



USAID
FROM THE AMERICAN PEOPLE

Technical References for Development Food Security Activities

OFFICE OF FOOD FOR PEACE
Bureau for Democracy, Conflict and Humanitarian Assistance

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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 a guide to technical information and emerging best practices relevant to many of the sectors and activities USAID’s Office of Food for Peace (FFP) addresses with its non-emergency resources and Global Food Security Strategy (GFSS) Community Development Funds. Except for the guidance for developing mandatory gender and environmental analysis and monitoring and evaluation (M&E) requirements, this is not a prescriptive “how to” manual. Rather it is a resource guide to help applicants find and 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 overarching strategic goal is: *Food and nutrition security of vulnerable populations strengthened*. Under this, the Strategy has two Objectives and several supporting Intermediate Results, which help to institutionalize the concept of resilience and strengthen FFP’s commitment to working with vulnerable groups. The strategy also brings new focus to good governance, conflict-sensitive programming and efforts to increase equity, empowerment and opportunity for marginalized groups.

At a more general level, the Strategy 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. When 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 that support them, we will enable greater, more sustainable improvements in their food and nutrition security.

The drivers of food and nutrition insecurity vary widely, and this calls for a context-specific vision of change. The Strategy’s Results Framework addresses key drivers of food insecurity, creating a map of the 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 Results Framework, using context-specific Theories of Change (ToC).

This guide provides a broad toolkit of available resources to help applicants develop and operationalize a context-specific vision for improved and sustained food security for the most vulnerable populations.

In the interest of impartiality, no documents authored by a single FFP implementing partner have been included in this guide. However, readers are strongly encouraged to access the [online technical resource library](#) of the Food Security and Nutrition Network, managed by the FFP-funded Technical and Operational Performance Support (TOPS) program.

We welcome comments on this guide, as well as suggestions for additional technical reference materials or topic areas that should be included. Please feel free to send any feedback to AskFFP@usaid.gov.

FFP Strategic Results Framework: 2016-2025 Strategy



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](#).

II. Mandatory Program Design Elements

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

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

E. Gender

I. Overview

Gender roles, relationships, risks, and restrictions impact food and nutrition security everywhere FFP has projects. These gender dynamics affect all aspects of food security: food availability, access and utilization. Failing to address gender issues effectively runs a double risk. The first risk is that expected changes from project interventions will not take place as envisioned, and the 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 food for the home, but their ability to produce is limited by restrictions on access to land, information and inputs, which ultimately reduces yields, income and food availability 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, also negatively impacting the nutrition of their families. Age also matters in gender dynamics. A young mother may not be able to use the new information on improved nutritional practices she has learned at the health center if her husband, his first wife or his mother makes the decisions about household food consumption. Gender and age dynamics involving men can also affect food security. A young man may migrate to the city to seek livelihood opportunities, leaving the burden of feeding the family on those who stay behind. His decision may be shaped by traditional patterns of decision-making. For example, if community elders make all decisions, young men may decide they have no place in their home communities and must go elsewhere to make their future, changing the food security risks and possibilities faced by themselves and their families. Understanding gender and age dynamics within households, extended families and communities—and translating that understanding into improved programming—is essential to promote and sustain food and nutrition security.

This section outlines the technical requirements for applications regarding gender integration, gender analysis, staffing, budgeting, monitoring and evaluation (M&E), and ensuring that measures are in place to minimize risk of gender-based violence (GBV).

2. Gender Integration

Gender integration involves identifying and addressing gender differences and gender dynamics during design, implementation, monitoring and evaluation. **Gender must be integrated throughout applications as a crosscutting theme**, given the importance of gender issues in food assistance programming. This is 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 taken into account in the following areas:

1. The discussion of the underlying causes of food security and malnutrition;
2. The Theory of Change, by incorporating how gender barriers will be overcome and how the potential of women, men, girls and boys will be harnessed;
3. The description of project interventions, by describing how the project will ensure equitable participation and benefits for women and men of different ages and social groups, and by anticipating any possible negative effects on gender relations or gender outcomes, and how they will be dealt with;
4. The section on logistical procedures, by outlining how the project will ensure women's needs and preferences are taken into account and ensure interventions are as "safe" as possible; and lastly
5. The monitoring plans so that expected and unexpected changes are tracked over the course of project implementation.

More specifically, applicants should consider including a brief reference to the following 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 ensure equitable input, participation and benefit by women and men of different ages and social groups, and how they 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" as mothers, housewives and income-earners;^{1 2}
- How the project will create opportunities to promote leadership among women and youth in improving food security in their communities; and finally,
- The potential of project interventions to result in Gender Based Violence and the steps the project will take to prevent this, or minimize the risk.

¹ Examples of negative consequences include mothers having less time for childcare 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.

3. Gender Analysis

As with all USAID-funded projects, FFP development projects are required to complete a gender analysis within the first year of project implementation to inform project design and strengthen programming. *Applications must include a concept note for the Year I Gender Analysis as an annex 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 Year I Gender Analysis to be undertaken. The note should include:

- Illustrative questions along the proposed Theory of Change that the analysis is likely to address,
- The types of tools to be used for data collection,
- The proposed duration of the analysis,
- The makeup of the team that will conduct the analysis,
- An estimated budget, and
- How the analysis results will be incorporated into the project’s Theory of Change and implementation plan.

The eventual Gender Analysis is not required to follow the Concept Note to the letter. Nonetheless, the Concept Note should clearly demonstrate that the applicant has (1) a good understanding of the gender issues that can come into play in the proposed theory of change, (2) a good understanding of the purpose of a gender analysis in the context of development food security programming, (3) the capacity to carry out a meaningful analysis, and (4) 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 opportunities and constraints for women, men, girls and boys.

The Gender Analysis should build on existing knowledge and previous gender analyses and explore 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 analysis, or “drill-down,” of the specific gender factors that can facilitate or impede progress along the project’s proposed Theory of Change. Therefore, rather than a broad examination of gender analysis domains, the analysis should be designed to increase understanding of the specific gender dynamics at play along the sequence of changes hypothesized in the ToC leading to project outcomes.

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

Duration: Applicants should allow adequate time to identify key questions, gather information, and reflect and analyze. 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. The

necessary steps include: desk review and field work preparation; data collection; data management, analysis and report writing; and most importantly, integration of results into program design and project implementation.

Budget: Applicants should budget adequate resources for the analysis. Based on previous experience, the applicant should consider a budget in the \$45,000 - \$65,000 range.

Team composition: A thoughtful gender analysis most often requires a multidisciplinary team with an in-depth understanding of gender dynamics in the context of food security, capacity in quantitative and qualitative data collection/analysis, experience with participatory methodologies, knowledge of the project areas, and an understanding of the project's ToC and the rationale behind it. Involving both headquarter and field staff throughout the analysis leads to a higher quality, more relevant end-product that has the support of those who will implement it.

4. Consultation on Gender & Food Security with Implementing Partners & Local Leaders

To lay the groundwork for the Year I Gender Analysis, *project staff will be invited to participate in a three-day consultation hosted by FFP in the first months of Year I.* The Gender Consultation will bring together implementing partner staff of the country's development food security activities, 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 (1) prepare implementing partners to apply a gender and youth lens to their project Theory of Change, (2) lay the groundwork for development food security activity (DFSAs) gender analyses that hone in on the points of project ToCs at which gender and youth factors are most critical, and (3) build a cohort committed to addressing gender throughout the project.³ The Consultation will also encourage ongoing cross-project collaboration and involvement of communities and local government to address gender/youth issues and ensure all project interventions are inclusive.

Implementing partners will form a team of six to ten persons to attend the Consultation. The team should include staff gender specialists, at least one senior manager, and technical staff who

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.

understand the various program areas of the development food assistance activity. Team members 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.

5. 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. In the application, applicants must describe the gender expertise they will draw on across the DFSA, and they 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 integrated effectively into all project components.

6. Gender-Based Violence

Gender-Based Violence (GBV) tends to increase in times of crisis, and it is often present in areas where FFP has programming. Programs may well exacerbate the underlying conditions contributing to GBV or put community members in situations where they are at greater risk. To mitigate this risk, applicants must consider and address the possible effects program activities could have on GBV within the household or community.

In their program design, applicants should carefully analyze and address how activities could contribute to GBV and what steps will be taken to prevent or mitigate this. Applicants are responsible for proposing activities that will protect all beneficiaries – particularly women and girls – though at times this may also include young men and boys.

Applicants must 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 aim to do with the data, how they plan to use the findings, and why it is important for project outcomes. Given the potential risk, applicants must follow the World Health Organization guidelines on researching GBV, found in *Putting Women First: Ethical and Safety Recommendations for Research on Domestic Violence Against Women*.⁴

While the direct provision of services to survivors of sexual violence and GBV is usually outside the purview of FFP programming, FFP encourages implementing partners to provide information about GBV services to FFP program-targeted communities. Applicants wishing to propose activities that directly address GBV must ensure they have qualified staff who are trained in GBV and deeply familiar with the local culture.

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

Applicants are also encouraged to propose activities that help transform social norms that underlie the acceptance of violence. This could include community-level activities, such as organizing women, involving men, or engaging religious and other traditional leaders in dialogue about gender dynamics and violence.

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

7. 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.

[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.

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

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

8. Information on gender and age issues in food security programming

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 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.

9. Best practices on addressing gender opportunities and constraints in food security programming

[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.

10. Data on gender and youth

[**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

I. 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 two-fold: to make USAID’s work more climate resilient (i.e., better able to anticipate, prepare for and adapt to changing climate conditions and better able to withstand, respond to and recover from disruptions) and to avoid maladaptation (i.e., development efforts that inadvertently increase risks). Applicants should 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 appropriate to the context 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. Negative consequences for development programs may result when vulnerable individuals, communities or systems are exposed to one or more climate-related hazards or stressors, such as high temperatures, changing rainfall patterns, or more frequent or intense floods or droughts. The overall level of risk may increase with increasing exposure (i.e., events or conditions that are more frequent, more severe or both), and/or with increasing vulnerability of the people or systems exposed. FFP specific CRM guidance can be found in the [CRM Screening Guidance for FFP Activities](#) (Annex 4 page 48). Further information on how USAID defines climate risk can be found in the [mandatory reference](#) on climate risk management for projects and activities. USAID has also developed [climate risk profiles](#) and [optional tools](#) that can be used to help assess and address climate risks.

2. Information Resources

[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.

[USAID’s Climate Risk Screening and Management Tools](#) support climate risk screening and management in strategies, projects and activities. These tools can improve the effectiveness and sustainability of development interventions by helping the user to assess and address climate risk.

[Climatelinks](#) is a global knowledge portal for climate change and development practitioners, with a focus on USAID requirements and activities.

G. Environmental Safeguards and Compliance

I. Overview

Environmental degradation, climate change and natural disasters are well-known challenges that can have negative impacts on development assistance, humanitarian aid, sustainable development and resilience. Complying with environmental safeguards in FFP projects can lead to more positive food security and environmental outcomes (e.g., safe and available water, improved 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, including land, water, flora/fauna, and humans (e.g., project-related deforestation, medical waste management, safe/effective pesticides, water quality assurance);
2. Improve community resilience to environmental degradation (and 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., degraded soil, contaminated drinking water);
4. Strengthen knowledge, attitudes and practices of participants to manage better community natural resources for resilience to shocks related to food security and enhanced project sustainability.

2. Technical Design and Integration of Food Security Activities

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

Complying with environmental safeguards requirements for FFP food assistance projects entails the following:

a. Consulting Existing Environmental Analyses

A wealth of analysis and guidance on climate change, environmental degradation and environmental performance practices is available 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:

- Required: Applicants must take 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.

- Required: Applicants must take guidance from USAID’s global environmental assessments for commodity fumigation. All FFP development projects must ensure fumigation practices comply 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.
- Required: Climate Risk Management, see section above.
- Recommended: Applicants are encouraged to reference existing [USAID Foreign Assistance Act Section 118/119 Biodiversity and Tropical Forestry](#) (118/119) analyses, which identify priority environmental threats and opportunities at the country level, and which can inform food security programs that rely on ecological goods and services. These analyses draw on stakeholder consultations with communities, government and civil society organizations to identify key issue areas, such as the specific drivers of unsustainable agricultural practices leading to deforestation.

b. Budgeting for Environmental Compliance

All projects must have the necessary budget to achieve environmental compliance (per ADS Chapter 204.2.c). Budgeting for environmental compliance must begin with the initial application and be refined later, with the addition of analyses from the Project IEE (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. Activities involving interventions with the potential for significant environmental effect will need to budget for a full Environmental Assessment (EA). These assessments are known to require more significant resources, ranging from \$100,000 to \$400,000 depending on complexity and programmatic or regional geographic scale.

USAID has developed environmental budgeting guidance that underwent public consultation, under the USAID Global Environmental Management Support (GEMS) project. Applicants are encouraged to review the USAID presentation entitled “[Aligning Budgets for Implementing Environmental Compliance Safeguards in USAID Development Food Assistance Programs](#),” from May 19, 2015.

c. Staffing for Environmental Compliance

Dedicated environmental staffing at the project or field management levels is necessary to implement USAID environmental regulations and address site-specific issues. 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](#).

d. Environmental Safeguards Plan

Applicants must integrate environmental safeguards and climate change risk management into their project narrative. Applicants must also describe their plans for completing a Project IEE (see bullet e, below), to be submitted as Annex 9, the Environmental Safeguards Plan. Only successful applicants will carry out a full Project IEE.

The Environmental Safeguards Plan must address four key issues:

1. How environmental safeguards and climate change risk management have been integrated into the application and project design;
2. How environmentally specific and sensitive indicators have been included in M&E systems, per FFP M&E Policy;
3. How funds for environmental safeguards compliance have been described in the budget narrative and allocated in the detailed/comprehensive budgets;
4. How the Project IEE will be developed.

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

e. Developing the Supplemental IEE (Required only for successful applicants)

Only successful applicants are required to develop a Supplemental IEE. The project-level supplemental analysis aims to provide a deeper understanding of current environmental impact and degradation issues at the country, regional/watershed, community and household levels, as well as the environmental threats and opportunities in the project's operating context. The purpose is to advance knowledge and understanding of context-specific, project-level environmental and climate issues that could affect activity implementation, participation and outcomes. The Supplemental IEE should in turn be incorporated into the project design to integrate both climate and environmental resources and risks. To develop Supplemental IEEs, applicants must reference the RFA IEE (described above) and are encouraged to use the [USAID Environmental Compliance Database](#), which contains relevant environmental impact analyses for a range of USAID development sectors and countries.

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.**

The Project IEE must include an 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.

3. M&E Considerations and Indicators

Applicants must integrate environmental considerations into the project M&E system to ensure ongoing compliance with environmental safeguards while achieving food security gains. Integration begins with the inclusion of "Environment" as a crosscutting theme in the Results Framework, where relevant. To reflect this, the IPTTs should include appropriate environmental, or "green", output and outcome indicators.

USAID recommends two types of environmental indicators for the IPTT: specific and sensitive indicators. Specific environmental indicators measure progress toward FFP project results with an environmental focus (e.g., climate change risk management, NRM). For these indicators, FFP projects should draw guidance from existing Agency indicators. Environmentally sensitive indicators should be applied to actions with the potential for environmental impact (e.g., roads, healthcare waste and irrigation) and which are not addressed by the specific indicators, described above. Environmental sensitive indicators build on 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. For more information, see the M&E [Environmental Considerations](#) presentations from FY16.

4. 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](#) implement the requirements of the National Environmental Policy Act of 1970, as relevant to USAID programs. 22 CFR 216 applies to all USAID programs, projects, activities and substantive amendments.

[Environmental Safeguards](#) in USAID food assistance projects aim to enhance the resiliency of over-exploited natural resources, improve environmental health, strengthen partner-country environmental governance and protect communities' environmental interests.

The [GEMS Project](#) provides on-demand environmental compliance, management, capacity-building, and design support to USAID Environmental Officers, USAID Missions and operating units, and USAID 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.

The [Environmental Status Report \(ESR\)](#) is submitted annually by implementing partners. It describes the resource needs and progress towards achieving the results from environmental safeguards and compliance with USAID regulations for countering environmental, climate, and any geohazard vulnerabilities during the upcoming implementation year.

The [Coordination of Assessments for Environment in Humanitarian Action: A Joint Initiative](#) is a collaborative multi-lateral effort to coordinate key environmental data collection methodologies and systems amongst donors, UN and NGOs.

5. Definitions

Environmental Safeguards: Program components integrated into program activities and designed to mitigate potential negative environmental impacts of program activities, maintain ecological goods and services and promote sustainable environmental management by and for community stakeholders. USAID's environmental compliance regulation, 22 CFR 216, mandates that environmental safeguards be incorporated into design and implementation for all programs.

IEE: The Environmental Impact Examination (IEE), which analyzes potential, foreseeable environmental impacts from program activities, is required for disbursement of program funding, per USAID environmental regulation 22 CFR 216.

EA: The Environmental Assessment (EA) is a more in-depth analysis and public stakeholder consultation in response to significant risks from activities like infrastructure (e.g., roads, irrigation) and/or in sensitive ecological zones (e.g., protected forests, wetlands, coastal), per USAID environmental regulation 22 CFR 216.

III. Technical Sectors

A. Agriculture and Livelihoods

I. Overview

FFP's agriculture and livelihood interventions seek to expand economic opportunities for families largely dependent on agriculture and rural economies for their livelihoods. The ultimate goal is to enable people to make their own decisions from a set of multiple options. Achieving this requires an understanding that in many of the communities where FFP works, 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 guiding principles in this sector include a focus on: 1) profitable, market-linked, sustainable farm and land management; 2) non-farm income generating opportunities; 3) household economics (including nutrition-sensitive agriculture); and 4) human, as well as institutional, capacity building.

FFP encourages developing and testing of interventions that both program participants and non-participants can adopt and adapt to increase income and improve the well-being of their families. Such interventions provide an incentive for uptake beyond the geographic scope and life of a project. A primary objective of interventions 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 that do not rely completely on resource transfers or create parallel and unsustainable service delivery systems.

With FFP's increasing focus on household and community resilience, activities in this sector should be "climate-smart" and reflect a thorough understanding of the context-specific risks and shocks that erode household assets and increase vulnerability. Activities should 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 in use.

The websites of the Agricultural Technology Adoption Initiative ([ATAI](#)) and the Abdul Latif Jameel Poverty Action Lab ([J-PAL](#)) are invaluable resources, with rigorous evaluations of a wide variety of interventions, policy analysis and training. J-PAL and its affiliates have performed 814 randomized evaluations in 76 countries on topics ranging from agriculture to health to finance and education. The results of these evaluations are freely available on the websites. Using these sites will help ensure the most current and rigorous scientific evidence is referenced in activity design.

2. Sector Focus Areas

a. Profitable, Sustainable Farm and Land Management

- Natural Resource 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

i. 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 with interview recommendations, sampling tips, examples of questionnaires and other potentially useful tools.

b. 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

i. 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 that 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.

c. 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)

i. 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.

[‘Mobile’izing Agricultural Advice: Technology Adoption, Diffusion and Sustainability](#) (Harvard University) presents the results of a randomized experiment studying the impact of providing toll-free access to a mobile phone-based technology that allows farmers to receive timely agricultural information from expert agronomists and their peers. The results of the study showed that mobile phone-based extension produced the same level of extension outcomes as traditional in-person extension at a fraction of the cost.

[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

I. Overview

Before implementing any program involving the distribution of resource transfers (food, cash or vouchers) or the promotion of agricultural sales, implementing partners should conduct an adequate and appropriate market analysis. A market analysis gauges existing market functionality and the likely impacts of interventions on local markets and households—including households receiving assistance and those not receiving it. The 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 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 plan appropriately for seasonal fluctuations in harvests, food supplies, labor markets and food commodity prices. The analysis should demonstrate that the proposed

project is unlikely to do discernible economic harm to key actors in the market system, either in the locations of commodity origin and/or project distribution.

2. 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' [Rapid Assessment for Markets \(RAM\)](#) is designed primarily for programming in response to rapid-onset disasters. The ICRC's [Market Analysis Guidance \(MAG\)](#) is intended for use throughout the program cycle.

[FEWS NET Guidance Documents](#), in countries where they are available, primarily provide information on probable outcomes for the next six months. The FEWS NET website also has useful information on seasonal trends and prices and other resources for planning a food security project.

The [Minimum Requirements for Market Analysis in Emergencies](#), developed by the Cash and Learning Partnership, has information on appropriate scope and rigor of emergency market assessment for regions experiencing chronic or recurring disaster risk.

The [Market Information and Food Insecurity Response Analysis \(MIFIRA\)](#), a framework developed in 2009, provides a logically-sequenced set of questions and analytical tools to help 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's own [Modality Decision Tool](#) is a simple tool to help applicants think through the logic of which food assistance modality is best suited for a particular context and population's needs.

C. Maternal Child Health and Nutrition (MCHN)

I. Overview

FFP aims to reduce chronic malnutrition among children under five years of age. To achieve this, FFP expects development partners to apply a preventive approach for the first 1,000 days of life—from a woman's pregnancy through the child's first two years—the period when women, infants and children are most vulnerable to malnutrition. Applicants 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 by improving 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, engaging with civil society, strengthening linkages to national health systems and building the capacity of institutions and health care workers are all important to advancing nutrition.

With a mandate for integrated community development, FFP programs are well-positioned to ensure all activities build or strengthen agricultural and economic pathways leading to improved nutrition and health outcomes. Partners are encouraged to layer activities and messages in their target communities and to promote opportunities for cross-training and shared learning among staff to better integrate MCHN, agriculture, and other sector activities.

2. 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; Nutrition: Water](#). (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.

3. Sector Focus Areas

a. Health and Nutrition Systems Strengthening

Strengthening community-level health and nutrition systems is one important and potentially sustainable intervention for improving the health and nutritional status of women and children. The general materials below can be consulted for program design. Specific country programs are available in Country-Specific Information.

i. Information Resources

[Strengthening health systems to improve health outcomes](#) is the World Health Organization's (WHO) 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*.

b. 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, from infant and young child feeding (IYCF) to 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, when nutrient requirements are high, the risks of undernutrition are great, and the consequences of deficiencies are most likely to be irreversible. All these actions have been proven to improve nutritional status and reduce mortality in vulnerable populations.

i. Information Resources

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

[Essential Nutrition Actions: Improving maternal, newborn, infant and young child health and nutrition](#) 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.

c. Community-based Management of Acute Malnutrition (CMAM)

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

i. 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](#) has extensive resources related to CMAM programming and 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 developing foods for MAM treatment.

ii. Information on Management of Acute Malnutrition

- 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.

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

The 2013 Lancet Series on Nutrition 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.”⁶ The series estimated approximately 1.8 million deaths were attributable to the effects of stunting and wasting alone.

Community-based interventions to treat and prevent illness are key to lowering the burden of these conditions in the food-insecure communities where FFP works. CHWs are increasingly being included in 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.

⁶ 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.

i. 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.

e. 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 in 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 the relationship between family planning and food security and promising models for enhancing linkages between food security and family planning programs.

The first two reviews compiled a range of empirical evidence showing how family planning can positively impact nutrition and food security, either directly or indirectly. The third review identified and synthesized 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.

i. 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.

f. 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, in turn helping 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 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.

i. 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) has produced several reviews and a related video, which can be found [here](#).

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

g. 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.

i. 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)

D. Social and Behavior Change

Social and behavioral change is important in all sectors of FFP programming and can lead to improved food security practices at the community, household and individual levels. Engaging communities is an important part of social/behavioral change as it builds on local knowledge and provides key information to communities for solutions that last. Engaging persons of influence is also important. For example, grandmothers can serve as allies to young mothers for new child feeding practices. SBC approaches should pay attention to contextual factors such as culture, social structure, gender and age dynamics, and the realities of everyday life. Eating well in difficult circumstances is challenging and the solutions are not simple. There is a need for SBC approaches that leverage existing community resources and networks with new resources and information, and move beyond messaging to catalyze lasting change.

I. 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 that 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. How to improve the practices as well as 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>.

2. Infant and Young Child Feeding (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 that 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](#).

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.

a. 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](#)

3. Early childhood development (ECD)

ECD, supported by optimal nutrition in the first years of life, lays the foundation for young children's capacity to learn and lead healthy productive lives. ECD has a strong influence, influencing behavioral patterns, educational attainment, occupational opportunities and, ultimately, lifetime health status.

ECD services for preschool children in developing countries are primarily community- and clinic-based programs, and they are essential to strengthen children's physical/social environment and to monitor their nutritional well-being after the first 1,000 days. A combination of psychosocial and nutrition interventions can be delivered by CHWs and other community members to promote activities in the home that are fundamental to child health and development, such as optimal feeding and other caring behaviors.

a. Information Resources

The goal of the [U.S. Government Action Plan on Children in Adversity](#) is to have all children grow up with protective family care and free from deprivation, exploitation and danger. Objective I 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 implementing early childhood development interventions at scale.

E. Food Assistance for Improved Nutritional Outcomes

Applicants proposing food assistance interventions (food or cash/voucher) for vulnerable women and children under the age of two should ensure appropriate conditions on assistance and appropriate targeting so that beneficiaries receive 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 considered to ensure cost-effective optimal nutritional benefit. Activity and ration design should always plan for phasing beneficiaries over to locally available foods, so that 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

a. Information Resources

The [Food Aid Product Descriptions](#) provide information on commodities available for FFP programming. Each fact sheet has general information, a description of the food commodity and its nutritional content, preparation instructions, programming guidance, U.S. Department of Agriculture's commodity specifications, ordering considerations, and links to relevant industry groups for more information.

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.

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

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

Under the 2014 Farm Bill legislation, Title II 202(e) funds can be used to procure specialty food products locally.

a. Information Resources

Examples of locally produced specialty nutrition products include:

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

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

F. Risk Management and Disaster Risk Reduction (DRR)

I. Overview

Disasters resulting from natural hazards or complex emergencies are among the main drivers of hunger and malnutrition among vulnerable populations. Disasters can destroy lives, livelihoods, affect the economic and physical access to food and water, as well as the availability and stability of supplies and nutrition. Population growth, rapid

urbanization, income inequality, environmental degradation, and unsustainable overconsumption of natural resources are escalating hazard levels and exacerbating risks.

The U.S. government, along with 186 countries, adopted the Sendai Framework for Disaster Risk Reduction:2015-2030 (SFDRR) in 2015. USAID, like most of its counterparts in the humanitarian and development communities, is working to design its disaster risk reduction programs to fulfill the goal of Sendai Framework:

Prevent new and reduce existing disaster risk through the implementation of integrated and inclusive economic, structural, legal, social, health, cultural, educational, environmental, technological, political and institutional measures that prevent and reduce hazard exposure and vulnerability to disaster, increase preparedness for response and recovery, and thus strengthen resilience. – Sendai Framework for Disaster Reduction: 2015-2030

Disaster risk reduction is essential for reaching the FFP strategic goal of strengthening food and nutrition security among vulnerable populations. The solution may not be a single approach, but multiple, integrated strategies that have been vetted to ensure that we do not introduce a new set of unintended consequences.

Examples of DRR activities that lead to improved food and nutrition security include crop diversification, use of drought-tolerant crops and livestock, improved infrastructure, flood protection and/or water conservation systems. Food security analysis and monitoring systems and early warning and early action approaches, social protection and safety net and contingency plans are being piloted around the world to strengthen community preparedness. Household-level risk mitigation may include income diversification, migration for work, vulnerability analysis and cash transfer. Other activities that can help shield households and communities from shocks include financial services and inclusion (e.g. village savings and loans), market insurance (health, crop and livestock) and adaptive social protection programs.

FFP encourages applicants to consider a variety of strategies to reduce risk, frequency or severity of a specific shock or shocks and/or increased resilience of targeted beneficiaries to withstand the impact of that shock over time and recover more quickly. Building resilience among chronically vulnerable populations demands an approach that brings together a combination of sectors (e.g. food security, health, social protection) to strengthen existing capacities and address the context-specific drivers of vulnerability. A package of DRR and resilience building activities can deliver benefits that extend beyond shocks and disasters.

2. Information Resources

[**Sendai Framework for Disaster Risk Reduction - UNISDR**](#) The Sendai Framework for Disaster Risk Reduction (2015-2030) is an international document which was adopted by UN member states between 14th and 18th of March 2015 at the World Conference on Disaster

Risk Reduction held in Sendai, Japan and endorsed by the UN General Assembly and adopted by USG in June 2015.

[USAID Disaster Risk Reduction Information Resources](#) (USAID) provides a resource and information page on disaster risk reduction project and programs.

[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 inclusive growth in areas affected by 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.

[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.

[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.

[Early Warning, Early Action: The Use of Predictive Tools in Drought Response through Ethiopia's Productive Safety Net Programme](#) (World Bank) is a paper investigating the use of early warning tools as part of Ethiopia's Disaster Risk Management framework.

[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)

I. Overview

WASH interventions in FFP programs target certain underlying causes of malnutrition, such as health and nutritional deficits resulting from inadequate access to WASH services. WASH interventions decrease the fecal-oral route of disease transmission and improve environmental health conditions, improving food utilization and broader health outcomes. Applicants 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.

The evidence shows nutritional gains often require affecting whole-of-community WASH practices, so core approaches should be designed to impact WASH at both the household and community level. A primary challenge for applicants working with highly vulnerable, underserved populations is to identify demand-driven, self-sustaining approaches that do not rely completely on outside resources for impact and sustainability. FFP 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 to impact 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).

2. Information Resources

[USAID Water and Development Strategy 2013 – 2018](#); The USAID Water Strategy is accompanied by a series of technical guides: [WASH and Nutrition Implementation Brief](#), [Sanitation Implementation Brief](#), and the [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 enabling environments; WASH targets and performance indicators; and regulatory environmental considerations.

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

[Sanitation and Water for All](#) (SWA) is a global WASH partnership of governments, private sector and civil society groups, external support agencies, research and learning partners, and

other WASH sector partners. Partners who join SWA agree to adhere to the SWA Guiding Principles and dedicate themselves 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 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.

3. Sector Focus Areas

a. 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 use 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.

i. Overview

Poor hygiene is a risk factor for poor early childhood development. Moreover, unsafe WASH practices are correlated with stunting and anemia, known risk factors for child developmental deficits.⁷ In fact, it was observed that children from contaminated households (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 evidence shows that environmental contamination causes growth faltering⁸.

Three biological mechanisms linking WASH and undernutrition have been investigated in the literature. These are: (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.^{11,9}

WASH may impact early childhood development (i.e. inflammation, stunting, anemia) via the three key vectors of fecal-oral transmission for young children—soil, poultry feces, and infant food—which are not often addressed in WASH interventions.¹²

Associations have also been observed between decreased child stunting and (1) household access to improved sanitation (i.e. access to toilet facility); (2) household access to an improved drinking water source; and (3) mother/caregiver reporting of washing hands with soap before meal or after defecation.¹⁰

ii. 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 recent research findings on environmental enteropathy (EE), and integrating WASH into nutrition and multi-sectoral programs. The webinar stresses that nutrition-specific interventions can only solve one-third of the 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

⁷Ngure GM, Reid BM et al. 2014. [WASH, EE, nutrition and ECD: making the links](#). Ann. N.Y. Acad. Sci, 1308: 118-128

⁸A 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

⁹O Cumming and S Cairncross. 2016. [Can WASH help eliminate stunting? Current evidence and policy implications](#). Matern Child Nutr 12 Suppl 1:91-105

¹⁰JH 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

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 Programs](#) (WHO, UNICEF and USAID, 2015) summarizes the benefits of WASH on improving nutrition outcomes, provides practical guidance for integrated programs, and summarizes WASH indicators relevant to nutrition. Case studies of ongoing WASH-nutrition programs 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.

b. Drinking Water Access, Service Delivery and Governance

Expanding access to safe drinking water at the household and community levels can improve health and nutritional outcomes and provide tangential benefits (e.g. reducing women's workload and increasing time for children's schooling). This sub-sector presents resources for designing impactful and sustainable water supply interventions that meet the indicator definition for *basic* drinking water access. Many technology solutions focus on providing safe drinking water only for human consumption and domestic activities. FFP development funds may also be used for multi-use water supply (MUS) systems that also meet the needs of productive activities, such as agriculture, livestock watering or other livelihood activities.

Hygiene promotion must accompany all water supply investments because of the broader importance of fecal-oral disease transmission on nutrition and health. Applicants must also follow regional or national engineering design and construction standards and codes for infrastructure development activities. Where regional or national codes are not available, international norms and standards must be followed. A particular challenge for FFP implementing partners and beneficiaries is *sustaining service delivery* of drinking water supplies, post-project. Below are resources and case studies highlighting common failures and best practices for sustainable rural water supplies.

i. Information Resources - Hardware and Construction

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

Applicants planning construction activities under assistance mechanisms, including WASH hardware, should reference ADS 303. Cooperative agreements may be used to finance construction when the following conditions are met: (1) the estimated cost of construction for a single project is less than USD \$500,000; (2) the total aggregate estimated cost for all construction activities 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 hardware quality and other factors affecting 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.

ii. 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 implementing 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 hand pump-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 hand pump 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 hand pumps.

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 and Kenya are 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)

c. Sanitation: Behavior Change and Facilitating Access

i. Background

A strong correlation between stunting and poor sanitation practices (e.g. open defecation, unimproved pit latrines) has been well documented.^{11 12} More recent studies have shown a correlation between reduced stunting and total sanitation coverage. A randomized control trial (RCT) that evaluated the results of a two-year CLTS intervention (including adoption and use of private latrines and health impacts in children under 5 years) concluded that children under 5 years were taller (+0.18 height-for-age Z-score, HAZ, CI: 0.03-0.32) and less likely to be

¹¹ USAID and ICF International, 2014.

¹² 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>

stunted (35% vs 41%) in intervention villages than those in control villages.¹³

Based on the evidence and considering impact and sustainability, the sanitation sub-sector focuses on facilitative approaches to change sanitation behaviors and increase access. Core approaches include demand-driven, total sanitation campaigns (e.g. CLTS, PHAST) and sanitation marketing, both of which aim to stop open defecation and move households and communities up the sanitation service ladder. This section provides resources for the design and implementation of facilitative sanitation activities and references on the benefits of these activities.

ii. 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 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

¹³AJ 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

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.](#)

d. Hygiene Promotion and Behavior Change

The Hygiene Promotion sub-sector focuses on interventions that promote and increase the uptake of key hygiene practices, 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 a demonstrated effect on health and nutritional outcomes and have been broadly proven to reduce diarrheal rates by 30-40 percent.^{14 15}

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

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

¹⁴ Curtis and Cairncross. (2003). Effect of washing hands with soap on diarrhea risk in the community: a systematic review. *The Lancet* 3: 275 - 281.

¹⁵ 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.

provides references on the benefits of hygiene improvements, as well as resources for the design and implementation of interventions.

i. 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. For Low and Middle Income Countries the prevalence ranged from 13 to 17 percent. A review of handwashing interventions found that interventions that included handwashing messages and promotion of handwashing with soap decreased the risk of diarrhea by 40% (95% CI: 32-47%). Interventions that discussed general hygiene with no discussion of soap decreased the risk of diarrhea by 24% (95% CI: 14-33%).¹⁶ 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 limiting¹⁷.

ii. 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 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.

¹⁶MC 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.

¹⁷S Cairncross, C Hunt et al. 2010. WASH for the prevention of diarrhea. *Int J Epidemiology*, 39:1193-1205

[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.

e. Water Quality - Centralized and Household Water Treatment

The WHO/Joint Monitoring Program definition of ‘basic’ or ‘safely managed’ drinking water is drinking water protected from outside contamination, in particular contamination with fecal matter. Under USAID Environmental Compliance Procedures (22 CFR 216), any drinking water infrastructure investment must be accompanied by a water quality assurance plan (WQAP), including water source protection, monitoring of water quality data, and governance of water service delivery. For implementing partners not working on drinking water access in communities, household water treatment (HWT or POU) can serve as an interim solution to reduce disease linked to poor water quality. However, **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 disinfection products reduced diarrhea rates by a quarter, filtration systems by half, and solar water disinfection by a third.¹⁸ HWT requires substantial education and behavior change to ensure correct and consistent use and it is not universally effectively against all classes of waterborne pathogens (e.g. free chlorination is ineffective against *Cryptosporidium*).¹⁹ HWT should serve as a temporary disease-prevention measure until a sustainable business model for more effective household or community water-treatment technologies can be put in place.

i. Information Resources

CAWST’s [Household Water Treatment](#) provides an overview of household water

¹⁸TF Clasen, KY Alexander et al. 2015. Interventions to improve water quality for preventing diarrhoea. Cochrane Database Syst Rev 10

¹⁹ 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.

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](#).

The WHO developed [Guidelines for Drinking Water Quality](#) (WHO, 4th ed., 2011) as international norms for water quality and human health based on risk assessment methodologies. Pertinent sections for FFP implementing 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

I. Overview

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 sufficient level of detail to enable all staff, especially new staff, to duplicate exactly the processes followed and produce 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

2. 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. Collaborating, Learning and Adapting

I. Overview

Strong knowledge systems are essential in the complex, often fragile environments where FFP works. Applicants will need a clear understanding of changing local contexts; shifting roles,

perspectives and attitudes of stakeholders; and the complex interactions between them in order to make ongoing adjustments and adaptations to activities to increase effectiveness and appropriateness. Active learning processes can promote a shared understanding of local vulnerabilities, assets, coping strategies, opportunities and barriers to implementation and sustained change. Continuous learning and reflection processes can allow for periodic adjustments and benefit efforts to strengthen institutional and community capacities. Finally, focused and strategic knowledge-sharing processes can enable stronger development responses, avoid preventable mistakes and duplication and uncover opportunities for iterative and coordinated responses to emerging challenges.

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

- 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.

I. Information Resources

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

[**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) examines stakeholder engagement and sets out a process for analyzing who should be involved in the design of a change process and who will be affected by the change and how.

[**Guide to Constructing Effective Partnerships**](#) (Enhancing Learning and Research for Humanitarian Assistance) examines the challenges of research partnerships between academic institutions and humanitarian organizations and identifies factors for success in collaboration.

[**The Partnership Toolbox**](#) (WWF/UK) sets out a structured approach to partnership, from identifying the type of partnership needed to development of the partnership over time. It emphasizes evaluating and learning together so the partnership can deliver on shared objectives.

C. Local Capacity Strengthening

Strengthening the capacity of the local systems we work in is a central element of FFP's 2016-2025 Strategy. This can take the form of an implementing partner's own field staff capacity, that of the local partners they work through, or the capacity of local groups and institutions. Regardless of the level, a focus on capacity strengthening provides a pathway toward improved effectiveness as well as preparing local actors to play leadership roles in continued achievement of development objectives after the cessation of funded activities.

I. Information Resources

[**Local Systems: A Framework for Supporting Sustained Development**](#) (USAID) has ten principles for engaging local systems, including tapping into local knowledge, embracing facilitative approaches that catalyze change, and embedding flexibility and responsiveness into how we work.

[**Local Capacity Development: Suggested Approaches. An Additional Help Document for ADS 201**](#) (USAID) describes some important considerations that apply to capacity and should assist partners to more effectively strengthen local capacity: system dependency, complexity, interrelationships, timeframe, responsiveness to change, local ownership, and measuring through performance improvement.

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 Local Governance

I. Overview

Deliberate work on inclusion is critical because equitable access to responsive, high-quality services is critical to meeting the needs of the most vulnerable. Social accountability approaches and tools can help ensure that services—whether delivered through host country governments, the private sector, civil society or implementing organizations—are demand-driven, effective, and meet community needs, including the needs of 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 services and held responsible for their availability, quality and responsiveness, and for equitable 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.

By improving linkages, interactions and partnership among community members and service providers, social accountability approaches can increase the effectiveness of interventions, improve targeting of program participants, increase social capital in communities, and ultimately, improve the sustainability of efforts.

2. Information Resources

[**The Social Accountability e-Guide**](#) (World Bank) offers a step-by-step approach to integrating social accountability into projects. It is accompanied by a comprehensive library of tools and approaches organized by the three principles of 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

I. Overview

Fragility and conflict have destructive impacts on food security threaten lives and livelihoods, and reduce resilience, leaving populations more exposed and vulnerable to multiple shocks and stressors. Bringing development resources to some communities or groups can greatly improve conditions, but it also has the potential to exacerbate conflict or tensions in the fragile environments where FFP works.

FFP is committed to using conflict-sensitive approaches in its development programs to reduce the risk of negative unintended consequences while strengthening positive factors in society, reducing divisions, and enhancing the positive impact of operations.

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

1. The **conflict dynamics** in the operating context, particularly with respect to inter-group relations and grievances;
2. The **interactions** between project interventions and the local conflict dynamics;
3. **Adjustments** to project design and implementation to minimize negative impacts and maximize positive impacts on the conflict dynamics.

2. Information Resources

The first two resources below were developed specifically for FFP, by USAID's Office of Conflict Management and Mitigation (CMM).

[Conflict Sensitivity and Food Security Programming](#) (CMM, USAID), outlines key considerations for programs in fragile, active conflict and post-conflict environments, including how to ensure 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, this document outlines the key areas where conflict sensitivity is particularly challenging and recommends diagnostic questions to help FFP and its implementers avoid or mitigate these risks throughout the program cycle.

[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 developing and using conflict assessments in the course of their work.

CMM Conflict Toolkits (CMM, USAID) provide concrete, practical program options, lessons learned, 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](#)

[How-to Guide to Conflict Sensitivity](#) (Conflict Sensitivity Consortium) draws upon experiences of the Conflict Sensitivity Consortium - supported by the U.K.'s Department for International Development (DFID) - to illustrate real-world applications of conflict sensitive approaches. It provides practical advice suitable for anyone using conflict-sensitive approaches, whether in the field of development, humanitarian aid, or peacebuilding work.

3. Information Resources - 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 for conflict sensitive programming.

[Options for Aid in Conflict: Lessons from Field Experience](#) (CDA) is a lessons-learned manual to help the field staff of international aid agencies better understand their working contexts and 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 sharing a diverse set of materials, experiences and reflections.

[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, and it includes a range of practical and field-tested tools for use with interventions of different sizes and scopes (e.g., country operational plans, sector plans).

F. Sustainability

I. Overview

FFP seeks to maximize long-term impact by establishing effective sustainability and exit strategies. These strategies build the capacity of host-country entities, whether private or public, to sustain service to their clients without interruption and at a consistent level of quality

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. FFP seeks to implement effective models, build local capacity, and promote an enabling environment that is adapted to the specific contexts of the countries where we work. FFP seeks to support, wherever possible, self-financing and self-transferring models that can operate under their own momentum, during and after the project. FFP expects these models to be adopted and adapted by a significant proportion of the population, helping to improve the sustainability and impact of 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 in India, Kenya, Bolivia and Honduras. FANTA published a synthesis report 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)²⁰. The synthesis report summarizes findings and lessons learned across the four countries and makes recommendations for FFP and implementing partners. Country-specific reports are also available for the four countries.

- [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

2. Sustained Resources

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

a. 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.

²⁰ Published in 2015 authored by Beatrice Lorge Rogers, Jennifer Coates, Gerald J. and Dorothy R. Friedman School of Nutrition Science and Policy.

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).

3. Capacity

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

a. 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.

4. Motivation

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

a. 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.

5. Linkages

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

a. Information Resources

Partners in Technology Generation and Transfer: Linkages between Research and Farmers' Organizations in Three Selected African Countries (ISNAR) examines experiences linking local research institutions to farmers' groups in Burkina Faso, Ghana and Kenya. The study found farmers' groups had few or no links to research institutions. It concluded that better linkages are needed and can be accomplished by: (1) giving farmers' groups more decision-making power in setting and implementing the research agenda; (2) establishing more effective linkage mechanisms, some 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's experience with inclusive value-chain development and discusses lessons about how to facilitate systemic change in markets. The review emphasizes the facilitation approach and concludes that it is preferred to direct delivery of services, because it leads to more sustainable solutions that will continue after the project ends.