nutrition, in updating the calculations on the relationship between undernutrition and mortality, states: “we estimate that undernutrition in the aggregate—including fetal growth restriction, stunting, wasting, and deficiencies of vitamin A and zinc along with suboptimum breastfeeding—is a cause of 3.1 million child deaths annually or 45 percent of all child deaths in 2011.”¹⁰ For wasting, stunting and underweight alone, the estimates were that approximately 1.8 million deaths could be attributed to the effects of stunting and wasting. In the food-insecure communities where FFP works, community-based interventions to treat and prevent illness are key to lowering the burden

¹⁰ Robert E Black, Cesar G Victora, Susan P Walker, Zulfiqar A Bhutta*, Parul Christian*, Mercedes de Onis*, Majid Ezzati*, Sally Grantham-McGregor*, Joanne Katz*, Reynaldo Martorell*, Ricardo Uauy*, and the Maternal and Child Nutrition Study Group. “Maternal and child undernutrition and overweight in low-income and middle-income countries”: 2013 The Lancet, Vol 382 August 3, 2013 pp.427 and following.

of these conditions. CHWs are increasingly being included in the interventions to strengthen overall health systems.

The importance of improving IYCF during illness is key to lowering the risks of mortality and health-related effects resulting from undernutrition. At the community level, the role of CHWs and community volunteers should be considered in working to achieve improvements in the nutritional status of the children in FFP target populations.

Information Resources

The CORE Group's page on [Community Case Management of Childhood Illness](#) has additional resources and tools.

[Caring for newborns and children in the community: Caring for the sick child](#) (WHO) is designed to help lay CHWs assess and treat sick children age 2-59 months.

IV. Health and Nutrition of Women of Reproductive Age

Women have different nutritional needs during adolescence, pregnancy, and lactation. Women's pre-pregnancy and pregnancy nutritional status plays a critical role in fetal growth and development and health and survival. This includes ensuring adequate micronutrients before and during pregnancy and lactation, especially folate, iron, calcium, iodine, and vitamins A and D through supplementation, fortification and food consumption. Education for the mother on the benefits of early and exclusive breastfeeding should be part of birth preparedness. Health worker education and continuing training are essential to delivering quality nutrition services.

In 2015 there were several reviews of relationship between family planning and food security and promising models for enhancing linkages between food security and family planning programs.

The first two reviews compile a range of empirical evidence that shows how family planning can positively impact nutrition and food security, either directly or indirectly. The third review identifies and synthesizes real world programmatic experiences from 102 health and multi-sectoral programs, including integration models, platforms, contact points, and providers used for integrated service delivery. There is also an informational video.

Information Resources

The [Nutrition through the life-course](#) (WHO) factsheet provides information on improving nutrition throughout the life course, separated by 0-6 months, 6-23 months, preschool age, school age, adolescence, and adulthood, with separate sections for pre-pregnancy and pregnancy.

The [Food and Care for Women](#) page (FAO) provides information on health and nutrition for women, including increased nutrient needs during pregnancy and proper birth spacing for improved health of women and infants.

[Maternal Nutrition During Pregnancy and Lactation](#) (LINKAGES Project and CORE Group) focuses on increased dietary needs during pregnancy and lactation.

[The Case for Promoting Multiple Vitamin/Mineral Supplements for Women of Reproductive Age in Developing Countries](#) (LINKAGES Project) discusses and provides guidance on the selection of appropriate supplements for pregnant women and women of reproductive age in developing countries.

V. Reproductive Health and Family Planning

Family planning enables a woman to delay, time, space, and limit her pregnancies to ensure that pregnancy occurs at the healthiest times of her life, and thus helps to ensure the healthiest maternal, newborn, and child outcomes. Family planning prevents maternal and newborn deaths by (a) reducing the number of births and thus the number of times a woman is exposed to the risk of maternal mortality; (b) preventing unwanted pregnancies and thus preventing the risk of induced abortion; and (c) preventing demographically high-risk pregnancies. In addition, family planning allows families to achieve their desired family size, which may enable them to have only the number of children for which they can provide. All women, including adolescent girls, should have the information and access to services that allow them to choose whether and when to become pregnant. Increasing the understanding and support of men and boys is critical to the success of family planning efforts and should be included in any proposed family planning actions.

The Lactation Amenorrhea Method (LAM) is often a gateway method to postpartum family planning. Antenatal care (ANC) visits are a good time to introduce the method, explain the three necessary criteria (exclusive or almost breastfeeding for infants under six months of age, no other foods, and no menstrual periods) to provide up to 98 percent of protection from a new pregnancy. Introduction of LAM postpartum provides time for CHW health system staff to educate families on other possible methods once the three criteria are no longer applicable.

Information Resources

[The Family Planning Sustainability Checklist: A Project Assessment Tool for Designing and Monitoring Sustainability of Community-Based Family Planning Services](#) (Knowledge for Health (K4Health) Project) is designed to assist community-based family planning project planners and implementers to identify key elements to incorporate in a community family planning project to increase the likelihood of family planning services continuing beyond the project's end. This guide includes a checklist and an outline for a facilitated workshop for use with project partners to identify strengths and weaknesses in the key systems needed to support continuity of family planning services.

[Facts for Family Planning](#) (K4Health Project) presents a comprehensive collection of key information and messages for anyone who communicates to others about family planning.

The **[Institute for Reproductive Health](#)** at Georgetown University strives to expand family planning choices to meet the needs of women and men worldwide; advance gender equality by helping women and men across the lifecycle learn about and take charge of their reproductive health; and involve communities in reproductive health interventions that improve their wellbeing. They have an extensive resource library with information about reproductive health issues.

FANTA (Food and Nutrition Technical Assistance) reviews

1. **[Desk Review of Programs Integrating Family Planning with Food Security and Nutrition](#)**
2. **[Impacts of Family Planning on Nutrition and Food Security \(full reports and briefs\)](#)**

FANTA has also produced a related video, which can be found **[here](#)**.

VI. Nutrition Counseling, Assessment, and Support (NACS)

NACS is an approach for integrating nutrition into the care of patients with HIV and tuberculosis, as well as into other health services. The approach focuses on nutrition components of clinical services and fosters linkages between clinical facilities and community programs. The goal is to prevent and treat malnutrition and to link clients to livelihood and economic strengthening support in order to improve long-term food security.

Information Resources

[Defining NACS](#)

[Getting the Knack of NACS: Highlights from the State of the Art \(SOTA\) Meeting on NACS](#)

[The Essential Role of Nutrition in the HIV and AIDS Response \(USAID\)](#)

C. Social and Behavior Change Communication

Social and Behavior Change Communication (SBCC) is important in all sectors of FFP programming and can lead to improved nutrition practices at the community, household, and individual levels. Engaging persons of influence, particularly grandmothers, is an important part of SBCC as they can serve as formidable allies or obstacles to young mothers. SBCC activities must be grounded by in-depth formative research to ensure that societal factors, such as culture, geographic context, and participant perceptions are appropriately considered and addressed. No one communication activity can achieve behavior change or be successful in influencing social norms. SBCC activities should be designed using a combination of interventions relating to policy, appropriate technology, education, and communication techniques addressing different levels of society with clear and consistent messaging.

Information Resources

USAID's Infant and Young Child Nutrition (IYCN) Project has created a collection of tools and resources for use by community-based nutrition programs. The [Tools for reaching caregivers, households, and communities](#) collection includes literature reviews, social and behavior change communication resources, and M&E tools. Informed by IYCN's experience implementing community approaches in eight countries, the tools fill specific program needs but can also be adapted for use in other country settings.

Another important resource, which comes from the Hopkins Health Communication Capacity Collaborative at the Johns Hopkins Bloomberg School of Public Health, is the [P Process: Five Steps to Strategic Communication](#), a tool that guides the user through a step-by-step approach to strategic communication from analysis through design, development, implementation, and evaluation.

The IYCN guide [Behavior change interventions and child nutritional status](#) provides information on improving complementary feeding practices based on Trials of Improved Practices (TIPS) methodology.

[The roles and influence of grandmothers and men: Evidence supporting a family-focused approach to optimal infant and young child nutrition](#) report reviews the impact of grandmothers and men on child nutrition, and offers recommendations for program implementers to strengthen community approaches for addressing malnutrition and improving results.

[Role of Social Support in Improving Infant Feeding Practices in Western Kenya: A Quasi-Experimental Study](#). This *Global Health: Science and Practice* online access journal has published an intervention using quasi-experimental design to explore the effectiveness of engaging fathers and grandfathers in providing social support to mothers to improve complementary feeding in Kenya.

The Food Security and Nutrition Network [SBC Task Force Resource Library](#) features practical implementation-focused guides, tools, and training materials on SBCC.

[Population-Level Behavior Change to Enhance Child Survival and Development in Low- and Middle Income Countries: A Review of the Evidence](#) is a special series which includes several articles showcasing the evidence around behavior change in the context where FFP projects are implemented.

Starting in the 1970s, the Manoff Group started using Trials of Improved Practices (TIPS) for formative behavior change research. This [TIPS manual](#) is now the standard guide on how to analyze current practices with community members and determine the best route for improving practices and information messaging. \ Case studies illustrating use of TIPS are available can also be found [here](#).

Alive and Thrive has produced [a series of case studies](#) on rapid social and behavior change. In addition, Alive and Thrive has produced a document describing different strategies for [Interpersonal Communication & Community Mobilization](#).

Below are several resources documenting the evidence base for effective SBCC, which are highlighted in a forthcoming USAID Nutrition Strategy Guidance Brief, titled *At-scale Nutrition SBCC*:

Journal of Health Communication. 2014. "[Population-Level Behavior Change to Enhance Child Survival and Development in Low- and Middle-Income Countries: A Review of the Evidence.](#)" Special Issue. *Journal of Health Communication* 19(1).

SPRING. 2014. *Evidence of Effective Approaches to Social and Behavior Change Communication for Preventing and Reducing Stunting and Anemia: Findings from a Systematic Literature Review.* Arlington, VA: SPRING. Available at <https://www.spring-nutrition.org/publications/series/evidence-effective-approaches-social-and-behavior-change-communication>.

SPRING. 2015. *Designing the Future of Nutrition SBCC: How to Achieve Impact at Scale.* Conference Report and Strategic Agenda. Arlington, VA: SPRING. Available at <https://www.spring-nutrition.org/publications/reports/conference-report-and-strategic-agenda-nutrition-sbcc>.

i. IYCF

Support for improved IYCF, such as improved WASH, spacing and timing of pregnancy, and early child stimulation should be part of a minimum package for good child growth and development. Improved IYCF includes early initiation of breastfeeding (during the first hour after birth); exclusive breastfeeding during the first six months of life; timely initiation of complementary feeding, as well as responsive feeding; continued breastfeeding to 24 months or beyond, until the infant has outgrown the need; and feeding of the sick child. During the period of complementary feeding, it is important to keep in mind frequency, amount, density, and use of food (this includes food variety, hygiene and safe food preparation and active feeding).

In January 2016, the Lancet published a [Breastfeeding Series](#) that included updated information on the epidemiology of breastfeeding as well as a summary of the importance of investing in improving breastfeeding practices and of proven interventions that improve practices.

In March 2016 The Lancet then published summaries of reviews entitled [Breastfeeding: the medical profession sweeping at its own doorstep](#) and [Timing of initiation, patterns of breastfeeding, and infant survival: prospective analysis of pooled data from three randomized trials](#). These reviews looked into the association between breastfeeding in the first hour of life as well as continued exclusive breastfeeding which found that each had an independent effect on the reduction of mortality during the first six months of life. This

review further strengthens the evidence supporting Step Four in the Baby Friendly Hospital Initiative (<http://www.who.int/nutrition/topics/bfhi/en/>).

Save the Children, with the help of a TOPS grant, has recently updated a [tool kit for setting up IYCF programs in emergency settings](#).

[Core Group's Nutrition Program Design Assistant](#), second version has tools to help programs prioritize key IYCF behaviors.

Information Resources

[UNICEF programming guide on IYCF](#)

[IYCF Quick Reference Book \(0-24 months\)](#) (Alive and Thrive-Ethiopia) aims to aid those who promote and support improved IYCF practices

[Learning from the design and implementation of large-scale programs to improve IYCF](#)

[Adapting communication strategies for IYCF in different contexts](#)

ii. Early childhood development (ECD)

ECD interventions combined with optimal nutrition in the first years of life lay the foundation for young children's capacity to learn and lead healthy productive lives. ECD has a strong influence on children, including setting behavioral patterns, educational attainment, occupational opportunities and, ultimately, their lifetime health status.

ECD services for preschool children in developing countries are primarily community- and clinic-based programs and are essential to strengthen children's physical/social environment and monitor their nutritional well-being after the first 1000 days. A combination of psychosocial and nutrition interventions can be delivered by CHWs and other community members to promote the activities performed by families that are fundamental to child health and development, such as optimal feeding and other caring behaviors.

Information Resources

The goal of the [U.S. Government Action Plan on Children in Adversity](#) is to achieve a world in which all children grow up within protective family care and free from deprivation, exploitation, and danger. Objective 1 of the plan highlights Strong Beginnings with guidance on early childhood development and prevention of stunting.

The [Advantages and challenges of integration: opportunities for integrating early childhood development and nutrition programming](#) paper from the Annals of the New York Academy of Sciences addresses integration of ECD programming into nutrition programs, and the challenges and advantages created.

The [Strategies to avoid the loss of developmental potential in more than 200 million children in the developing world](#) paper, part of The Lancet's Child Development Series, examines the effectiveness of child development interventions in developing countries.

[Supplementing Nutrition in the Early Years: The Role of Early Childhood Simulation to Maximize Nutritional Inputs](#) (World Bank)

[Clean, Fed, and Nurtured](#) presentations from The BMGF Alive and Thrive project, presented in January 2013.

An updated Lancet Series titled [Advancing ECD: from Science to Scale](#) was launched in October 2016. The series considers new scientific evidence for interventions, building on the findings and recommendations of previous Lancet Series on child development (2007, 2011), and proposes pathways for implementation of early childhood development at scale.

D. Food Assistance for Improved Nutritional Outcomes

Partners proposing food-assisted interventions such as food transfers (food or cash/voucher) for vulnerable women and children under the age of two should consider appropriate conditionality of the food assistance, as well as appropriate targeting to ensure participants have access to a comprehensive package of nutrition activities to complement the food transfer. The most important aspect of a conditional food transfer is to ensure that both mother and child receive essential energy and nutrients during the critical first 1,000 days. Participant age, nutritional status, sex, pregnancy status, and household dietary patterns should be taken into consideration in order to ensure cost-effective optimal nutritional benefit in food assistance programs. Activity and ration design should always plan for phase over to locally available foods, so that appropriate dietary diversity and adequate complementary feeding can be sustainable beyond the life of the program. *Gaps in availability of or access to nutritionally dense foods should inform agriculture and livelihood activity design.*

i. Commodity Selection and Ration Design

Information Resources

The [Commodity Reference Guide Fact Sheets](#) provide information on commodities currently available for FFP programming. Each fact sheet contains the following sections: general information with descriptions of the food commodity, programming guidance, nutrition/preparation information detailing the commodity's components and preparation instructions, nutritional content, U.S. Department of Agriculture's commodity specifications, ordering considerations, and links to relevant industry groups for more information on the commodities and food products.

USAID's [Delivering Improved Nutrition: Recommendations for Changes to U.S. Food Aid Products and Programs](#) is a two-year review and assessment of quality issues relating to Title II food aid products. The review is part of a long-standing USAID effort to improve the quality of food assistance products and programs as priorities and needs evolve.

The [WFP Specialized Nutritious Foods Sheet](#) provides information on the specialized nutritious foods that WFP provides. The sheet lists the foods by use and provides useful information such as intended participant group, daily ration size, key ingredients and shelf life.

[Guidelines](#) from UNHCR, UNICEF, WFP and WHO contain a ration planning tool for emergencies, including how to choose commodities, factors affecting food preparation, management of related issues, and recommendations for monitoring and follow-up. Though designed for emergencies, some portions also apply to general ration design.

[NutVal](#) is a free, downloadable nutritional content tool for planning and monitoring food assistance rations.

[Title II Technical Reference Materials. TRM-01: Preventing Malnutrition in Children Under 2 Approach \(PM2A\): A Food-Assisted Approach](#) (USAID) provides guidance on ration calculations.

Regarding the management of MAM, a [MAM Decision Tool](#) (updated July 2014) is available from the Global Nutrition Cluster. The purpose of the tool is to support practitioners in emergencies in deciding the most appropriate intervention for the prevention and treatment of MAM.

ii. **Locally produced specialty nutrition products, including fortified flours, safety guidelines**

Under the 2014 Farm Bill legislation, Title II 202(e) funds can be used for local procurement of specialty food products.

Information Resources

Examples of locally produced specialty nutrition products include:

- [Wawa Mum](#) is a chickpea-based paste that can be used to supplement the diets of small children and is produced in Pakistan.
- [Unimix](#) is a fortified blended food that can be made into porridge for children under five years of age produced in Kenya.

WFP's [Managing the Supply Chain of Specialized Nutritious Foods](#) provides guidance on supply chain management for specialized nutritious foods.

The [International Lipid-Based Nutrient Supplements \(iLiNS\) Project](#) examines the efficacy and impact of providing lipid nutrient supplements to infants and pregnant and lactating women

E. NRM

Overview

FFP projects seek to develop NRM systems and practices that support resilient livelihoods, serve as a source of sustainable wealth for direct and indirect participants, and contribute to the effective and equitable governance of natural resources. Vulnerable smallholders in targeted regions are challenged by weathered and nutrient-poor soils; erratic rainfall, characterized by high rates of runoff and extended intervals between events; and periodic droughts. These characteristics limit yields and, in years of hard drought, lead to failure of annual staple crops; this can cause situation where marginal households may be forced to sell their productive assets in order to survive, losing their very means to make a living from the land. These biophysical challenges are exacerbated by socioeconomic constraints that (a) create disincentives for risk-averse producers to invest in technologies that have a track record in overcoming biophysical constraints and (b) would limit the benefits accrued from those investments. These constraints include insecure property rights; limited access to markets, information, capital, appropriate technical assistance and inputs; poor infrastructure; and gender inequality.

USAID's [Nature, Wealth, and Power 2.0: Leveraging Natural and Social Capital for Resilient Development](#) outlines a flexible framework for improving rural development through better integration of biophysical, economic and governance dimensions, thereby raising the profile of both economic and power issues as key to poverty reduction and sustainable NRM in rural areas.

Sectoral Focus Areas

1. Soil Productivity

- Soil organic matter
- Soil fertility
- Conservation agriculture

Information Resources

[Practices that influence the amount of organic matter](#) (FAO) examines practices that both decrease and increase soil organic matter. It discusses the factors that lead to reduction of soil organic matter, including decreased biomass production, decreased organic matter supply, and increased decomposition rates. It also describes practices that increase soil organic matter including compost, cover crops, green manure, crop rotation, perennial forage crops, zero or reduced tillage, and agroforestry.

[Conservation Agriculture and Sustainable Crop Intensification in Lesotho](#) (FAO) presents the results of an evaluation on conservation agriculture work in Lesotho. The evaluation found that the adoption of a particular technology—a planting basins system, locally called *likoti*— resulted in higher agricultural productivity, greater environmental sustainability, and improved livelihoods and sustainability.

[Conservation of natural resources for sustainable agriculture](#) (FAO) explores the importance and management of cover crops in sustainable agriculture systems. FAO discusses the positive impacts including, but not limited to, enhancing soil protection, controlling weed growth, adding soil organic matter, and improving soil structure. The paper explores the challenges as well, including an increased management burden and an induced nitrogen deficiency at the beginning of the cropping cycle due to cover crop decomposition.

[Handbook for Integrated Soil Fertility Management](#) (Africa Soil Health Consortium) is designed to train extension workers in soil fertility management techniques and workers involved in rural development that would like to learn more about the principles and practices of Integrated Soil Fertility Management (ISFM). Topics covered include the need for ISFM, the principles of ISFM, soil fertility management, targeting ISFM, and crop production.

2. Water Management

- Water harvesting for production
- Soil water
- Erosion control

Information Resources

[Improving Land and Water Management](#) (The World Resources Institute) discusses a wide range of land and water management practices that can address land degradation and increase long-term agricultural productivity. The paper highlights four of the most common practices that are relevant to the drylands of Sub-Saharan Africa: agroforestry, conservation agriculture, rainwater harvesting and integrated soil fertility management.

[‘Amenagement en courbes de niveau,’Increasing Rainfall Capture, Storage, and Drainage in Soils of Mali](#) (University of Hawaii) describes a water harvesting technology utilized in the Sahel. The study found that use of this technology led to substantially more water retention in soils where the ACN technology was installed than in soils where it was not present. The greatest benefit of this technology was found to be at the end of the rainy season when soil moisture levels are critical for good crop yields. There is no online link available, but the article is available from FFP upon request.

[Water Harvesting and Conservation](#) (HDRA) presents a number of water harvesting and water conservation techniques in a clear, concise manner.

[Land husbandry - Components and strategy](#) (FAO) is a wide ranging publication on erosion and different strategies used to address it. The publication addresses the concepts of land husbandry and erosion control and provides a series of case studies from around the world.

[Agricultural Water Storage in an Era of Climate Change: Assessing Need and Effectiveness in Africa](#) (International Water Management Institute) describes different agricultural water storage options and describes the development of a simple diagnostic tool which can be used to provide a rapid evaluation of the need and effectiveness of different water storage options, under existing and possible future climate conditions.

[Health Issues Related to Drainage Water Management](#) (FAO) provides an overview of drainage, water management, and health, including water related disease and vector,; integrated control of transmission of vector-borne diseases, environmental management measures, and the development of control strategies.

3. Diversified and Productive Landscapes

- Trees/Agroforestry
- Management of Productive Assets
- Governance – Management of Common Assets
- Resilience

Information Resources

[NRM and Development Portal](#) (USAID) provides an open access communications bridge between organizations, communities, consortia, and global partners working on an integrated approach to NRM linking nature, energy and human health.

[Climate-Smart Agriculture: Smallholder Adoption and Implications for Climate Change Adaptation and Mitigation](#) (FAO) reviews adaptation and mitigation benefits from various practices and focuses on empirical evidence concerning costs and barriers to adoption. Findings indicate that up-front investment costs can be a significant barrier to adoption for certain commitments and practices, and that potential synergies between food security, adaptation and mitigation opportunities, and costs can differ substantially across different agro-ecological zones, climate regimes, and historical land use patterns.

[Re-Greening the Sahel: Farmer-led innovation in Burkina Faso and Niger](#) (IFPRI) discusses the various techniques employed by farmers for water harvesting and agroforestry in the Sahel that have transformed large swaths of the region's arid landscape into productive agricultural land, improving food security for about 3 million people. The paper focuses on the process by which these innovations emerged-through experimentation, exploration, and exchanges by and among farmers themselves-as possibly the most vital lesson learned from this experience.

[Training Manual for Applied Agroforestry Practices](#) (University of Missouri) is designed for natural resources professionals and landowners. The manual features descriptions of establishing and managing the five agroforestry practices and utilizing agroforestry on agricultural and forested lands. Additional chapters include planning for agroforestry; wildlife habitat and agroforestry; marketing principles and economic considerations. Appendix sections include tree, shrub, grass and forage information for agroforestry plantings and timber sales suggestions.

[Climate-Resilient Development: A Framework for Understanding and Addressing Climate Change](#) (USAID) offers a simplified approach to helping decision-makers at all levels understand the risks and opportunities that climate change may pose, and address them in ways that enable development to continue despite a changing climate.

F. Risk Management and [Disaster Risk Reduction \(DRR\)](#)

Overview

Natural and manmade disasters result in asset losses and have profound effects on well-being, livelihoods, and food security, especially among vulnerable populations least able to cope with shocks. Disasters cause breaks in food availability, access, and stability which can lead to negative coping strategies, hunger, and malnutrition. Growing population, rapid urbanization, global inequality, climate change, environmental degradation, and unsustainable overconsumption of natural capital are modifying hazard levels and exacerbating risks. At the same time, chronic poverty leaves households vulnerable to other “disasters”—the injury, illness or death of a wage earner, the failure of a crop, animal disease, fire—all with the impact of a shock affecting the entire community. Most of the communities served through FFP’s development programs are living at the intersection of recurrent shocks and chronic poverty—deeply vulnerable to the impacts of both “covariate” shocks (drought, flooding, conflict) which affect entire communities, and “idiosyncratic” shocks (e.g. illness, job-loss) which affect individuals and households.

Managing risks in social and economic activity therefore requires a combination of approaches which will avoid accumulation of new risks, reduce existing risks, and support resilience in the face of risks that can not be minimized. Risk reduction strategies are proactive, such as crop diversification, use of drought-tolerant crops and livestock, improving water catchment systems or infrastructure, and others. Early Warning Early Action systems with triggers for action, flexible funding and contingency plans are being piloted around the world to strengthen community preparedness. Household level risk management may include the use of revenue diversification, labor migration and remittances. Financial services and inclusion (e.g. village savings and loans), market insurance (health, crop, livestock) and adaptive social protection programs can help shield households and communities against shocks.

FFP encourages applicants to consider a variety of strategies to reduce and mitigate risk, as well as build resilience. Increasing resilience among chronically vulnerable

populations will demand an approach that brings a combination of sectors (e.g. food security, health, climate change adaptation, social protection, peace building, and governance) together to strengthen existing capacities and address the context-specific drivers of vulnerability. A package of DRR and resilience building policies can deliver benefits that extend beyond the context of disasters.

Information Resources

[**USAID Policy and Program Guidance on Building Resilience to Recurrent Crisis**](#) (USAID) draws from decades of experience providing humanitarian relief and development assistance. The guidance aims to reduce chronic vulnerability and promote more inclusive growth in areas of recurrent crisis by ensuring that USAID humanitarian relief and development experts work together to better plan and program, with the goal to build resilience and help vulnerable communities move from cycles of crisis to a pathway toward development.

[**Global Assessment Report on DRR \(GAR Report\)**](#) (UNISDR) The Global Assessment Report (GAR) on DRR is a biennial global assessment of DRR and comprehensive review and analysis of the natural hazards that are affecting humanity. The 2015 edition examines ways to create sustainable development.

[**A Guide to Risk, Vulnerability and Vulnerable Groups**](#) (World Bank) provides a useful synthesis of analytical approaches to risk and vulnerability analysis, social risk management, and the analysis of vulnerable groups, and outlines options for analytical work to support the incorporation of vulnerability in poverty analysis. This is an older document (2004); however, it provides clear definitions, a useful matrix of social risk management and strategies, and a large number of still-relevant examples of analyses and interventions.

[**DRR for Food and Nutrition Security**](#) (FAO) outlines FAO's corporate commitment to reducing risks and building livelihood resilience, thus protecting development gains. It aims to scale-up and accelerate actions for DRR at different levels, building on FAO's existing technical capacities as well as on DRR initiatives and good practices worldwide.

[**When Disasters and Conflicts Collide**](#) (ODI) presents the evidence base for how natural disasters affect conflict, how conflict affects natural disasters, and how people living in complex environments are affected by multiple risks. The paper also considers what can be learned from current practices to improve conflict prevention, state building and disaster risk management in ways that help build resilience.

[Enhancing Resilience to Food Security Shocks in Africa](#) (TANGO International) establishes priorities for resilience programming by outlining specific steps to be taken to improve disaster risk management, enhance adaptive capacity, and facilitate effective governance and other enabling conditions for resilience.

[Making DRR Gender-Sensitive: Policy and Practical Guidelines](#) (UN) provides a policy guideline on gender mainstreaming and practical guidelines on how to institutionalize gender-sensitive risk assessments, implement gender-sensitive early warning systems, and use gender-sensitive indicators to monitor gender mainstreaming progress.

[Disaster Risk Management in Post-2015 Development Goals](#) (ODI) examines options for disaster risk management in the post-2015 development framework. The paper explores three scenarios—a standalone goal on disaster risk management, disaster risk management within a goal on ‘resilience’, ‘security,’ or ‘tackling obstacles to development’; and integration of disaster risk management into other goals.

[Tools for Mainstreaming DRR: Guidance Notes for Development Organizations](#) (ProVention Consortium) provides a series of 14 guidance notes for use by development organizations in adapting programming, project appraisals, and evaluation tools to mainstream DRR into development work in hazard-prone countries.

[Unbreakable: Building Resilience of the Poor in the Face of Natural Disasters](#) (World Bank) moves beyond asset and production losses and shifts attention to how natural disasters affect people’s well-being. Disasters are far greater threats to well-being than traditional estimates suggest. Understanding the disproportionate vulnerability of poor people also makes the case for setting new intervention priorities to lessen the impact of natural disasters on the world’s poor, such as expanding financial inclusion, disaster risk and health insurance, social protection and adaptive safety nets, contingent finance and reserve funds, and universal access to early warning systems.

[Early Warning, Early Action: The Use of Predictive Tools in Drought Response through Ethiopia's Productive Safety Net Programme](#) (World Bank) This paper investigates the use of early warning tools as part of Ethiopia's Disaster Risk Management framework. Analyzing, in particular, the Livelihoods, Early Assessment and Protection tool, as well as the Livelihood Integrated Assessment and Hotspots Assessments, the paper delineates the scope and objectives of existing early warning tools, their commonalities, and their limitations. From a disaster risk financing and insurance perspective, the paper investigates possible enhancements in the existing early warning framework and its use that could facilitate greater timeliness of drought response. The paper argues that based on the existing early

warning instruments and continued improvements to the early warning systems, it is possible to enable early action during the onset of a drought.

[Forecast-based Action](#) (University of Reading, Red Cross Red Crescent Climate Center) examines emerging frameworks for forecast based early action as part of the Red Cross Red Crescent work to promote [early warning and early action](#).

G. Water, Sanitation, and Hygiene (WASH)

Overview

WASH interventions within FFP programs target the underlying causes of malnutrition, such as health and nutritional deficits resulting from inadequate access to WASH services. This is accomplished primarily by improving food utilization and broader health outcomes through WASH interventions that decrease the fecal-oral route of disease transmission and improve environmental health conditions. FFP partners are encouraged to use a package of WASH interventions that is evidence-based and reflects an understanding of both impact and sustainability. This package often includes, but is not limited to: increasing demand for and access to safe water supply and sanitation services, increasing adoption of key hygiene behaviors, and strengthening WASH governance and the enabling environment at the community or local level.

Reflecting the evidence that nutritional gains often require affecting whole-of-community WASH practices, core approaches are designed to impact WASH at both the household and community level. Because FFP programs target highly vulnerable and underserved populations, a primary challenge to partners is identifying approaches that are demand-driven and self-sustaining, and do not rely completely on FFP/partner resources for impact and sustainability. FFP also strongly encourages integrated WASH and nutrition programming, and requires that any proposed drinking water infrastructure investment be accompanied by hygiene promotion activities, or build upon an existing hygiene program.

The annotated references below reflect three overarching themes:

1. Why WASH is needed to achieve nutrition and health results;
2. How WASH interventions can be designed and implemented for impact on food security and nutrition;
3. How WASH interventions can be designed and implemented sustainably.

Note that FFP also invests in water access for productive uses (e.g. agriculture or other income generating activities) and water resource management (WRM).

Information and Resources

[USAID Water and Development Strategy 2013 – 2018](#); The release of the first USAID Water Strategy is now accompanied by a series of technical guides: [WASH and Nutrition Implementation Brief](#), [Sanitation Implementation Brief](#), and the Strategy's [Implementation Field Guide](#). These briefs cover WASH topics including: WASH-Nutrition Integration points; the WASH 'service delivery' approach; best practice for WASH hardware, software, and the enabling environment; WASH targets and performance indicators; and regulatory environmental considerations.

[WASHPlus Program 2010 - 2016](#) was a USAID-funded program dedicated to multi-country WASH interventions, as well as the development and advancement of WASH-Nutrition learning and best practice. Materials of pertinence to FFP partners include:

- [Integrating WASH into Nutrition Programming](#)
- [WASH: Essential Components for Food Security](#)
- [Small Doable Actions for WASH Behavior Change](#)

The [Water and Sanitation Program \(WSP\)](#), part of the World Bank Group's Water Global Practice, focuses on best practice and capacity building across six core topics. Topics with materials of relevance to FFP partners include:

- [Scaling Up Rural Sanitation and Hygiene](#); including Community-Led Total Sanitation (CLTS), SBCC, and Sanitation Marketing toolkits
- [Private Sector Participation](#); including PPP and business model toolkits for the rural poor
- [Water & Sanitation Service Delivery in Fragile States](#); including best practice on the transition from emergency to long-term country-led development

The [Sanitation and Water for All \(SWA\)](#) is a global WASH partnership of governments, private sector and civil society, external support agencies, research and learning, and other WASH sector partners. By joining SWA, partners agree to adhere to the SWA Guiding Principles, and are dedicated to three core issues: increasing political prioritization for WASH, promoting the development of a strong WASH evidence base, and strengthening national government-led planning processes.

The UN-Water [Global Analysis and Assessment of Sanitation and Drinking-water \(GLAAS\)](#) program, implemented by the WHO, monitors financial and human resource inputs, as well as the enabling environment (laws, policies, monitoring) around WASH systems and

services. The [2014 GLAAS Report](#) highlights a number of key findings and recommendations to improve access and reduce inequalities beyond the 2015 Millennium Development Goals DGH deadline.

[UNICEF WASH Strategy 2016-2030](#) was developed to guide contributions of UNICEF to the water and sanitation Sustainable Development Goal (SDG 6) and reflects the new WASH performance indicator definitions and goals. Reflecting similar mandates for working in humanitarian and highly vulnerable contexts, there is significant overlap in the geographic portfolio and technical scope of UNICEF and FFP's WASH activities.

The [Water Supply and Sanitation Collaborative Council](#) (WSSCC) is a UN membership organization focused uniquely on on SDG 6.2—achieving universal access sanitation and hygiene by 2030. Their Global Sanitation Fund requires coordination of a country's sanitation actors as a funding prerequisite, and programs are often driven by dual goals of gaining access to basic sanitation and adoption of good hygiene practices, including MHM. The GSF portfolio includes Ethiopia, Madagascar, Malawi, Nepal, Uganda and others, and the website includes [resources and case studies](#) on sanitation and hygiene from these countries.

The U.S. Centers for Disease Control's (CDC's) [Safe Water System](#) provides information resources dedicated to WASH interventions for low income countries. CDC serves as a research partner to many development interventions linking water quality and public health. The Safe Water System website provides links to resources and case studies on topics, including behavior change, safe water storage, and hand washing.

The [Sustainable Sanitation Alliance](#) (SUSANA) serves to link on-ground experience with practitioners, policy makers, researchers, and academics. It includes a library of case studies, conference materials, training materials, cartoons, and research.

Sector Focus Areas

1. Linking WASH and Nutrition

To decrease chronic malnutrition (e.g. stunting), FFP programs must address food utilization and the ability of the body to absorb and make use of nutrients for both linear and cognitive growth. Below is a synopsis of the current research and evidence base linking WASH to growth faltering and broader nutrition and health outcomes.

Overview

Poor hygiene has been identified as a risk factor for poor early childhood development. Moreover, unsafe WASH practices are correlated with stunting and anemia, which are known risk factors for child developmental deficits.¹¹ In fact, it was observed that children from contaminated house (i.e. E. coli concentration >10 cfu/100 mL, inadequate sanitation, and unhygienic handwashing) were stunted (-0.54 height-for-age z scores, HAZ). This provides evidence that environmental contamination causes growth faltering¹².

In the literature, three biological mechanisms that link WASH and undernutrition were identified including (1) repeated bouts of diarrhea; (2) soil-transmitted helminth infections; and (3) subclinical gut infections (i.e. environmental enteric dysfunction, EED), which may be a key mediating pathway linking poor hygiene to developmental deficits.^{11,13} Identified pathways through which WASH may impact early childhood development (i.e. inflammation, stunting, anemia) include three key vectors of fecal-oral transmission for young children—soil, poultry feces, and infant food—that are not often addressed within WASH interventions.¹² Also, associations were observed between (1) household access to improved sanitation (i.e. access to toilet facility); (2) household access to an improved drinking water source; and (3) mother's/caregiver's reporting of washing hands with soap before meal or after defecation and decreased child stunting.¹⁴

Information Resources

[USAID Water and Development Strategy: WASH & Nutrition Implementation Brief](#) (2015) has three key messages: (1) positive nutritional outcomes are dependent upon WASH interventions and nutrition actions; (2) poor WASH conditions create an additional burden of undernutrition; and (3) many opportunities for co-programming WASH in nutrition programs exist.

[USAID Webinar on Environmental Enteropathy & WASH](#) (Food Security and Nutrition Network, 2013) discusses the most recent research findings on environmental enteropathy (EE), and how to integrate WASH into nutrition and multi-sectoral programs. The webinar stresses the findings that nutrition-specific interventions can only solve one-third of the

¹¹ Ngure GM, Reid BM et al. 2014. [WASH, EE, nutrition and ECD: making the links](#). Ann. N.Y. Acad. Sci, 1308: 118-128

¹² A Lin, BF Arnold, et al. 2013. [Household Environmental Conditions are Associated with Enteropathy and Impaired Growth in Rural Bangladesh](#). Am J Trop Med Hyg 89(1): 130-137

¹³ O Cumming and S Cairncross. 2016. [Can WASH help eliminate stunting? Current evidence and policy implications](#). Matern Child Nutr 12 Suppl 1:91-105

¹⁴ JH Rah, AA Cronin, et al. 2015. Household sanitation and personal hygiene practices are associated with child stunting in rural India: a cross-sectional analysis of surveys. BMJ Open 5(2): e005180

global stunting problem and that improved WASH is associated with decreased stunting and has the same average effect as the very best infant feeding intervention.

[Background Paper: The Impact of Poor Sanitation on Nutrition](#) (Share and UNICEF, 2015) is a short document summarizing the evidence of the link between poor sanitation on nutritional outcomes. It also describes the benefit of increased integration of WASH with nutritional programs.

[Improving Nutrition Outcomes with Better WASH: Practical Solutions for Policies and Programmes](#) (WHO, UNICEF, and USAID, 2015) summarizes the benefits of WASH on improving nutrition outcomes, provides practical guidance for integrated programmes, and summarizes WASH indicators relevant to nutrition. Case-studies of ongoing WASH-nutrition programmes are provided.

[Background Paper: The Impact of Poor Sanitation on Nutrition](#) (Share and UNICEF, 2015) is a short document summarizing the evidence of the strong relationship between poor sanitation on nutritional outcomes.

2. Drinking Water Access, Service Delivery, and Governance

Expanding access to safe drinking water at the household and community level can improve health and nutritional outcomes, as well as provide tangential benefits (e.g. reductions in women's workload and increased time for children's schooling). This sub-sector focuses on resources for designing water supply interventions that are both impactful and sustainable, and meet the indicator definition for *basic* drinking water access. Technology solutions often focus on provision of safe drinking water only for human consumption and domestic activities, but it should be noted that FFP development funds may also be used towards multi-use water supply (MUS) systems that also meet the needs for productive activities, such as agriculture, livestock watering, or other livelihood activities.

To reflect the broader importance of fecal-oral disease transmission on nutrition and health, hygiene promotion must accompany all water supply investments. And finally, as increasing water access typically requires infrastructure provision, partners will apply regional or national standards and codes, wherever possible, for engineering design and construction. Where these are not available, international norms and standards will be adhered to. Of particular challenge to FFP partners and beneficiaries is *sustaining service delivery* of drinking water supplies, particularly post-project. Below are resources and case studies highlighting common failures and best practice around sustainability of rural water supply.

Information Resources - Hardware and Construction

[USAID Implementation of Construction Activities: A Mandatory Reference for ADS 303](#)

Partners planning construction activities under assistance mechanisms, including WASH hardware, should reference ADS 303. Of note for FFP development partners, cooperative agreements may be used to finance construction when the following conditions are met: (1) the estimated cost of construction activities at a single project site is less than USD \$500,000; or (2) the total aggregate estimated cost of construction activities under the award is less than USD \$10,000,000; (3) construction is only a portion of award activities; (4) construction activities are explicitly stated in the budget; (5) no construction activities other than those explicitly approved are performed; and (5) the AOR has the right to halt construction, as a term of substantial involvement.

[Rural Water Supply Network](#) (RWSN) provides evidence-based documentation, supporting research, and policies and practices for viable technologies and approaches that improve rural water supply, including resources on hand pumps (**[Hand pumps: where now?](#)**; RWSN & SKAT, 2014) and hand drilling techniques (**[Hand Drilling Directory: Cost Effective Boreholes](#)**; UNICEF & Danert, 2009).

[The Global Water Initiative of West Africa](#)'s resource library includes a technical series, available in English and French, on ensuring hardware quality and key factors plaguing infrastructure quality and sustainability, including: Construction/Infrastructure Quality Assurance, QA (**[Assuring Quality: an approach to building long-lasting infrastructure in West Africa](#)**); appropriate technology selection (**[Making the right choice: comparing your rural water technology options](#)**); and infrastructure monitoring checklists (**[Monitoring checklists: Water points and latrines](#)**).

[Water Supply Well Guidelines for use in Developing Countries](#) (2014) reviews the minimum, technical requirements for basic protection of groundwater resources and groundwater extraction via shallow or deep wells. Specific guidance is detailed for well siting; well construction, including drilling methods, lining/sealing, and disinfection; pumping equipment; and operations and maintenance.

[Hydrogeologists without Borders UK](#) is an international organization of hydrogeologists and groundwater experts that provides assistance to humanitarian organizations. Services include water resource assessments, groundwater monitoring, groundwater quality assessment, borehole or well construction, contract management support, facilitation and engagement with local hydro-geologists and contractors, and construction oversight and QA/QC.

[Multiple-Use Water Services: Toward a Nutrition-Sensitive Approach](#) (FTF) is a review of MUS in nutrition programs, including promising practices and nutritional impacts. A failures analysis of program elements is also covered.

[A Guide to Multiple-Use Water Systems](#) (Rockefeller Foundation and Winrock International) serves as a step-by-step approach for practitioners planning MUS investments, as well as a guide on how to evaluate project impact.

Information Resources - Water Supply Service Delivery and Governance

Monitoring and addressing governance factors affecting rural water supply sustainability

(Global Water Initiative, 2014) reports on a three-country study (Ethiopia, Tanzania, and Uganda) to identify the following governance factors most significantly associated with water scheme sustainability: (1) financial management (2) the performance of the community based management (CBM) structure linked to the water scheme. A number of recommendations follow from these findings, and are of relevance to FFP partners (e.g. encourage CBMs to link to VSLAs; revise and deliver financial management trainings to CBMs on tariff setting).

[Do operation and maintenance pay?](#) (2006) reviews the principles of life cycle costing for rural water supply using the common example of a handpump-fitted borehole. Different operation and maintenance (O&M) models are reviewed for sustainability and costing, as well as a review of average costs and design lives.

[User financing of rural handpump water services](#) (RC Carter, 2010) reviews the key elements for sustainability of rural water supplies, including money for recurring expenses, consumer acceptance of the technology and required resources, adequate source supply, and sound design and construction. The author also reviews average tariffs and life-cycle costs of handpumps.

Linking technology choice with operation and maintenance in the context of community water supply and sanitation

(WHO & IRC, 2003) serves as a technical selection guide for water supply and sanitation that takes into account project area, community capacity, and long-term requirements. Information on technology selection (e.g. water source, intake, pumping, treatment, and storage) including O&M requirements, and required skill level for each is provided.

[The World Bank's Public-Private-Partnership in Infrastructure Resource Center](#) includes a sector review of PPPs and private service provider (PSP) contracts for ensuring management

and O&M of rural water projects in Sub-Saharan Africa. Pertinent case studies from Benin, Mali, Niger, Uganda, Kenya and reviewed, and links to the different models (e.g. affermage, concessions) are provided. Relevant resources within this site include:

- [Public-Private Partnerships for Small Piped Water Schemes](#) (WSP, 2010) reviews first generation PPP models for small piped water schemes in Benin, Burkina Faso, Mali, Mauritania, Niger, Rwanda, and Senegal.
- [Global review: Private Operator Models for Community Water Supply](#) (WSP, 2010)
- [Délégation de gestion du service d'eau en milieu rural et semi urbain](#) (WSP, 2010)

3. Sanitation: Behavior Change and Facilitating Access

Background

Strong correlation between stunting and poor sanitation practices (e.g. open defecation, unimproved pit latrines) has been well documented.^{15,16} More recently, studies have also demonstrated stunting reductions as a result of total sanitation coverage. The results of a randomized control trial (RCT), which evaluated the results of a two-year CLTS intervention (including adoption and use of private latrines, as well as health impacts in children under 5 years of age) concluded that children younger than 5 years of age were taller (+0.18 height-for-age Z-score, HAZ, CI: 0.03-0.32) and were less likely to be stunted (35% vs 41%) in intervention villages (i.e. those with the CLTS program) than those in control villages.¹⁷

Reflecting current evidence on impact and sustainability, the sanitation sub-sector focuses on facilitative approaches to changing sanitation behaviors and increasing access. Core approaches include demand-driven, total sanitation campaigns (e.g. CLTS, PHAST) and sanitation marketing, which aim to stop open defecation and move households and communities up the sanitation service ladder. This section provides references on the benefits of such interventions, as well resources for design and implementation of facilitative sanitation activities.

Information Resources

[USAID Water and Development Strategy: Sanitation Implementation Brief](#) (USAID, 2016) serves as a sanitation-specific guide to accompany the USAID Water Strategy. The brief reviews pertinent background on sanitation challenges and benefits, as well as best practices

¹⁵ USAID and ICF International, 2014,

¹⁶ WSP, 2014, Improved Sanitation Can Make Children Taller and Smarter in Rural Tanzania; available: <https://www.wsp.org/sites/wsp.org/files/publications/WSP-Tanzania-Stunting-Research-Brief.pdf>

¹⁷ AJ Pickering, H Djebbari et al. 2015. Effect of a community-led sanitation intervention on child diarrhoea and child growth in rural Mali: a cluster-randomised controlled trial. *The Lancet* 3:e701-711

for sanitation programming including the three essential components of implementing sanitation programming—the enabling environment, sanitation software, and sanitation hardware. A review of USAID funding levels for sanitation, ongoing USAID programs, and pertinent indicators is also provided.

[CLTS Knowledge Hub](#) (Institute for Development Studies, University of Sussex) includes numerous resources to help understand the CLTS approach as well as practical guidance on methods, including:

- [Handbook on CLTS](#) (Kar & Chambers, 2008) serves as the seminal resource for the CLTS approach, and walks partners through the six principal steps of CLTS. The handbook is particularly useful if designing or evaluating a CLTS program. Available in English, French, Spanish, Portuguese, and Khmer.
- [Facilitating 'Hands-on' Training Workshops for CLTS: A Trainer's Training Guide](#) (Kar, 2010) serves as a guide on how to organize and conduct trainings of CLTS facilitators, which is useful to trainers, field managers, and activity designers.

[Sanitation Marketing Toolkit](#) (World Bank's Water & Sanitation Program, 2017) serves as an interactive dashboard for practitioners and program managers of sanitation marketing campaigns. The website and accompany resources provide 'how-to' guides for formative research; sanitation products' pricing, placement, and promotion; communication campaigns; and implementation strategies.

[A Practical Guide for Building a Simple Pit Latrine—How to build your latrine and use it hygienically, for the dignity, health, and well-being of your family](#) (GWI West Africa) is designed to assist individual households and families who have already decided to build their own latrine. It serves as a step-by-step pictorial guide to latrine siting, materials and construction, use, maintenance, and pit emptying.

[Considerations for Building and Modifying Latrines for Access](#) (WASHPlus) is a technical guide on latrine construction that also provides pictorial options for how to modify latrines for greater accessibility for the elderly, people with disabilities, illness, or limited mobility. The guide also provides a checklist of minimum standards for school sanitation or hygiene facilities.

The [Water, Engineering, and Development Center \(WEDC\) Knowledge Database](#) provides technical WASH guidance on a range of topics, including:

- [Latrine Pit Design](#)
- [Latrine Slab Engineering](#)
- [Selecting WASH Indicators](#)

- [Managing hygiene promotion in WASH programs](#)
- [Introduction to Water Safety Plans](#)
- [Preventing Transmission of Fecal-Oral Disease.](#)

The [Center for Affordable Water & Sanitation Technology](#) (CAWST) provides technical WASH services to implementers, and their website includes resources on a variety of WASH topics including fact sheets for a latrines and sanitation infrastructure options, including:

- [Simple pit latrines](#)
- [Arboloo latrines](#)
- [Aqua-Privy latrines](#)
- [Biogas latrines](#)
- [Composting latrines](#)

as well as a [Manual on Low-Cost Sanitation](#).

4. Hygiene Promotion and Behavior Change

The Hygiene Promotion sub-sector focuses on interventions to increase the prevalence of key hygiene behaviors, including (1) handwashing with soap at critical times; (2) safe disposal and management of excreta; and (3) safe storage and treatment of drinking water. These key hygiene practices have demonstrated effect on health and nutritional outcomes, and are broadly proven to reduce diarrheal rates by 30-40 percent.^{18,19}

Notably, the pathways for fecal-oral disease transmission are not limited to these three hygiene practices, and can stem from broader environmental and/or food hygiene behaviors. While impact on nutritional status is unproven as yet, additional hygiene pathways with potential for health and nutritional impact include: children's interaction and ingestion of animal's fecal material, especially in the case of free-range livestock and contaminated soils; food hygiene practices; and vector transmission of fecal material and pathogens.

Core approaches for hygiene promotion include multifaceted behavior change strategies, e.g. trainings, communication, community mobilization, and access to hygiene products and services (hand washing stations, water treatment products, latrines, MHM products). This section provides references on the benefits of hygiene improvements, as well as resources for the design and implementation of interventions.

¹⁸ Curtis and Cairncross. (2003). Effect of washing hands with soap on diarrhea risk in the community: a systematic review. *The Lancet* 3: 275 - 281.

¹⁹ Fewtrell et al. (2005). WASH interventions to reduce diarrhea in less developed countries: a systematic review and meta-analysis. *The Lancet Infectious Diseases*, 5(1):42-52.

Overview

A systematic review of the literature on handwashing prevalence worldwide found that only 19% of the world's population washes hands with soap after contact with excreta. In fact, for Low and Middle Income Countries the prevalence ranged from 13-17%. Handwashing interventions were also reviewed and found that interventions that include handwashing messages as well as promotion of handwashing with soap decrease the risk of diarrhea by 40% (95 CI: 32-47%) while interventions that discuss general hygiene with no discussion of soap decrease the risk of diarrhea by 24% (95% CI: 14-33%).²⁰ Another study reported a meta-analysis of the health impacts, measured as diarrhea mortality, of three WASH interventions—(1) handwashing with soap; (2) water quality improvements; and (3) excreta disposal. The study found consistent and striking reductions in diarrheal risk with the intervention handwashing with soap and estimated a risk reduction of 48% when this intervention was applied. The study also found 17% and 36% reductions in diarrheal risk associated with water quality improvements and excreta disposal, respectively, though the number of studies and study rigor was limiting²¹.

Information Resources

[WASHplus Project Resources on Hygiene Behavior Change](#) (FHI360, 2010-2016)

[Small Doable Actions: A Feasible Approach to Behavior Change](#) (WASHplus, 2015)

[MHM Toolkit](#) (SPLASH, 2015)

[The Science of Habit: Creating disruptive and sticky behavior change in handwashing](#) (Neal, Vujcic, et al, 2015)

[WASHplus Behavior Change Strategy: Hygiene Promotion Guidelines for Bangladesh](#) (WASHplus, 2015)

[Managing Hygiene Promotion in WASH Programmes](#) (WEDC Guide 13)

[Towards better programming—a manual on hygiene promotion](#) (UNICEF) presents methodologies to promote behavioral change for safer hygiene practices and to help

²⁰MC Freeman, ME Stocks et al. 2014. Hygiene and health: systematic review of handwashing practices worldwide and update of health effects. *Trop Med Int Health* 19(8):906-916.

²¹S Cairncross, C Hunt et al. 2010. WASH for the prevention of diarrhea. *Int J Epidemiology*, 39:1193-1205

maximize effectiveness of hygiene promotion programs. The objective of the manual is to provide a tool that will contribute towards a reduction in diarrheal diseases.

[MHM](#) (WSSC Topic Resources) provides resources for practitioners, including MHM training materials, videos, in-depth training resources, advice sheets, and lessons learned.

[Menstrual Hygiene Matters](#) (WaterAid) reviews the existing need for MHM as an integrated component of any WASH program. It reviews cultural and practical challenges associated with MHM and the benefits of integrated MHM programming on education, health, social inclusion, and psychological well-being. WaterAid also developed modules and toolkits intended for practitioners that cover a range of MHM topics.

[The Five Keys to Safer Food](#) (WHO, 2012) is a global program promoting safe food handling behaviors and educating food handlers, including consumers. The accompanying [manual](#) describes actions families should take in the kitchen to maintain food safety.

The [Handbook on Scaling up Solid and Liquid Waste Management in Rural Areas](#) (WSP) was designed for program managers and implementers, and focuses on the planning, institutional, community mobilization, and financial dimensions of implementing a waste management program in rural areas.

Water Quality - Centralized and Household Water Treatment

By WHO/JMP definition, 'basic' or 'safely managed' drinking water is protected from outside contamination, in particular from contamination with fecal matter. Drinking water quality is regulated by USAID Environmental Compliance Procedures (22 CFR 216), and any drinking water infrastructure investment must be accompanied by a water quality assurance plan (WQAP), including assurances for water source protection, monitoring of water quality data, and governance of water service delivery. For partners not working on drinking water access in communities, household water treatment (HWT, or POU) can serve as an interim solution to reduce the disease burden owed to poor water quality, but correct practice of HWT **does not count towards MDG/SDG water targets or indicator definitions for 'basic' or 'safely managed' drinking water access.**

Among all HWT technologies, reductions in diarrheal disease owed to HWT intervention studies are often in the range of 15-50% (Clasen et al., 2007). A review of the efficacy of POU technologies—boiling, chlorination, flocculation, filtration, or solar disinfection— found that diarrhea was reduced by a quarter by disinfection products, by a half for filtration

systems, and by a third for solar water disinfection.²² HWT is not however, universally effective against all classes of waterborne pathogens (e.g. free chlorination is ineffective against *Cryptosporidium*), and requires substantial education and behavior change to ensure correct and consistent use.²³ HWT should serve as a temporary disease prevention measure until more efficacious household or community water treatment technologies can be put in place, along with a sustainable business model.

Information Resources

CAWST's [Household Water Treatment](#) provides an overview of household water treatment, and provides detailed fact sheets on 20+ technologies and methodologies for POU treatment. The fact sheets report on the relative effectiveness for removal of bacteria, viruses, protozoa, helminths, and turbidity, as well as provide cost estimates and operating criteria. Specific fact sheets are provided for [Biosand Filters](#), [Ceramic Candles](#), [Straining](#), [Membrane Filters](#), [Chemical Coagulants / Natural Coagulants](#).

[Guidelines for Drinking Water Quality](#) (WHO, 4th ed., 2011) were developed by the WHO as international norms for water quality and human health on the basis of risk assessment methodologies. Pertinent sections for FFP partners and activity managers include:

- (p. 138) A review of the efficacy of centralized water treatment technologies;
- (p. 145) A review of the efficacy of household water treatment technologies;
- (p. 149) Guidelines for verification of microbial quality

[Technologies applied for drinking water treatment in rural communities](#) (WSP, 2004) documents appropriate technologies and methodologies (e.g. drip chlorination, tablet chlorinators, SODIS, and silver-impregnated filters) for drinking water disinfection in rural Honduras. Advantages, disadvantages, and key sustainability factors for each technology are covered.

IV. Program Quality

A. Monitoring and Evaluation (M&E) Plan

Overview

²²TF Clasen, KY Alexander et al. 2015. Interventions to improve water quality for preventing diarrhoea. Cochrane Database Syst Rev 10

²³ Pickering, Crider, et al. 2015. Differences in field effectiveness and adoption between a novel automated chlorination system and household manual chlorination of drinking water in Dhaka, Bangladesh: A RCT. PLoS ONE 10(3): e0118397.

An M&E plan is a roadmap for project M&E activities. Its primary purpose is to document the project's M&E processes to a level of detail that is sufficient to enable all staff, especially new staff, to exactly duplicate the processes followed by other staff so that everyone produces equivalent, high quality data without training or additional information. The M&E Plan also demonstrates to FFP that the Awardee has developed a rigorous system for monitoring and evaluating project performance that produces accurate, meaningful, and useful data for decision making.

The M&E Plan required by FFP includes:

- TOC: A set of diagrams with a complementary narrative
- LogFrame
- IPTT
- Performance Indicator Reference Sheet (PIRS) for each indicator in the IPTT
- Annual Monitoring Strategy describing procedures for:
 - Data collection
 - Data processing and flow from the point of collection to report
 - Data quality assurance
 - Data management and safeguarding
- M&E Staffing and Capacity Building Strategy
- Evaluation Plan:
 - Baseline study
 - Midterm evaluation
 - Final evaluation

Information Resources

For FFP policy and a detailed guidance on the content of the M&E plan, please refer to the draft [FFP M&E and Reporting Policy and Guidance](#).

B. Learning, Knowledge Sharing, and Capacity Strengthening

Overview

Strong knowledge systems are essential in the complex and often fragile environments in which FFP development food security activities are implemented. Clear understanding of changing local contexts; the shifting roles, perspectives and attitudes of stakeholders; and their complex interactions can dictate project adjustments and adaptations that will increase

the effectiveness and appropriateness of the work. Active learning processes can enable shared understanding of local vulnerabilities, assets and coping strategies, as well as barriers and enablers to implementation and sustained change. Efforts to strengthen both institutional and community capacities can benefit from continuous learning and reflection processes that allow for periodic adjustments as necessary. Finally, focused and strategic sharing of knowledge can enable stronger development responses, avoid preventable mistakes and duplication, and point to opportunities for iterative and coordinated responses to emerging challenges.

A strong project learning strategy should be focused, relevant to identified needs and opportunities, and integrated with implementation and management processes. The strategy should address the key focus areas indicated below, and include associated budget costs for the entire activity cycle.

Information Resources:

[**Local Systems: A Framework for Supporting Sustained Development**](#) (USAID) looks at ten principles for engaging local systems, specifically highlighting the importance of tapping into local knowledge, embracing facilitative approaches that catalyze change, and embedding flexibility and responsiveness into how we do our work.

1. Collaborating, Learning and Adapting

- Identify and fill knowledge gaps through research, knowledge sharing, and outside technical assistance and training;
- Enable strong understanding of the local context and external changes that could affect implementation over time, as well as the needs and capacities of participants, communities, and local partners;
- Ensure responsive, adaptive management and improved project implementation through application of formal learning from performance monitoring, assessments, and evaluation results, as well as informal learning from dialogue, consultation, and reflection processes;
- Build sustained knowledge capture through networking and collaboration and sharing across activities, partners, sectors, and country contexts, and with key stakeholders from the USAID Mission, host country government, and other donor-funded activities.

Information Resources

[**A Guide to Developing a Knowledge Management Strategy for a Food Security and Nutrition Program**](#) (TOPS) was designed to provide practice guidance in creating a Knowledge Management strategy for development programs in the food security and nutrition sector.

[**Designing Participatory Meeting and Brownbags: A TOPS quick guide to linking development practitioners**](#) (TOPS) provides suggestions for learning and knowledge sharing sessions that encourage peer-to-peer exchange and are conducive to adoption and action.

[**Supporting Communities of Practice: A TOPS Quick Guide to Linking Development Practitioners**](#) focuses on identifying appropriate formats and approaches for presentations and facilitated meetings that will promote peer-to-peer learning and effective collaboration.

The [**Participatory Methods**](#) website (Institute of Development Studies) features tips, tools, and academic papers focused on participatory and facilitative approaches to program-level research, analysis, planning, monitoring, evaluation and learning.

[**Tools for Knowledge Sharing and Learning: A guide for development and humanitarian organizations**](#) (Overseas Development Institute) provides detailed guidance on learning-centered approaches to strategy development, management, collaboration mechanisms, knowledge sharing, and capturing and storing knowledge.

[**The Art of Knowledge Exchange**](#) (World Bank) walks readers through five steps to knowledge exchanges that are relevant to development goals, and responsive to institutional capacity and knowledge gaps.

[**Multi-Stakeholder Management: Tools for Stakeholder Analysis: 10 building blocks for designing participatory systems of cooperation**](#) (GIZ) looks at stakeholder engagement and provides a process for analyzing who needs to be involved in the design of a change process, as well as anticipating who will be affected by the change and how.

[**Guide to Constructing Effective Partnerships**](#) (Enhancing Learning and Research for Humanitarian Assistance) looks at the challenges involved in research partnerships between

academic institutions and humanitarian organizations and factors for success in collaboration.

[The Partnership Toolbox](#) (WWF/UK) walks readers through a structured approach to partnership enabling the identification of the type of partnership needed through to development of the partnership over time. This includes evaluating and learning together in order for the partnership to deliver shared objectives.

C. Capacity Strengthening

Build and refine capacity strengthening efforts aimed at both community capacities and local partners.

Information Resources:

[Country Systems Strengthening: Beyond Human and Organization Capacity Development: Background paper for the USAID Experience Summit on Strengthening Country Systems](#) (USAID) explores the role of human and institutional capacity strengthening in the context of country systems strengthening, and argues that all capacity strengthening efforts should be systems focused.

[Human and Institutional Capacity Development Handbook: A USAID Model for Sustainable Performance Improvement](#) (USAID) sees local institutions as adaptive systems challenged to respond to the changing environments in which they operate, and presents structured and integrated processes to identify and address root causes of performance gaps.

[Going the Distance: Step by Step Strategies to Foster NGO Sustainability](#) (FHI 360) is a training guide for building a strong foundation for organizational sustainability, including strengthening partner organizations' ability to seek information, form networks and partnerships, communicate directly, and align strengths with community needs and available funding.

[The Organization Capacity Assessment Tool](#) (JSI) was developed to assist partner organizations identify their status on seven management elements: governance, administration, human resource management, financial management, organizational management, program management and project performance management.

[Building Trust in Diverse Teams](#) (Emergency Capacity Building Project) is a toolkit providing exercises for any team member, manager, or external facilitator to use to develop greater levels of trust as new teams or partnerships are formed or later in a team or partnership's existence.

D. Social Accountability and Governance

Overview:

Equitable access to quality, responsive services is a key consideration in meeting the needs of the most vulnerable; deliberate work on inclusion is important. Social accountability approaches and tools can help ensure that service delivery—whether through host country governments, the private sector, civil society or implementing organizations themselves—is demand-driven, effective, and meets the needs of the community, including its more marginalized members.

Social accountability approaches and tools foster three key principles:

Transparency: This ensures the availability of information so that community members can understand how and why decisions about service provision were made, how to access services, and how to provide feedback on the quality.

Accountability: This ensures that service providers are incentivized to provide and also held responsible for the availability, quality and responsiveness of services, along with equity of access.

Participation: This ensures that community members, including the most marginalized, have the opportunity to participate in decision-making and feedback on community needs, desired services, and any issues regarding quality or access.

Through improved linkages, interactions and partnership among community members and with service providers, social accountability approaches have the potential to increase the effectiveness of interventions, improve targeting of program participants, increase social capital in communities, and, ultimately, improve sustainability of efforts over the long-term.

Information Resources:

[The Social Accountability e-Guide](#) (World Bank) offers a step-by-step approach to integrating social accountability into projects. The site includes a comprehensive library of

tools and approaches organized by the three social accountability principles: transparency, accountability and participation.

[Fostering Social Accountability: From principles to practice](#) (UNDP) provides an overview of social accountability principles and offers guidance on how to incorporate its practice into programming.

[Mapping Context for Social Accountability](#) (World Bank) defines six contextual factors (Civil Society, Political Society, Inter-Elite Relations, State-Society Relations, Intra-Society Relations, and Global Dimensions) influencing social accountability and walks users through two tools to better understand and practically address the barriers and enablers to successful social accountability interventions.

[The Good Enough Guide to Impact Measurement and Accountability in Emergencies](#) (Emergency Capacity Building Project). Though written for emergency program contexts, the guide provides useful tips and tools for ensuring that project activities are accountable to and involve the populations they serve.

E. Conflict Sensitivity in Development Contexts

Overview

Fragility and conflict have destructive impacts on food security, directly threatening lives and livelihoods while reducing resilience and leaving populations more exposed and vulnerable to multiple shocks and stressors. Meanwhile, the benefits that development resources can bring to some communities or groups have the potential to exacerbate conflict or tensions in the fragile environments in which FFP customarily works.

FFP is committed to adopting conflict sensitive approaches in its development programs to reduce the potential for negative unintended consequences while also working to strengthen positive factors in society, reduce divisions, and seek to enhance the positive impact of operations on the overall situation.

This requires FFP and its implementing partners to work with renewed focus, to take into account, at all times and whenever possible, the following factors:

1. The **conflict dynamics** in the context in which it operates, particularly with respect to inter-group relations and grievances;

2. The **interactions** between project interventions and the conflict dynamics in the context;
3. **Adjustments** to project design and implementation to minimize negative and maximize positive impacts on the conflict dynamics.

Information Resources

The two below resources include **Conflict Sensitivity Guidance Developed for FFP by USAID's Office of Conflict Management and Mitigation**.

[Conflict Sensitivity and Food Security Programming](#) (Office of Conflict Management and Mitigation (CMM), USAID), outlines key considerations programs should take into account in fragile, active conflict and post-conflict environments, to better plan for how to ensure that food assistance activities do not exacerbate underlying grievances, but instead support existing resilience capacities.

[Conflict Diagnostic Considerations for Food for Peace](#) (CMM, USAID) Given the importance of understanding the conflict context for a conflict sensitive approach, this document outlines for FFP the key areas where conflict sensitivity is particularly challenging and provides recommended diagnostic questions that can assist FFP and its implementers to avoid or mitigate these challenges throughout the program cycle.

Information Resources - Conflict Assessment

[Conflict Assessment Framework, Version 2.0](#) (CMM, USAID) describes the revised conflict assessment framework (CAF 2.0) developed by CMM. Its purpose is to provide guidance to USAID staff and development partners who will be undertaking and utilizing conflict assessments in the course of their work.

CMM Conflict Toolkits (CMM, USAID) provide USAID missions with access to concrete, practical program options, lessons learned, and options for partners, mechanisms and M&E tools for implementing more effective conflict programs.

- [Climate Change and Conflict](#)
- [Forests and Conflict](#)
- [Land and Conflict](#)
- [Livelihoods and Conflict](#)
- [Minerals and Conflict](#)
- [Religion, Conflict, and Peacebuilding](#)
- [Supporting Peace Processes](#)

- [Water and Conflict](#)
- [Women and Conflict](#)
- [Youth and Conflict](#)

Introduction to Conflict Sensitivity

[How to Guide to Conflict Sensitivity](#) (Conflict Sensitivity Consortium) draws upon experiences in the Department For International Development (DFID)-supported Conflict Sensitivity Consortium to illustrate real-world examples of applying conflict sensitivity. It aims to provide practical advice suitable for anyone aiming to improve conflict sensitivity, whether in the field of development, humanitarian aid, or peacebuilding work.

Conflict Sensitivity and Assistance

[Conflict-Sensitive Approaches to Development, Humanitarian Assistance, and Peacebuilding Resource Pack](#) (Africa Peace Forum, Center for Conflict Resolution, Consortium of Humanitarian Agencies, Forum on Early Warning and Early Response, International Alert, Saferworld) documents good practice, available frameworks, and lessons learned. At its heart is the concept of conflict sensitivity—the notion of systematically taking into account both the positive and negative impact of interventions on the contexts in which they are undertaken, and, conversely, the impact of these contexts on the interventions.

[Options for Aid in Conflict: Lessons from Field Experience](#) (CDA) is a lessons-learned manual. It is meant to help the field staff of international aid agencies to understand their working contexts better and to develop programming approaches that support peace rather than war.

[Peace Exchange](#) is a USAID-supported global community of practitioners, donors, and academics who aim to improve conflict sensitive development programming by collecting and building knowledge on a diverse set of materials, experiences, and reflections.

Conflict and Food Security Programming

[Harvesting Peace](#) (Woodrow Wilson Center, USAID) explores the linkages between conflict and food security in order to help inform more effective programming. This resource explains how conflict can reduce the amount of food available, disrupt people's access to food, limit families' access to food preparation facilities and healthcare, and increase insecurity about satisfying future needs for food and nutrition.

[Food Security and Livelihoods Programming in Conflict: A Review](#) (Humanitarian Practice Network) draws on lessons of humanitarian response in conflict contexts, strategies that combine approaches to protecting and promoting livelihoods, while also maintaining the ability to meet basic needs. The lessons from these strategies can also be applied in development contexts. This document emphasizes having the flexibility to adapt responses when the nature of conflict changes.

Monitoring and Evaluating Conflict Sensitivity

[Monitoring and Evaluating Conflict Sensitivity](#) (Conflict, Crime, and Violence Reduction Initiative at DFID) gives practical guidance on how to monitor and evaluate the unintended consequences of a large development program. It includes a discussion of the methodological questions that arise when embarking on a process to monitor and evaluate conflict sensitivity, as well as a range of practical and field-tested tools for use with a variety of different sized interventions (e.g., country operational plans, sector plans).

E. Sustainability

Overview

FFP seeks to maximize long-term impact through establishing effective sustainability and exit strategies. These strategies build capacity of host country entities, whether private or public, to achieve long-term success and stability and to serve their clients without interruption and without reducing the quality of services after external assistance ends. FFP holds that sustained resources, capacity (both technical and managerial), motivation, and linkages among program entities are crucial to long-term sustainability. Furthermore, FFP seeks to implement effective models, build local capacity, and create an enabling environment that is adapted to the specific contexts of the countries where FFP works. FFP seeks to create, wherever possible, self-financing and self-transferring models that will continue to spread under their own momentum both during and after the project. FFP expects that these models will be adopted and adapted by a significant proportion of the population helping to improve both sustainability and impact of the interventions.

Several years ago, FFP asked FANTA to carry out an assessment of [Exit Strategies and Sustainability in Four FFP Programs](#) that were in the process of closing out or had recently closed out: India, Kenya, Bolivia and Honduras. A synthesis report was published in 2015: **Sustaining Development: A Synthesis of Results from a Four-Country Study of Sustainability and Exit Strategies among Development Food Assistance Projects with Recommendations** (linked below) was published in 2015 authored by Beatrice Lorge Rogers, Jennifer Coates, Gerald J. and Dorothy R. Friedman School of Nutrition Science and Policy, The synthesis report provides a summary of findings and lessons learned across the four countries studied, as well as recommendations for FFP and organizations that implement FFP projects. In addition, country-specific reports are available for Kenya, Bolivia, Honduras, and India.

- [Synthesis Report](#) - Full report
- [Synthesis Report](#) - Executive Summary
- [Kenya Country Study](#) - Full Report
- [Kenya Country Study](#) - Executive Summary
- [Bolivia Country Study](#) - Full Report
- [Bolivia Country Study](#) - Executive Summary
- [Honduras Country Study](#) - Full Report
- [Honduras Country Study](#) - Executive Summary
- [India Country Study](#) - Full Report
- [India Country Study](#) - Executive Summary

1. Sustained Resources

- Self-Financing Mechanisms
- Transferring Functions to Local/National Governments
- Fee for Service Models
- Exit Strategies

Information Resources

[What We Know About Exit Strategies: Practical Guidance for Developing Exit Strategies in the Field](#) (C-SAFE) provides step-by-step guidance on how to develop, implement, and monitor sound exit strategies for FFP developmental relief projects and to improve understanding to enable development of appropriate and flexible exit strategies.

[Formal and Informal Fees for Maternal Health Care Services in Five Countries](#) (Policy Project) examines fee for service models for maternal health care services in five countries. It looks at actual costs to consumers for antenatal and delivery care; current fee and waiver mechanisms; the degree to which these mechanisms function; the degree to which informal costs to consumers constitute a barrier to service; and reviews current policies and practices regarding the setting of fees and the collection, retention, and use of revenue.

[Taking the Long View: A Practical Guide to Sustainability Planning and Measurement in Community-Oriented Health Programming](#) (ICF Macro) is a manual designed to assist project managers, planners, and evaluators in their efforts to improve their approaches to planning for and assessing sustainability in health projects implemented in developing countries. It is intended as a practical guide for health project managers, especially those implementing community health projects in resource-constrained settings. It focuses on a specific framework, the Sustainability Framework (SF), developed through the USAID Child Survival and Health Grants Program (CSHGP).

2. Capacity

- Training of Associations/Savings Groups, etc.
- Business Training
- Household and Community Resilience
- Strengthening of Microfinance Institutions
- Strengthening Local/National Government Institutions

Information Resources

[Understanding Peri-urban Sustainability: The role of the resilience approach](#) (STEPS Centre) focuses on how resilience approaches can be used as a practical tool in helping to understand complex dynamic socio-ecological systems and, in particular, how resilience approaches can enhance environmental integrity and social justice.

[From Extreme Poverty to Sustainable Livelihoods: A Technical Guide to the Graduation Approach](#) (CGAP) provides a “how-to” roadmap for practitioners wishing to implement programs based on the Graduation Approach: an integrated, five-step methodology aimed at transitioning extremely poor populations into sustainable livelihoods.

[A multifaceted program causes lasting progress for the very poor: Evidence from six countries](#) (Science) investigates whether a multifaceted Graduation program can help the extreme poor establish sustainable self-employment activities and generate lasting improvements in their well-being. This remarkable study concludes that a multifaceted graduation approach to increasing income and well-being for the ultra-poor is sustainable and cost-effective.

[Sustaining linkages to high value markets through collective action in Uganda](#) (Food Policy Journal) outlines how collective action combined with strong leadership and an iterative market-led learning process enabled a smallholder farmers’ association to meet the considerable challenges of achieving the stringent quality parameters of a modern food outlet in Uganda.

3. Motivation

- Economic Incentives
- Environment of Investment, Not Entitlement
- Facilitating Private Sector Involvement

Information Resources

[Guidelines for Successful and Sustainable Involvement of ISMEs in Southern Africa Agribusinesses](#) (USAID Consultant Report) identifies documents and reports that can provide insight or specific examples of successful approaches for stimulating and supporting indigenous small and medium enterprise development in agribusiness, emphasizing financial and technical services.

[Building an Enabling Environment for Agricultural Technology Commercialization: Bridging the Gap between Innovation and Uptake](#) (Enabling Agricultural Trade) explores the enabling

environment for the distribution and utilization of agricultural technologies supported by the public sector in developing countries. It presents guidelines for improving private-sector-led commercialization activities based on existing literature, general consensus, and best practices from around the world.

[Field Review of USAID's Approaches to WASH in Madagascar: Success Factors and Lessons Learned](#) (WASHplus) reviews USAID's WASH interventions in Madagascar. It focuses on subsidy free infrastructure development and maintenance.

4. Linkages

- Private Sector Used for Service and/or Input Delivery
- Long Term Partnerships Formed with other Development Actors
- Facilitating Market Linkages

Information Resources

[Partners in Technology Generation and Transfer: Linkages between Research and Farmers' Organizations in Three Selected African Countries](#) (ISNAR) examines experiences in Burkina Faso, Ghana and Kenya of linking local research institutions to farmers' groups. The study found that the farmers' organizations have poor or no linkages to research institutions and concludes that better linkages are needed and can be accomplished by: (1) balancing the decision-making power between research and farmers' organizations with regard to setting and implementing the research agenda; (2) establishing more effective linkage mechanisms, some of them being initiated by farmers' organizations; and (3) jointly defining sound linkage policies and strategies.

[Facilitating Systemic Change in Value Chains: Lessons Learned for Strengthening Country Systems](#) (KDMD) reviews USAID experience with inclusive value chain development and discusses lessons learned about facilitating systemic change in markets. The review highlights the importance of the facilitation approach and concludes that the facilitation approach is preferred to direct delivery of program services, because it leads to more sustainable solutions that will continue after the project is over.