



# FEED THE FUTURE

The U.S. Government's Global Hunger & Food Security Initiative

## Designing Effective Nutrition-Sensitive Agriculture Activities

Session Guide Seven of the Nutrition-Sensitive Agriculture Training Resource Package



May 2018



**USAID**  
FROM THE AMERICAN PEOPLE

**SPRING**  
Strengthening Partnerships, Results,  
and Innovations in Nutrition Globally



# Designing Effective Nutrition-Sensitive Agriculture Activities

Session Guide Seven of the Nutrition-Sensitive Agriculture  
Training Resource Package

## **ABOUT SPRING**

The Strengthening Partnerships, Results, and Innovations in Nutrition Globally (SPRING) project is a seven-year USAID-funded cooperative agreement to strengthen global and country efforts to scale up high-impact nutrition practices and policies and improve maternal and child nutrition outcomes. The activity is managed by JSI Research & Training Institute, Inc., with partners Helen Keller International, The Manoff Group, Save the Children, and the International Food Policy Research Institute.

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## **DISCLAIMER**

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## **SPRING**

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**COVER PHOTO:** Morgana Wingard, USAID

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# Preparing to Present This Session

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## Purpose

This is Session Seven of seven included in the *Nutrition-Sensitive Agriculture Training Resource Package*, which provides guidance, recommendations, and ideas for individuals charged with training others on nutrition-sensitive agriculture. Unlike Sessions One through Six, Session Seven is a full workshop that can be conducted over 2-3 days after any of the preceding sessions, as needed.

The workshop will help an activity team establish contextually-appropriate, nutrition-sensitive agriculture outcomes and interventions. Participants will discuss the key outcomes that their agricultural market systems development activity should consider in order to increase the activity's contributions to better nutrition. They will then go through a process to develop interventions that address underlying contributors to malnutrition in the activity's target area.

This participatory process guides teams to examine six activity level nutrition-sensitive agriculture outcomes and think through specific interventions that fit within their existing scope. Exercises in this workshop focus on actions that are practical and feasible, and that leverage an activity or organization's existing strengths. The goal is to ensure that agricultural market systems development activities are able to document and explain their contributions to nutrition goals.

## Who Should Participate

The Strengthening Partnerships, Results, and Innovations in Nutrition Globally (SPRING) project recommends this resource to all who are involved in designing, implementing, monitoring, and managing agriculture-led economic growth activities that aim to increase production, income, resilience, and market competitiveness, while also seeking to improve the nutrition of poor and vulnerable households.

It is critical to the success of this process that the right participants are in the room for the workshop. Your nutrition-sensitive agriculture outcomes and interventions should be identified by a multi-disciplinary team. Ideally, a nutritionist or an individual familiar with the nutrition situation in the activity's target area should participate in the design discussion. Activity leadership, such as the implementing partner's (IP) activity manager or the chief of party as well as senior technical staff, are critical to ensuring that action is taken after the group has established outcomes and interventions. The activity's monitoring and evaluation (M&E) lead, agricultural advisor(s), and anyone involved in conducting assessments or formative research to design a behavior change strategy for the activity should also be active contributors in the workshop. If possible, USAID activity managers should participate. SPRING recommends a group that ranges in size from 6–12 participants. **The workshop should be conducted with only one activity at a time** to ensure that both workshop preparations and outputs are responsive to the needs and operating contexts of the participants.

## When to Use This Workshop

The team participating in this workshop should be in the process of designing or implementing an agriculture or economic growth activity that also hopes to contribute positively to nutrition. The activity should ideally have a goal to increase incomes, improve food security, or strengthen resilience of smallholders and other value chain or market system actors in a sustainable manner. The discussions included in this workshop are most useful after the

initial context assessment has been completed and the focus agricultural value chain crops or livestock products have been identified.

However, there are multiple other points in the program cycle when this workshop can be useful:

- At the design stage by USAID activity designers and implementing partner program designers, to draft a Request for Proposal/Application, including development of a results framework that is multi-sectoral and addresses the objectives and intermediate results (IRs) of the U.S. Government's Global Food Security Strategy (GFSS).
- At the work plan stage by implementing partners to adjust their interventions, results framework or performance management plan (PMP). This guidance will assist a value chain activity to identify additional nutrition-sensitive agriculture outcomes, interventions and indicators.
- As part of an iterative annual work planning process by implementing partners when they reassess and modify nutrition-sensitive agriculture interventions and outcomes previously chosen for their select value chains.
- As part of USAID's activity review, when there is opportunity to (re)examine the value chain activity approaches and commodity choices. A comprehensive review may result in an activity that is better aligned with nutritional objectives of the Country Development Cooperation Strategy.



**Facilitator Note:** *If you are conducting this workshop at a time other than the initial design stage, some of the language in the presentation will need to be adjusted slightly to appropriately reflect the process of "revising" or "adding," as opposed to newly "defining" interventions and outcomes.*

## Who Should Facilitate

Facilitating this workshop requires advance preparation, a good understanding of the country and context where the activity is or will be working, and some advance knowledge of the technical capacities of the participants. Due to the highly participative nature of the workshop and the fact that much of the work will be done with small groups of 3–5 people, **at least two facilitators are needed**. Between them, the workshop facilitators should be experienced in leading workshops and have a thorough understanding of program design, including how to develop results frameworks, activity interventions, and outcomes. The facilitators must have a good understanding of nutrition-sensitive agriculture and ideally a background in agriculture, nutrition, food security or some combination thereof. If possible, we recommend enlisting a third person to support logistics and communications. This will result in better note capturing during exercises and report outs, and allow for greater facilitation during small group work.

## Estimated Duration

The workshop is expected to take 2–3 days, though it could be longer if the facilitator decides to include more than 1 or 2 introductory sessions from the Training Resource Package mentioned below. When determining the appropriate length of your workshop, be sure to ensure that the teams involved have enough breaks to support



the critical thinking that is essential for a workshop of this type. There is a sample agenda in Annex 1 to help get you started in putting together this workshop. The content roughly breaks out as follows:

Day 1	Day 2
Introduction and background	Step 3: Develop interventions
Step 1: Prioritize nutrition-sensitive agriculture outcomes for your activity	Step 4: Define monitoring indicators
Step 2: Prioritize nutrition-sensitive agriculture strategies	Next steps and wrap up

## Before You Begin

### Preparing the Facilitator

This guide and accompanying slide set are meant to be used together to prepare your workshop. Each slide in the PowerPoint deck has a corresponding narrative in this facilitator’s guide with some key points you might want to make. **Keep in mind that this is all meant to be led by you and, most importantly, adapted to your context and group of participants.** Feel free to change the order, pictures or narrative to suit your workshop. Additionally, we include examples (such as outcomes, strategies, interventions) throughout, but you are encouraged to adapt examples from your own region if they would resonate better.

Preparing to facilitate this workshop is expected to take a number of days. In addition to reviewing the materials in this guide and the PowerPoint deck, it will also be useful to familiarize yourself with the [Agriculture-to-Nutrition Pathways](#), and with USAID’s Global Food Security Strategy (GFSS), whose goal is to sustainably reduce global hunger, malnutrition, and poverty. We also recommend familiarizing yourself with any documents from the activity you will be working with (including RFA or RFP, work plan, results framework, monitoring plan among others). You should use these to **run through the exercises in this guide before the workshop** to ensure you are prepared to support participants with any questions they may have.

This workshop was developed to align with the objectives of the Global Food Security Strategy:

- Objective 1: Inclusive and sustainable agricultural-led economic growth
- Objective 2: Strengthened resilience among people and systems
- Objective 3: A well-nourished population, especially women and children

It should be noted that the key nutrition-sensitive agriculture outcomes recommended here may support all the Strategy’s objectives. Therefore, the nutrition-sensitive agriculture interventions defined by workshop participants may cross over all three GFSS objectives, and should not be limited to only fitting under Objective 3. All activities should be designed based on a solid understanding of the context, needs, and challenges in the activity area. This workshop does not explore approaches for conducting a context assessment, which should be completed before the design process begins. For more information on context assessment visit the [SPRING website](#).

While some parts of the workshop are specific to USAID-funded activities, this resource is intended to support a broader audience interested in nutrition-sensitive agriculture program design, implementation, and monitoring. However, if the workshop is being conducted with a USAID-funded activity, it is important to make sure that USAID is involved in the process and agrees that as the result of completing this design workshop, the participating activity may determine that different or additional nutrition-sensitive agriculture outcomes and short to medium term indicators may be needed. Having this discussion prior to the workshop, and including USAID staff in the workshop, will help increase the buy-in of the workshop participants and ensure that the workshop outputs are responsive and specific to the participating activity's results frameworks, work plans, and performance measurement plans (PMPs).

## Preparing the Participants

The discussions and decisions that take place during this workshop presume that all participants are familiar with the scope of their activity, their commitments to donors, and the context in which they are working. Before the workshop begins, it may be helpful to ask participants to review their initial context assessments, the RFA/RFP and their award, if their proposal has already been approved, and have several copies of these on hand during the workshop to reference as needed. If the project has a results framework, theory of change, workplan or performance management plan, it would be useful to have your participants review them before the workshop.

Participants should have a basic understanding of key concepts related to nutrition, agriculture, social and behavior change (SBC) and activity design to benefit from this workshop. Background orientation and training in any technical subject areas that may be lacking should be held prior to conducting the Designing Effective Nutrition-Sensitive Agriculture Activities workshop.

### Additional Resources

SPRING also has created facilitator's guides with slide decks on six other topics that are critical to improving the design of nutrition-sensitive agriculture activities. Available online, SPRING's "Training Resource Package" includes the following training sessions:

- Strengthening Agriculture-Nutrition Linkages: Why it Matters
- Essential Nutrition Concepts for Nutrition Sensitive Agriculture Activities
- Essential Concepts in Agriculture and Food Systems
- Agriculture-Nutrition Pathways
- Developing a Seasonal Calendar
- Behavior Change Concepts for Nutrition-Sensitive Agriculture

Most of these sessions should take 1–3 hours to complete, and you should feel free to share them either in advance of your workshop or include them as a part of it if you feel that your participants would benefit from the additional information.

Additionally, you should recommend that your participants read the Agriculture-to-Nutrition Pathways briefs available on SPRING's [website](#).

## Workshop Objectives

By the end of this workshop, participants will be able to:

- Explain a four-step approach for designing effective nutrition-sensitive agriculture activities
- Select nutrition-sensitive agricultural outcomes appropriate to the participants' agricultural market systems development activity

- Analyze and prioritize potential strategies for addressing malnutrition
- Develop relevant practices, interventions, and indicators to include in the activity design
- Outline the next steps for implementation and monitoring.

## Workshop Output

During this workshop your group will be working through a series of exercises and building a matrix one column at a time. By the end of the training they will have a completed Activity Design Matrix with a list of prioritized nutrition-sensitive agriculture outcomes, a list of prioritized strategies that will help to achieve the selected outcomes, a list of interventions for each of their strategies and the practices they support, and a list of indicators that will measure progress towards those interventions.

A printable copy of the full matrix is included in the annexes (along with printable copies of all of the component pieces for each exercise). This guide assumes you are using a large piece of flip chart paper to build the matrix. You can use large-size sticky notes to add items to the columns if you don't want to worry about having to remake the matrix as things are revised. Another option is to use a laptop to project the matrix and build it digitally. Here is what a small version looks like:

Nutrition-Sensitive Agriculture Outcomes	Strategies	Practices	Interventions	Indicators

As your group works through each of the steps and builds the accompanying matrix, it will be helpful to create a physical version on the wall of the room you are in using large post-it notes or paper and tape. Participants will be able to see the matrix develop throughout the day and better appreciate the iterative nature of the process. At the end of the workshop, your participants will only need to make a few small tweaks to what is already on the wall in order to have the “complete matrix” posted. Using large post it notes for each “box” of each matrix will make it easy to move things around as you go so you do not have to start from scratch during each step.

If the activity has a theory of change or results framework, it may be helpful to pass out copies before beginning step one. Throughout the workshop you should freely refer to these documents and make sure that everything they are planning during this workshop fits with their activity scope. As mentioned previously, if it does not, and USAID has asked the activity to achieve nutrition-sensitive outcomes or to specifically complete this workshop, you may want to have a conversation with USAID before starting this workshop, or make sure that they are included in the workshop.

## Materials

The following is a complete list of materials and equipment needed for the workshop. All handouts can be found at <https://www.spring-nutrition.org/nutrition-sensitive-ag-training/session7>. We list the specific materials and handouts at the beginning of each section or step of workshop.

PowerPoint presentation: **Designing Effective Nutrition-Sensitive Agriculture Activities**

Large sticky notes—roughly one pad for every four participants

Blank flip chart paper, 10–20 full sheets and 10–20 half-sheets

Print one copy of the facilitator’s guide (for facilitator’s use):

- Six large note cards labeled: (1) Availability, (2) Affordability, (3) Desirability, (4) Environmental & Food Safety, (5) Women’s Control of Income, (6) Women’s Time & Labor

Print one copy for each participant:

<b>Handout No.</b>	<b>Handout Title</b>	<b>√</b>
1	Six Key Nutrition-Sensitive Agriculture Activity Outcomes	
2	UNICEF Framework	
3	MSNS Results Framework	
4	Agriculture-Nutrition Pathways	
5	Key Terms	
6	What, How, Who Matrix	
7	Activity Design Matrix	
8	Nutrition-Sensitive Agriculture Strategy Criteria and Examples	
9	Prioritization Criteria	
10	Illustrative Nutrition-Sensitive Agriculture Outcomes, Practices and Interventions	
11	Activity Design Matrix – West Africa Activity Example	
12	Post Workshop Action Items	
<b>If available, bring one copy for each participant of:</b>		
	Theory of Change	
	Results Framework	
	Work Plan	
	Performance Management Plan (PMP)	
	Key results from context assessments or any other data that has been collected to inform the design or implementation of the participating activity	

# Core Content

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## Introduction and Background: Ensuring a Common Understanding of Nutrition-Sensitive Agriculture

**Estimated time:** 2–2.5 hours

**Slides** 1–16

**Materials and Handouts:** Handout 1: Six Key Nutrition-Sensitive Agriculture Activity Outcomes; Handout 2: UNICEF Framework; Handout 3: MSNS Results Framework; Handout 4: Agriculture-Nutrition Pathways; Handout 5: Key Terms

**Learning objectives:** Participants will: understand workshop objectives, key nutrition-sensitive agriculture concepts, the agriculture-to-nutrition pathways, and the six nutrition-sensitive outcomes

### Slide 1 Designing Effective Nutrition-Sensitive Agriculture Activities

- As we begin the workshop, I would like to thank each of you for your participation here today. We are very pleased to bring this diverse group together for these important discussions about how we can strengthen or add nutrition components to our agriculture activity.

### Slide 2 Strengthening Nutrition Results through Agriculture Activities

- In the areas where we work, the problem of malnutrition is urgent, especially for young children and mothers. To address malnutrition effectively, we need to explicitly design our agriculture activities to achieve improved nutrition.
- As a development community, we need to do something differently. We cannot continue the status quo, where 45 percent of child deaths are due to undernutrition. In addition, malnutrition leads to overall lower IQ, reduced school performance, and later in life, reduced work productivity and earnings. These effects have significant economic ramifications, with countries across Asia and Africa losing 11 percent of gross domestic product every year because of poor nutrition (Black, et al. 2013; Horten and Steckel 2013; IFPRI 2016).
- Nutrition is influenced by many different factors, such as the types and quantity of food you eat, the ability to source diverse food year round through production or purchase, your health status, access to clean water and good caring practices. Because agriculture and economic growth activities may only affect a few of these factors, it is challenging for them to deliver nutrition outcomes, such as reductions in stunting among children.<sup>1</sup> However, agriculture and economic growth activities can contribute to better nutrition by enabling households and communities to improve diets, have the resources needed to obtain health, hygiene and sanitation services, and support time and energy required for child care.

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<sup>1</sup> According to the World Health Organization, stunting is “the impaired growth and development that children experience from poor nutrition, repeated infection, and inadequate psychosocial stimulation. Children are defined as stunted if their height-for-age is more than 2 standard deviations below the WHO Child Growth Standards median.” See [http://www.who.int/nutrition/healthygrowthproj\\_stunted\\_videos/en/](http://www.who.int/nutrition/healthygrowthproj_stunted_videos/en/)

### Slide 3 Workshop Objectives

- By the end of this workshop, participants will be able to:
  - explain a four-step approach for designing effective nutrition-sensitive agriculture activities
  - select nutrition-sensitive agriculture outcomes appropriate to the participant's agricultural market systems development activity
  - analyze and prioritize potential strategies for addressing malnutrition
  - develop relevant practices, interventions, and indicators to include in the activity design
  - outline the next steps for implementation and monitoring.

### Slide 4 Four Steps for Designing a Nutrition-Sensitive Agriculture Activity

- Our participatory design process is built around four steps, and after we ensure a common understanding of nutrition-sensitive agriculture, we will spend the rest of the workshop going through each step:
  - Prioritize nutrition-sensitive agriculture outcomes for your activity
  - Prioritize nutrition-sensitive agriculture strategies
  - Develop interventions
  - Define monitoring indicators
- We will then spend time pulling it all together and planning next steps to ensure that your work is incorporated into your activity results framework, work plan, and performance monitoring systems.

### Slide 5 Identifying Nutrition-Sensitive Agriculture Outcomes



**Facilitator Note:** Refer to Handout 1: Six Key Nutrition-Sensitive Agriculture Activity Outcomes. The participants should find this useful as a reference throughout the workshop.

- As we discussed, it is challenging for agriculture and economic growth activities to deliver nutrition outcomes, such as reductions in stunting among children. However, agriculture interventions are well-placed to contribute to one or more key nutrition-sensitive agriculture results or outcomes. Recent work completed through the SPRING project points to six nutrition-sensitive agriculture outcomes for agriculture activities. These can be used to guide the design of an agricultural market systems development activity.
- These outcomes are:
  - Improved availability of diverse, nutrient-rich foods in local markets
  - Improved affordability of diverse, nutrient-rich foods in local markets
  - Improved desirability of diverse, nutrient-rich foods among target consumers, especially economically vulnerable (poor) and households with women who are pregnant or infants under 2 years of age (1,000 day households)
  - Improved environmental and food safety
  - Increased income control by women and equitable opportunities
  - Increased time and energy savings for women

- These six nutrition-sensitive agriculture outcomes shape the design approach we will apply during this workshop. Using these outcomes, we will identify specific interventions that can be considered a win for both agriculture and nutrition.
- Not all outcomes will be appropriate for every agriculture activity. For example, if your activity is focused on maize or coffee production with an objective of increasing income, you likely would not aim to improve availability of diverse, nutrient rich foods in local markets.
- The approach that we will use in this workshop is participatory and centers around asking questions to explore how an agricultural investment can have an impact on these nutrition-sensitive outcomes, given the specific context and stakeholders involved.

#### Slide 6 Ensure a Common Understanding of Nutrition-Sensitive Agriculture

- We will begin by ensuring that everyone in the room has a common understanding of nutrition-sensitive agriculture and the opportunities and challenges that it can bring to a program.

#### Slide 7 The UNICEF Framework: Reducing Malnutrition (UNICEF 2015)



**Facilitator Note:** Handout 2: UNICEF Framework is included in packets; participants should have it available for this discussion.

- Under the United Nations Children’s Fund (UNICEF) framework, two immediate causes of malnutrition are identified: inadequate nutrient intake and illness.
- A range of interventions exists to address malnutrition, such as assistance on breastfeeding and complementary feeding, micronutrient supplements, and community-based approaches for the management of malnutrition. These approaches are effective in addressing the immediate causes of malnutrition, and are described as *nutrition-specific*.
- Approaches that address the underlying and systemic causes of malnutrition—problems such as food security and access to health services—are referred to as *nutrition-sensitive*. If we are to comprehensively address malnutrition, we need approaches that target underlying causes. Nutrition-sensitive agriculture and economic growth interventions can move households and communities towards health and nutrition results by helping them meet outcomes such as improved availability of a diversity of nutritious foods.
- In short, nutrition-sensitive agriculture strategies are those that address some aspect of **Food Access, Food Quality, Health, WASH or Care**.

#### Slide 8 USAID’s Multi-Sectoral Nutrition Strategy (MSNS) Results Framework



**Facilitator Note:** Handout 3: MSNS Results Framework is included in packets; participants should have it available for this discussion.

- As you are likely aware, USAID also recognizes the need to invest in both nutrition-specific and nutrition-sensitive programming to address malnutrition. USAID has published a “Multi-Sectoral Nutrition Strategy 2014–2025” that aims to decrease chronic malnutrition, measured by stunting, by 20 percent through the U.S. Government’s Feed the Future and Global Health initiatives, the Office of Food for Peace development programs, resilience efforts, and other nutrition investments.
- The overall goal is to “Improve nutrition to save lives, build resilience, increase economic productivity, and advance development.” As you can see from the strategic objective, the framework focuses on **nutrition-specific and -sensitive** interventions, programs and systems across humanitarian and development contexts.
- There is growing evidence on how to design and implement nutrition-sensitive agriculture activities. This workshop outlines the essential components for designing nutrition-sensitive agriculture interventions.
- The U.S. Government’s Global Food Security Strategy (GFSS) guides investments by all U.S. federal departments and agencies that contribute to global food security, Feed the Future activities being central to this effort. The GFSS adopts the integrated approaches to nutrition laid out in USAID’s Multi-Sectoral Nutrition Strategy (MSNS) and the USG Global Nutrition Coordination Plan (GNCP).

## Slide 9 How Does Agriculture Affect Nutrition?



**Facilitator Note:** *The material on the linkages between agriculture and nutrition is covered in more detail in the Agriculture-to-Nutrition Pathways Session of SPRING’s Nutrition-Sensitive Agriculture Training Resource Package. You can expand on this as necessary using these materials or, if participants already have a good background in the contributors to undernutrition, you can use the abbreviated version found here.*

- There are three essential linkages between agriculture and nutrition—food production, income and gender (how women’s time and energy are spent and the extent to which women have some decision making power over use of household income).
- The most obvious link between agriculture and nutrition is the production of nutritious foods. This is one way agriculture can contribute positively to nutrition—by making more diverse, nutritious foods available in farmer households as well as in local markets.
- Households also depend on income, which they use to purchase food, health services, and hygiene-related goods that are necessary to maintain good health and nutrition. Agricultural and economic growth activities can not only help to increase incomes of smallholders and other value chain stakeholders but can also influence the decisions that producers make in spending their income. There is often a perception that if agriculture activities succeed in helping families increase their income, they are nutrition-sensitive; however research has frequently shown that that increased income alone does not always translate to improved nutrition.<sup>2</sup> Competing priorities may mean that people use added income to purchase things unrelated to health and nutrition. Further there are a range of factors that can intervene (such as health status and

<sup>2</sup>For more on the complex relationship between improved incomes and improved nutrition, please see USAID. 2017. Nutrition Sensitive Agriculture: Applying the Income Pathway. Multi-sectoral Nutrition Strategy 2014-2025 Technical Guidance Brief. Washington, D.C.: USAID.

SPRING. 2017. Webinar: Does increased income within rural households lead to improved nutrition? Arlington, VA: Strengthening Partnerships, Results, and Innovations in Nutrition Globally (SPRING) project. <https://www.spring-nutrition.org/events/does-increased-income-within-rural-households-lead-improved-nutrition>



distribution of food) that can mitigate or prevent positive benefits from any improvements in nutrition even if diets improve.

- Seasonality is an important consideration for ensuring both food availability and cash flow. It is important to note that not all household income derives from agriculture related-activities. To promote resilience, we can assist households to be successful with both on-farm and off-farm income-earning opportunities.
- Women are highly engaged in agricultural activities and the use of their time and energy can have significant implications for health and nutritional status of both themselves and their children. Excessive labor demands have been shown to have a direct negative impact on the health and well-being of newborns and their mothers. Women with some control over how household income is spent tend to ensure that it is spent on things that improve the nutrition and health of the family.
- Let's take a few minutes to unpack each of these three pathways between agriculture and nutrition a bit more.

### Slide 10 Agriculture as a Source of Food

- Good nutrition requires every household member to be able to consume enough nutritious food, including a diversity of foods, to ensure adequate calories, protein, and micronutrients. This can be a challenge due to seasonality and/or distances to markets.



**Discussion Prompt:** Ask the group:

1. What do you think about when you hear "enough nutritious food"?
2. How might families get "enough nutritious food" year-round in your area of implementation?

Take several responses and write them down on a flip chart. To help guide discussion, make sure that the group touches on the following points:

- Safety
- Variety
- Quality
- Quantity

- Production decisions are made based on many factors: market prices, relative costs and risks, productive assets of the family (including land, labor, and capital), needs for cash versus food, and, of course, preferences and cultural norms/expectations.
- Processing and storage can affect shelf-life, safety, and nutrient content of foods. It has a direct impact on timing and duration of household food access.
- Additionally, households need appropriate knowledge about what it means to have a healthy diet, safe food and when to seek medical treatment for illnesses. All of these contribute to nutrition and are essential for positive child and maternal nutritional outcomes.
- Some rural families live in areas where agriculture is extremely difficult due to climate, soil, weather conditions, or vulnerability to shocks. These families may be better off seeking income sources that are not based in agriculture to improve the family's health, nutrition, and chances of survival. Or diversifying... to increase resiliency for the family.
- In these cases, increased income from non-agricultural work (alternative livelihoods) may be a better strategy for promoting resiliency and ensuring the family's survival during lean times. So, let's see how agricultural income may help contribute to nutrition.

### Slide 11 Agriculture as a Source of Income

- A common goal of many programs is to increase household income through agriculture.

**Discussion Prompt:** Ask the group:

1. Why is increasing household income not sufficient for improving nutrition?



Take several responses. Ensure that participants consider things such as:

- competing priorities,
- understanding what constitutes a nutritious diet,
- availability and accessibility of nutrient-rich foods,
- access to clean water and sanitation,
- access to healthcare
- illnesses that might decrease the ability to consume or absorb sufficient food or nutrients

2. What can your activity do to ensure that income is used to improve nutrition?

- There are a number of ways that increased income can be used to improve nutrition outcomes. Improved year-round income and cash flow can be used for immediate or future household needs to support a healthy diet and life. Income may be used for food or non-food items that improve health, such as medicines, clinic visits and agricultural supplies.
- In order to affect nutrition, income must be used to purchase AND consume a diverse diet which may be challenging where a diversity of nutritious foods, including animal source foods, fruits, and vegetables are not available or affordable in local markets.
- Purchasing power can drive demand, and if people begin to demand more diverse, nutritious foods, then the increased demand can support the relationship between agriculture and nutrition in the food market environment.
- Use of income toward good health and care is also crucial to improved nutrition. Investments in potable water sources and toilets, preventive care for pregnant or lactating women and young children, transportation to health facilities and purchase of prescribed medicines, as needed, and other basic necessities, including soap and handwashing stations can have a positive impact on nutrition. Rural farm households are constantly balancing spending between farm production and marketing investments and the immediate purchases of food, health, and care necessities. SPRING's field work has found in select contexts that joint decision making within the household helps to define and maintain the balance.

## Slide 12 Agriculture as a Means to Women's Empowerment

- Evidence shows that women are more likely to spend additional income on the health and nutrition needs of the household (SPRING 2014a).

**Discussion Prompt:** Ask the group:



1. How can your activity maximize women's control of income?

Take several responses and write them on a flipchart. Remind the group to think about these answers later when they are working on interventions.

- However, women's empowerment is not just about income. If our goal is to improve nutritional status, we must also consider time and energy use, which have a direct impact on the health of unborn children, infants and women's ability to care for families.
- When thinking through income and time, it's important to emphasize that although we are referring to "women's empowerment", it involves all household members - such as the husband, mother-in-law, or any other key decision makers at the household level.

- We've learned that involving each of these key decision makers in programming - both to alleviate the heavy workload that comes with agriculture and to increase women's control of income - leads to much more effective programming and more likely uptake of promoted practices.
- Women's roles in the household (time spent laboring in the fields, caregiving, managing income) are deeply embedded in the fabric of a society so creating change in this area may take time. Additionally, changes that we advocate for women may come with unintended consequences, including increased tensions in the household, less time for children's and self-care, and possibly even domestic violence.

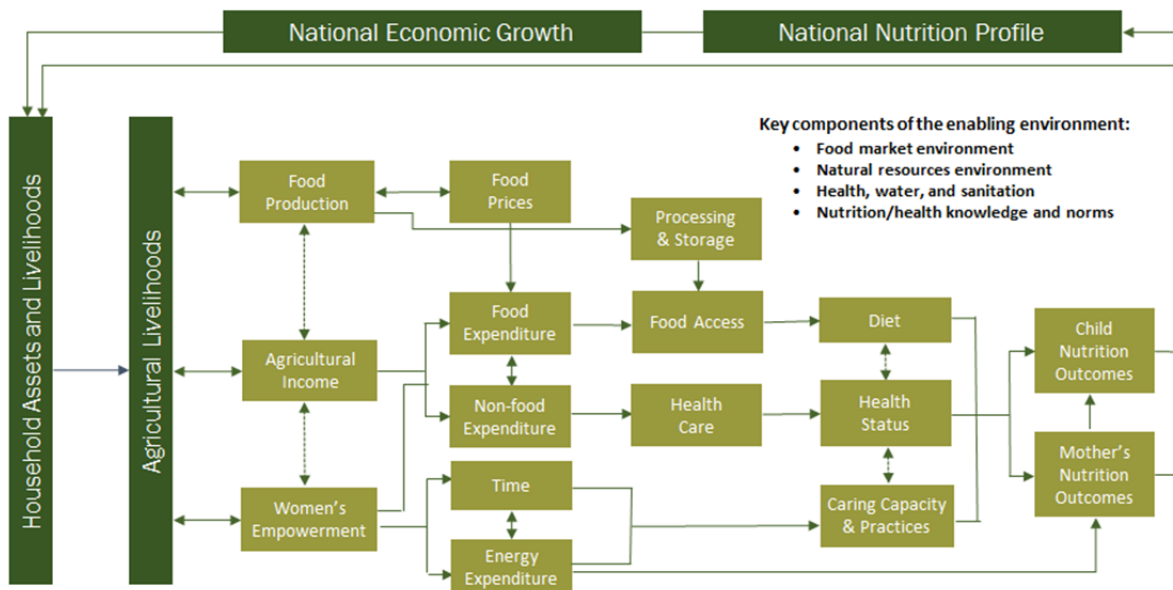
**Slide 13 Agriculture-to-Nutrition Pathways Diagram**



**Facilitator Note:** *The Agriculture-to-Nutrition Pathways are covered in more detail in the Agriculture-to-Nutrition Pathways Session of SPRING's Nutrition-Sensitive Agriculture Training Resource Package. The session includes an interactive activity in which participants map out the pathways and could be adapted for an additional exercise in this workshop if you have the time and feel participants could benefit from more hands-on work with the pathways.*

- This framework describes the Agriculture-to-Nutrition Pathways we just discussed (Handout 4: Agriculture-Nutrition Pathways).
- On the left side, we have the three main pathways—food production, agricultural income, and women's empowerment. On the far-right side, we have our desired outcomes—better nutrition (and overall health) for children and mothers. The rest of this diagram focuses on how we get from our starting point (agriculture) to our ending point (nutrition).
- It is important to note that though this diagram has been simplified to make these the agriculture-nutrition linkages clear, these pathways are not always linear. They interact with one another and are also influenced by (and influence) the enabling environment.

**Agriculture-to-Nutrition Pathways**



Sources: Headey, D., Chiu, A., and Kadiyala, S. 2011. *Agriculture's role in the Indian enigma: Help or hindrance to the undernutrition crisis?* IFPRI discussion paper 01085. Washington, DC: IFPRI; Kadiyala S., Harris J, Headey, D., Yosef, S., Gillespie, S. 2014. "Agriculture and nutrition in India: mapping evidence to pathways." *Ann N Y Acad Sci* 1331:43-56.

## Slide 14 The Enabling Environment

- Wrapped around the pathways is the enabling environment, which exerts tremendous influence at every stage. The four components of the enabling environment include:
  - The Food Market Environment
  - (Natural Resources Environment)
  - Health, Water, and Sanitation
  - Nutrition/Health Knowledge and Norms
- Here are some examples of how aspects of the enabling environment can have an influence along the pathways:
  - Local markets determine what kinds of foods are available for households to purchase. Availability and affordability drive food choices and preferences. (Food Market Environment)
  - Lack of rainfall during a growing season determines crop yield available for sale and consumption (Natural resources environment)
  - Unsafe food due to contamination during storage or processing can lead to an increase in disease, which is another cause of malnutrition.(Health, Water and Sanitation)
  - Cultural practices around which foods to feed young children impact feeding and care practices and can affect household nutritional status (Nutrition/Health Knowledge and Norms)
  - Finally, government policies and legal frameworks are a part of all of the components, for example determining what commodities are subsidized in the markets or how natural resources are managed.

## Slide 15 Caution: Go Beyond the Production of Nutrient-Rich Commodities

- Note of caution: There is often a misperception that the only way for an agriculture activity to be nutrition-sensitive is if it promotes nutrient rich crops, or if it includes a home garden component. As we discussed earlier, there are numerous ways for any agriculture activity to be nutrition-sensitive that go beyond nutrient-rich crop production, so be sure not to limit your thinking during the following exercise.<sup>3</sup>
- Additionally, if your activity IS promoting nutrient rich crops, it does not mean you will necessarily see improvements to nutrition. Unless the activity ensures that some of the nutrient-rich crops is set aside for home consumption or remains in the local markets and direct beneficiaries have the income and knowledge and desire to purchase them, a nutritional benefit is an unlikely outcome. Nutritious foods must be produced and consumed in sufficient quantities if they are to contribute to better nutrition. Ultimately, agriculture is only going to take you so far towards nutrition, which is why agriculture activities need to partner with activities that are focused on nutrition-specific and health interventions to ensure that nutritional outcomes are reached and sustained.

## Slide 16 Key Terms

- Before we go to Step 1 of our design process, it is important that everyone understands several key terms in the same way. Let's discuss each of the following terms as I present definitions. It is important that we agree upon definitions as a group, so that as these terms are used throughout the workshop, we all are thinking of each term in the same way. If the definitions presented in the following slides require some adjustment, let's do so as a group. Then I will continue to remind you of our agreed-upon understanding of

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<sup>3</sup>USAID defines a commodity as nutrient-rich if it meets any of the following criteria:

1. It is biofortified
2. It is a legume, nut, or seed, such as sesame, sunflower, pumpkin seeds, wheat germ, or sprouted legume seeds
3. It is an animal source food, including dairy products (milk, yogurt, cheese), fish, eggs, organ meats, meat, flesh foods, and other miscellaneous animal protein (e.g. grubs, insects)
4. It is a dark yellow or orange-fleshed root or tuber
5. It is a fruit or vegetable that meets the threshold for being a "high source" of one or more micronutrients on a per 100-calorie and per 100-gram basis

See: <https://www.usaid.gov/what-we-do/global-health/nutrition/nutrition-sensitive-agriculture-nutrient-rich-value-chains>

the meaning of these terms as we continue through the workshop. These terms are also available on Handout 5.

- Key Terms
  - Nutrition-specific
  - Nutrition-sensitive
  - Food market environment
  - Nutrient-rich value chain
  - Activity Outcome
  - Strategy
  - Practice
  - Intervention
  - Output Indicator
  - Outcome Indicator

**End of Introduction and Background**

## Step 1: Prioritize Nutrition-Sensitive Agriculture Outcomes for Your Activity

**Estimated time:** 2 hours

**Slides:** 17–24

**Materials and Handouts:** Handout 1: Six Key Nutrition-Sensitive Agriculture Activity Outcomes; Handout 2: UNICEF Framework; Handout 3: MSNS Results Framework; Handout 6: What, How Who Matrix; Handout 7: Activity Design Matrix, Flip Chart and/or White Board with markers

**Learning Objective:** Participants will be able to determine which nutrition-sensitive agriculture outcomes are attainable in the context of their agricultural and economic growth activity, including a discussion about key nutrition challenges in their target area.

### Slide 17 Step 1: Prioritize Nutrition-Sensitive Outcomes for Your Activity

#### Slide 18 What is the Purpose of Your Activity?

- Most agriculture and market systems development activities strive to achieve one or more of the following:
  - Improve production of target commodities (crops and livestock/poultry)
  - Increase income
  - Sustain, protect or enhance productive natural resources
  - Engage women and youth to secure their livelihoods
- In order to develop nutrition-sensitive agriculture outcomes, strategies, interventions and indicators, it is important to have a clear picture of what and how your activity plans to undertake its agricultural market systems development efforts. In this first exercise, you will be describing the agricultural market systems development components of your activity with a focus on WHAT agricultural, economic growth or resilience outcomes you hope to achieve, HOW you plan to achieve these and WHO will be involved in implementation as well as WHO is targeted to benefit.

#### Slide 19 Example: West Africa Activity

- Throughout the training, we will be using an example activity from West Africa. This activity centered on strengthening smallholder producer incomes through involvement in one or more of the following value chains: fish, pumpkin, cowpea or rice.



**Facilitator Note:** *This example is used throughout this training; however, we would encourage the facilitator to develop contextually appropriate examples, if possible.*

What	How	Who
Increase production of pumpkin, fish, cowpea and rice	<ul style="list-style-type: none"> <li>- Promote good farming practices</li> <li>- Introduce new technologies</li> </ul>	<ul style="list-style-type: none"> <li>- Small farmers; coops; agricultural extension agents</li> <li>- Agricultural extension agents, small farmers, coops, researchers</li> </ul>
Increase income	<ul style="list-style-type: none"> <li>- Improve rice storage in order to sell at higher prices</li> <li>- Add value to fresh fish using drying technology</li> <li>- Increase access to agricultural financing</li> </ul>	<ul style="list-style-type: none"> <li>- Small farmers, coops, input suppliers, buyers</li> <li>- Fishermen, WorldFish, research staff</li> <li>- Microfinance institutions, cooperatives, small farmer groups, women's groups</li> </ul>

**Slide 20 Exercise: Describe Your Agricultural Market Systems Development Activity**

**Exercise: Describing Your Activity**

Describing Your Agricultural Market Systems Development Activity													
<p><b>Goal:</b> To have a common understanding among workshop participants of the agricultural market systems development components of their activity</p>	<p><b>Duration:</b> 45 minutes</p> <p><b>Materials:</b>            Heading Cards (post on the wall—create Handout 6: What, How, Who Matrix), pass out copy of Handout 6            Large sticky notes            Copies of activity results framework, theory of change, work plan, PMP, initial context assessments and the RFA/RFP, if applicable</p>												
<p>In plenary, ask the participants to think about their agriculture activity. Begin by asking them <b>WHAT</b> their project intends to do. As participants call out their agriculture-related results, facilitator should write these under a heading, “WHAT”, at the top of a flip chart paper, on a white board or on a document that is projected. These are meant to be the big picture results or outcomes of what the activity is trying to achieve. It is unlikely that there will be more than 3 or 4 expected results and they may include one or more of the four on the previous slide, or they may come up with some that are not included on that list. Break into small groups assigning each group one of the responses on the flip chart under “WHAT.” Each group should take 20 minutes to discuss and write down “HOW” their activity plans to achieve the result assigned to them and, then, <b>WHO</b> will benefit from and who will participate in the work described for each “HOW.” This can be completed using note cards or Post-It notes or by simply having each group come up and write in their answers on a flip chart at the front. Have the group come back to plenary and write their answers under “HOW” and “WHO” columns next to the “WHAT” column on the flip chart (or on separate flip charts). Your matrix should look something like the one below.</p>													
<p><b>What, How, Who Matrix</b></p> <table border="1"> <thead> <tr> <th>What</th> <th>How</th> <th>Who</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>		What	How	Who									
What	How	Who											

## Slide 21 Nutrition Refresher

- As you know, malnutrition is a complex problem and effective approaches need to target the specific problems that exist in your activity's area. In order to design nutrition-sensitive agricultural strategies and interventions into your activity, it is critical to understand the key nutrition challenges that may affect individuals in your target activity area. Let's take a few minutes and discuss some of the things that contribute to malnutrition for your target groups.



**Discussion Prompt:** Ask the group:  
Have participants use their Handout

3: UNICEF Framework and Handout 4: MSNS Results Framework.

Ask: What are some factors that are contributing to malnutrition in the activity area? Remind participants to consider immediate, underlying and basic causes from the MSN strategy and UNICEF Framework that they saw during the Introduction and Background session. Encourage them to provide examples from their own experience (facilitator should also be prepared to provide examples, as needed). Write down the answers on a flip chart.

## Slide 22 Identifying Nutrition-Sensitive Agriculture Outcomes



**Facilitator Note:** Remind participants to pull out Handout 1: Six Key Nutrition-Sensitive Activity Outcomes for more information on each outcome. Also, have them pull out Handout 5: Key Terms to review the definition of nutrient-rich foods and refer them to the USAID.gov web link that has a list of nutrient-rich foods.

- Of the several key contributors to malnutrition listed on the flip chart, some may be addressed through agriculture; these are the ones for which your activity may want to develop strategies and interventions. To do this, let's first determine what may be possible within the context of your agricultural market systems development plans.

SPRING has identified six (6) nutrition-sensitive agriculture outcomes that your activity may strive to achieve:

- Improved availability of diverse, nutrient-rich foods in local markets
  - Per the production pathway, agriculture activities can be nutrition sensitive if they are striving to increase production of nutrient rich food commodities<sup>4</sup> that are going to be sold in local markets and/or consumed at home. Other strategies may also be used to improve availability of diverse,

<sup>4</sup>USAID defines a commodity as nutrient-rich if it meets any of the following criteria:

1. It is bio-fortified
2. It is a legume, nut, or seed, such as sesame, sunflower, pumpkin seeds, wheat germ, or sprouted legume seeds
3. It is an animal source food, including dairy products (milk, yogurt, cheese), fish, eggs, organ meats, meat, flesh foods, and other miscellaneous small animal protein (e.g., grubs, insects)
4. It is a dark yellow or orange-fleshed root or tuber
5. It is a fruit or vegetable that meets the threshold for being a "high source" of one or more micronutrients on a per 100-calorie and per 100-gram basis

See: <https://www.usaid.gov/what-we-do/global-health/nutrition/nutrition-sensitive-agriculture-nutrient-rich-value-chains>



nutrient rich foods including: appropriate storage, handling, processing and packaging that would extend the life (and quality) of these foods in homes and markets.

- Improved affordability of diverse, nutrient-rich foods in local markets
- Per the income pathway of the agriculture-to-nutrition pathways, an agriculture activity may contribute to the affordability of nutrient rich foods, by improving purchasing power of rural households. However, having increased income does not, in and of itself, ensure that nutrient-rich foods will be purchased. The cost of producing and selling these more perishable commodities requires interventions within the enabling environment components of the agriculture-to-nutrition pathways. For example, the food market environment may support incentives to help increase the production of good quality nutritious foods, thereby helping to bring down prices. And, in order to build demand for more expensive nutrient-rich foods, an agriculture activity may pursue the development of smaller packages or advertise the benefits of consuming a diversity of nutritious foods. As supply of nutrient rich foods more easily follows demand, including behavior change communication that encourages the purchase of a diversity of nutrient-rich foods as a part of an agriculture activity's efforts to improve farmer incomes may lead to increased supply of these foods in local markets. And, as supplies of foods increase to meet demand with the help of strengthened food and market systems, a reduction in the prices of these foods may also result.
- Improved desirability of diverse, nutrient-rich foods among target consumers, especially economically vulnerable (poor) and households with women who are pregnant or infants under two years of age (1,000 day households)
  - While high prices may serve as disincentives to the purchase of nutrient-rich foods, agriculture activities can provide incentives for their purchase by strengthening the food market environment (per the agriculture-to-nutrition pathways) to make nutrient-rich foods more desirable and appealing. Convenience in preparation and purchase is a key component but may not be the most important desirability characteristic needed to increase the purchase and consumption of these foods. Appearance, quality, taste, texture, and cultural norms all shape what people like to eat. However, agriculture activities, especially those focusing on strengthening food systems for nutrient-rich commodities such as fruits, vegetables and animal source foods, can consider including social marketing and consumer education campaigns and other behavior change communication strategies to promote the desirability of nutrient-rich foods and overcoming barriers to purchase.
- Improved environmental and food safety
  - Agriculture activities can mitigate harmful effects of toxins (either the result of chemical inputs or naturally occurring contamination such as mycotoxins) in agricultural production or processing – a part of the production to consumption pathway – thereby reducing the risk of disease and contributing to improved health status, which lies at the center of the agriculture-to-nutrition pathways. Similarly, food sold in markets, per the income pathway, must be hygienic and free of pathogens. Handwashing when handling food, wearing protective gear while using pesticides, and keeping animals away from living areas and small children are some additional ways nutrition-sensitive agriculture may support environmental and food safety.

- Increased income control by women and equitable opportunities
  - Many agriculture activities strive to engage women. However, per the women’s empowerment pathway of the agriculture-to-nutrition pathways, addressing women’s control of income and equitable access to resources is a key nutrition-sensitive outcome relevant to a majority of agriculture development activities. Given the strong cultural norms associated with roles and responsibilities for agriculture and control of income and productive assets, achievement of this nutrition-sensitive agriculture outcome requires strategies that strengthen the enabling environment for women to invest more resources in the nutritional well-being of themselves and their children.
- Increased time and energy savings for women
  - Saving energy and time for women, especially during their pregnancy, can help protect the health and nutritional status of women and their children, the second part of the women’s empowerment pathway. Agriculture activities can incorporate technologies or labor saving practices aimed at saving time and energy for women in order to allow them more time for their other responsibilities which often include caring for children. Additionally, as in the case of women’s control of income, ensuring an enabling environment within households, communities and businesses that supports women to limit excessive labor during pregnancy is also a key component to this outcome.

**Slide 23 Activity Design Matrix**

- Please pull out Handout 7: Activity Design Matrix. During the rest of this workshop we will be working to complete this matrix using your own activity. During this step, we are going to work on identifying your nutrition-sensitive agriculture outcomes, but by the end of the workshop, you will have a completed matrix that you can use to inform your workplan and PMP, and that can be mapped to your results framework and other project documents.

Nutrition-Sensitive Agriculture Outcome(s)	Strategies	Practices	Interventions	Indicators

**Slide 24 Exercise: Identify Nutrition-Sensitive Agriculture Outcomes**

**Exercise: Identify Nutrition-Sensitive Agriculture Outcomes**

Identify Nutrition-Sensitive Agriculture Outcomes				
Goal: To identify nutrition-sensitive agriculture outcomes your activity will be able to achieve		Duration: 30 minutes Materials: Handout 7: Activity Design Matrix; flipchart paper and the large sticky notes		
<p>During this exercise, the participants will complete the first column of the Activity Design Matrix. In this exercise, the participants will think about which of the above nutrition-sensitive agriculture outcomes will make the most sense for their activity.</p> <p>Based on WHAT your agriculture and economic growth activity is striving to achieve and based on the key nutritional problems in your target area, think about which of the above six nutrition-sensitive agriculture outcomes might be possible. It is recommended that you select no more than three nutrition-sensitive agriculture outcomes to pursue as implementation of each will require several strategies and numerous interventions.</p> <p>Once you have determined which of the nutrition-sensitive agriculture outcomes is appropriate to your context and activity, insert these into the first column of your Activity Design Matrix shown below.</p>				
Nutrition-Sensitive Agriculture Outcome(s)	Strategies	Practices	Interventions	Indicators

**End of Step 1**

## Step 2: Prioritize Nutrition-Sensitive Agriculture Strategies

**Estimated time:** 1.5 hours

**Slides:** 25–36

**Materials and Handouts:** Flip chart paper with the team’s completed “What, How, Who” matrix, Flip Chart paper of the team’s Activity Design Matrix with the priority nutrition-sensitive agriculture outcomes completed, the activity’s Results Framework, Handout 8: Nutrition-Sensitive Agriculture Strategies Criteria and Examples, Handout 9: Prioritization Criteria

**Learning Objective:** Participants will discuss a range of strategies that the activity can feasibly pursue in order to meet its selected nutrition-sensitive agriculture outcomes. In selecting and prioritizing the strategies, workshop participants will discuss key assumptions and risks.

### Slide 25 Step 2: Prioritize Nutrition-Sensitive Agriculture Strategies

- In this step, we will define and prioritize potential strategies.

### Slide 26 Key Terms

- Let’s remind ourselves of a few key terms. Who can tell me what the difference is between a strategy and an intervention? (*take several responses from participants*)
- You will recall that during the first session, we discussed both of these terms and agreed on these definitions:
  - A strategy is the means or broad approach by which an activity may achieve a stated purpose or desired outcome. Strategies are made up of collections of behavior-centered interventions. Achievement of each of the activity’s desired nutrition-sensitive agriculture outcomes may require one or more strategies.
  - An intervention is a collection of actions that, taken together, will accomplish a planned (nutrition-sensitive agriculture) strategy.
  - In other words, one or more interventions are needed to meet a planned strategy and one or more strategies are required to achieve a planned nutrition-sensitive agriculture outcome.

### Slide 27 Recap

- In Step 2, we are going to focus on defining one or more strategies that your activity may use to achieve each of the nutrition-sensitive agriculture outcomes you selected in Step 1. **It will be important to refer back to your “What, How, Who” matrix** as well as to your Results Framework to ensure the nutrition-sensitive agriculture strategies you devise are not only doable but also complementary to your agriculture and market systems development strategies.
- Before we start, let’s check in with what we have done so far:
  - We have reviewed the agriculture and market systems development outcomes (What) and strategies (How) for your activity. As a part of that process, you also identified who will be engaged in the

interventions required to pursue those strategies. From this thinking, you completed the “What, How, Who” matrix.

- The thinking you did on the “What, How, Who” matrix initiated a conversation about how your planned agriculture and market systems development outcomes and strategies might do more to contribute to nutrition in your target area which resulted in your team selecting nutrition-sensitive agriculture outcomes that are in line with your activity’s goals and that may be able to be addressed within your agriculture-led interventions.

### Slide 28 Developing Nutrition-Sensitive Agriculture Strategies

- Now we are going to develop nutrition-sensitive agriculture strategies for each of the nutrition-sensitive agriculture outcomes.
- In order to be nutrition-sensitive, an agricultural strategy must help work towards one of the nutrition-sensitive outcomes. There are a number of criteria you can consider to assess if the strategy is doing this.
- Remember, nutrition-sensitive agriculture strategies are those that address some aspect of **Food Access, Food Quality, Health, WASH or Care.**

### Slide 29 Nutrition-Sensitive Agriculture Strategies Criteria and Examples

- Please pull out Handout 8. This handout provides criteria by which you can assess your strategies and determine if they will contribute to nutrition and how you could adjust them to be nutrition-sensitive. The criteria are organized by the six outcomes we reviewed previously (Handout 1).
- Handout 8 lists key criteria related to each of the six outcomes. You may discover additional criteria that would enable your strategy to address some aspect of food access, food quality, health, WASH or care. The example strategies however are just a small sampling of the strategies that will contribute to these outcomes. Again, the strategies will be specific to the context in which one is working, the agricultural commodities involved, timeframe, and so forth.
- Let’s look at the first example for Outcome 1: Improved availability of diverse, nutrient-rich foods in local markets
  - One criterion that would indicate your strategy will *contribute to improved availability of diverse, nutrient-rich foods in local markets* is if your strategy *increases the supply of a nutrient rich food in local markets*. Examples of strategies that do this include:
    - Link dairy farmers to milk collection centers
    - Promote inter-cropping and other practices to diversify home production
  - Another criterion for this same outcome is does your strategy *extend the time period a nutrient rich food is available in local markets*? Examples of strategies that do this include:
    - Use hermetically sealed bags for cowpea storage
    - Promote community warehouse system to safely store commodities closer to market for longer periods of time

- Note that some strategies will meet more than one criteria and could also be used to support more than one outcome. For example, use of improved preservation practices can contribute to both improved availability (Outcome 1) and improved food safety (Outcome 4).
- Let's read through the rest of Handout 8 together now.

### Slide 30 Some strategies may **ALREADY** be nutrition-sensitive

- For example, in our example from West Africa, one of the strategies for *increasing incomes* is to *add value to fresh fish using drying technology*. While the intention of the strategy is to contribute to fishermen's incomes by lengthening the amount of time that they will be able to sell the fish, thereby obtaining higher prices over a longer period of time, this strategy can also contribute positively to nutrition by improving the safety of a nutrient-rich food, and making it available in markets to purchase and consume for longer.
- Therefore, this agricultural strategy is already a **nutrition-sensitive** agriculture strategy.

### Slide 31 Some strategies can be **ADAPTED** to be nutrition-sensitive

- In our example from West Africa, the activity had two strategies for increasing production of fish, cowpea, rice and pumpkin: *Promote good farming practices*; and *Introduce new production technologies*. They determined that these two strategies **could** be adapted to enable them to reach the nutrition-sensitive outcome of *improved availability of diverse, nutrient-rich foods in households and local markets*.
- Using the criteria we just discussed, the West Africa team adapted their agricultural development strategy to help extend availability of nutrient rich and safe foods for consumption, as follows: *Build capacity of cooperative members and farmer groups in appropriate storage practices for cowpea and rice*. This would enable cowpeas and rice to be stored for longer, and would help ensure that they were stored correctly and stayed safe for consumption. Both of these would improve the availability of cowpeas and rice in households and local markets.

### Slide 32 Some new nutrition-sensitive strategies may need to be **ADDED**

- In order to fully achieve your prioritized nutrition-sensitive outcomes, your activity may need to also consider **ADDING** new strategies in addition to identifying and adapting strategies that are already in place.
- In our West Africa example, the team did not have an existing strategy to address building consumer demand for nutritious foods, so while they were addressing the supply side issue of the availability outcome, it was also important to think about ways the activity could also increase demand to ultimately improve availability of nutritious foods in local markets. So an example of a new strategy is: *Facilitate marketing to build consumer demand for fish and cowpeas*.
- Please take a look again at Handout 8 to review criteria for nutrition-sensitive agriculture strategies and examples.

**Slide 33 Partnering as a Strategy**

- It is not expected that your activity alone has sufficient breadth and resources to address every contributor to malnutrition in your target area. It is, therefore, important that as you are developing your strategies, you are also thinking about key linkages, partnerships, and advocacy needs in order to work with other investments, programs and plans to reduce malnutrition in your target area. What target groups are being reached by others? To improve adoption of what practices? If others are promoting some of the practices you have identified as critical to implementing your strategies, rather than implementing directly, it may be more cost effective to adjust your strategy and partner with an existing activity or program. In order to fully achieve your prioritized nutrition-sensitive outcomes, your activity may need to also consider coming up with new strategies in addition to identifying and adapting strategies that are already in place.

**Slide 34 Exercise: Identify Nutrition-Sensitive Agriculture Strategies**

**Exercise: Identify Nutrition-Sensitive Agriculture Strategies**

Identify Nutrition-sensitive Agriculture Strategies				
<p><b>Goal:</b> To identify nutrition-sensitive strategies your activity will be able to achieve</p>		<p><b>Duration:</b> 20 minutes  <b>Materials:</b> Handout 7: Activity Design Matrix; Handout 8: Nutrition-Sensitive Agriculture Strategies Criteria and Examples; Flipchart paper or the large sticky notes</p>		
<p>In plenary, take a look at the strategies listed in your HOW column of your “What, How, WHO” matrix.</p> <p>Using the criteria on Handout 8 that we discussed, go through each strategy on the HOW column and determine whether it is already nutrition-sensitive or can be made nutrition-sensitive. On a piece of flip chart paper, list any of the strategies included in your “What, How, Who” matrix that are already nutrition-sensitive and indicate which nutrition-sensitive agriculture outcome it supports.</p> <p>Then re-word any strategies that can be adapted to be nutrition-sensitive and add them to the “Strategies” column of your flip chart and indicate which nutrition-sensitive agriculture outcome it supports.</p> <p>Finally, looking at the criteria, and considering the nutrition challenges in your target area and the scope of your activity, please add any additional nutrition-sensitive strategies that you come up with. Make sure to indicate with nutrition-sensitive outcome it supports.</p> <p><b>Your flip chart should look like this:</b></p>				
Nutrition-Sensitive Agriculture Outcome(s)	Strategies	Practices	Interventions	Indicators
	Strategy 1			
	Strategy 2			

### Slide 35 Recap

- To recap, you should now have a full list of nutrition-sensitive agriculture strategies for your activity. These will be composed of:
  - Strategies that your agriculture activity included that were **ALREADY** nutrition-sensitive
  - Strategies that your agriculture activity **ADAPTED** to make them more nutrition-sensitive
  - Strategies that your agriculture activity **ADDED** to better achieve nutrition-sensitive outcomes

However, you may have too many strategies listed and so we will now prioritize these strategies by checking their feasibility.

### Slide 36 Checking the Feasibility of Your Nutrition-Sensitive Agriculture Strategies

#### Discussion Prompt:

Now that the group has come up with a list of strategies, let's make sure to consider whether achieving them is feasible. In plenary, go through each strategy and discuss whether it meets all of the criteria listed on the slide (also listed in Handout 9: Prioritization Criteria). If any of the strategies do not meet the criteria or do not YET meet the criteria, consider deleting them, or flagging them for consideration in a future work plan.



- Sustainability and potential for impact
- Funding available
- Time available
- Staff capacity and experience
- Organization's competitive advantage/expertise
- Alignment with government priorities
- Alignment with USAID (donor) priorities
- Complementarity with other investments in the activity area
- Opportunity to leverage private sector investment

### End of Step 2



## Step 3: Develop Practices and Interventions

**Estimated time:** 2.5 hours

**Slides:** 37–43

**Materials and Handouts:** The flip charts with the participants' Activity Design Matrix with the first two columns completed; Handout 10: Illustrative Nutrition-Sensitive Agriculture Outcomes, Practices and Interventions

**Learning Objective:** Participants will consider a range of practices that their activity should promote in order to address the strategies prioritized in Step 2. Using these practices as a starting point, participants will then develop a list of interventions that the activity can program into its work plan for achieving each nutrition-sensitive agriculture strategy.

### Slide 37 Step 3: Develop Practices and Interventions

- At the end of this step, you will have a number of nutrition-sensitive agriculture interventions to accompany the strategies you developed in Step 2. As already mentioned, this guidance uses a behavior-centered approach to design. Therefore, each intervention will be developed with an eye to supporting the adoption of nutrition-sensitive agriculture practices by key target groups in order for your activity to successfully implement its strategies.

### Slide 38 Key Terms

- A **practice** is a concrete action that a specific person or group does at a specific time and place. Promoting the use of good practices is at the core of our work.
- An **intervention** is an action that, combined with other actions, will accomplish the nutrition-sensitive agriculture strategies.
  - Interventions clearly state what will be done and who will be involved as an actor or target recipient. An intervention will in many cases describe the key practices or behaviors that the activity wants a specified organization or individual to adopt.
- Because interventions focus on key practices that an activity wants particular individuals or organizations to adopt (or use), we must first think about the key practices that need to be used - and by whom - to implement our strategies BEFORE we can write out our interventions.

### Slide 39 Adapting Good Agricultural Practices to Support Nutrition

- In agricultural market systems development activities, we often promote the use of good agricultural practices by smallholders. These practices may vary by crop, location or context, market and resource base. But, in order to determine what will be done and who needs to be involved, agricultural market systems development activities must determine which practices will have the greatest effect and who needs to adopt them.
- The same is true in the case of nutrition-sensitive agriculture. The nutrition-sensitive agriculture strategies you prioritized in Step 2 imply the use of key practices that need to be used by particular target groups. We will share an example of this below. But, before we start to write interventions, let's review a few things that we know about targeting.

#### Slide 40 Targeting: Agriculture vs. Nutrition

- There is an inherent tension between agricultural market systems development activities versus those that aim to reduce malnutrition. Agricultural activities tend to target changes for farmer households, value chain actors, or even systems. Nutrition activities tend to target changes for women who are pregnant or lactating and children under two, the groups most vulnerable to undernutrition.
- We must also consider gender roles (e.g. what men can do to ensure nutritional well-being of women and children) and strengthen the environment that will enable women and young children to benefit from planned strategies, thereby achieving planned outcomes. However, women may not need to participate in all aspects of agricultural or nutrition-sensitive agriculture activities in order to benefit.
- In other words, in some cases the actors and the beneficiaries will be the same, while in other cases they will be different groups.

#### Slide 41 Identify Practices: West Africa Activity Example

- When we were defining strategies in the last step, we mentioned that a strategy can be thought of as a collection of behavior-centered interventions.
- You will need to identify the nutrition-sensitive agriculture practices your activity wants to promote first and then develop the range of interventions needed to promote the adoption of those practices.
- For example, let's look at one of the strategies from our West Africa example: *Build capacity of cooperative members and farmer groups in appropriate post-harvest handling and storage practices for both cowpeas and rice*. First, the West Africa team considered which post-harvest handling and storage practices or behaviors were lacking for both rice and cowpea that would have the greatest contribution to nutrition. Before they could develop interventions, they considered the range of possible post-harvest handling and storage practices by commodity:
  - For cowpea, they determined that poor storage practices were resulting in high levels of loss both in households and in markets. Clearly, by promoting improved storage, more cowpeas would be available for longer periods of time for both purchase from local markets and consumption from household level stores. However, there were challenges before the cowpeas even reached storage in that farmers were not aware of appropriate sorting techniques and visual cues to inform which beans should be discarded rather than stored. Therefore, **cowpea sorting techniques** were included in the training to mitigate mycotoxin contamination in storage which would have a positive effect on nutrition as well as on product quality (for sale) and longevity (extending time the time period cowpeas could be consumed or sold and possibly obtaining higher prices).
  - For both rice and cowpeas, there were also a lot of challenges with obtaining the appropriate moisture content before storage. It was, therefore, important to focus training on use of **good drying practices** and **recognizing and testing for appropriate moisture content** before storage.

#### Slide 42 Develop Interventions: West Africa Activity Example

- Once our West Africa team had identified specific practices that could be included under their priority strategies they needed to determine what needed to happen and who needed to play a role in order to define their interventions. Their discussion resulted in several specific interventions that, taken together, would support each strategy and assist their target actors to use the practices the activity wanted to promote. For the strategy, *Build capacity of cooperative members and farmer groups in appropriate post-*

*harvest handling and storage practices for both cowpeas and rice*, these interventions included but were not limited to:

- train cowpea growers in good sorting, drying and moisture testing practices before storage
- train rice growers in good drying and moisture testing practices before storage
- train agricultural extension agents (both government and private sector) in how to train others in good sorting, drying and moisture testing practices before storage
- develop pictorial guidance to assist cooperatives, farmers and agricultural extension agents in continuing to use good sorting, drying and moisture testing practices before storage of cowpeas and/or rice
- These are just four of the possible interventions that may be required to support behavior change for the practices noted above for both rice and cowpea. Now it is your turn to try to be as specific as possible about the practices and interventions that will support your prioritized strategies. Remember that you will be developing indicators for your interventions (Step 4) so they must be clear and measurable.

### Slide 43 Develop Practices and Interventions

## Exercise: Develop Practices and Interventions

Develop Nutrition-Sensitive Agriculture Practices and Interventions	
<p><b>Goal:</b> To operationalize prioritized strategies</p>	<p><b>Duration:</b> 1.5 hours  <b>Materials:</b>            Flipchart with nutrition-sensitive outcomes and strategies filled in from previous steps, flipchart paper or index cards to add practices and interventions.  <b>Handout 10: Illustrative Nutrition-Sensitive Agriculture Outcomes, Practices and Interventions</b></p>
<p><b>Divide participants into small groups:</b></p> <ul style="list-style-type: none"> <li>● Assign one outcome and the related strategies prioritized from Step 2 to each group for discussion.</li> <li>● Groups should review each strategy, discuss key practices that are desired for each, and develop interventions that will ensure uptake and use of those practices. Keep in mind that <i>an intervention clearly states what will be done and who will be involved as an actor or target recipient.</i></li> <li>● Participants should use Handout 10: Illustrative Nutrition-Sensitive Agriculture Outcomes, Practices and Interventions. They have been organized by nutrition-sensitive agriculture outcome and are provided only as examples to help your team start brainstorming. Note that this handout also illustrates intermediate outcomes that are more specific to a given context than the 6 nutrition-sensitive agriculture outcomes that you selected from at the beginning of this process. These more detailed, context specific outcomes are useful in helping to define your outcome indicators, which you will be doing in Step 4. If you think a more detailed outcome is appropriate to your activity, this would be a good time to review your selected nutrition-sensitive agriculture outcomes and to adjust the wording, as needed.</li> <li>● Each team must agree upon a number of nutrition-sensitive agriculture interventions that the team feels they have the budget, staff, and timeframe to undertake. After smaller groups have discussed, each should post their interventions on the wall or share with the note taker for inclusion in the team’s full Activity Design Matrix for later discussion and use.</li> </ul>	

Nutrition-Sensitive Agriculture Outcomes	Strategies	Practices	Interventions	Indicators
Outcome 1	Strategy 1.1	Practice 1.1.	Intervention 1.1	
	Strategy 1.2	Practice 1.2	Intervention 1.2	
Outcome 2	Strategy 2.1	Practice 2.1	Intervention 2.1	
	Strategy 2.2	Practice 2.2	Intervention 2.2	

**End of Step 3**

## Step 4: Define Monitoring Indicators

**Estimated time:** 2 hours

**Slides:** 44–50

**Materials and Handouts:** Handout 2: Key Terms, Handout 11: Activity Design Matrix – West Africa Activity Example

**Learning Objective:** Participants will define outcome indicators in line with their outcomes and strategies and output indicators for the interventions developed in Step 3. During this step, participants will complete the design matrix and have a chance to review an example completed matrix, pulling together all four steps of this workshop.

### Slide 44 Step 4: Define Monitoring Indicators

- Now that you have identified the strategies and interventions that you will use to reach your selected nutrition-sensitive agriculture outcomes, you need to think through appropriate indicators.
- Without regular monitoring of your interventions – assisted through the development of appropriate indicators – it is impossible to know whether your interventions are supporting your strategies and whether your strategies are adding up to achieve your outcomes. So, let's remind ourselves what is required for good activity monitoring.

### Slide 45 Good Monitoring

- Monitoring nutrition-sensitive agriculture is like monitoring any of your other activity outcomes. You need to collect data regularly on your nutrition-sensitive agriculture indicators and adjust approaches and interventions when problems arise. So, here is a quick review of what constitutes good monitoring:
  - Undertake regular data collection activities to track implementation progress:
    - Monitor the quantity, quality, and timeliness of activity outputs
    - Monitor achievement of activity outcomes
    - Ensure the quality of performance monitoring data collected
  - Data collection typically entails the following tasks:
    - Review performance indicator data and monitoring reports
    - Conduct or participate in Data Quality Assessments (DQAs)
    - Conduct site visits
    - Examine technical reports and deliverables
    - Meet with implementing staff and other stakeholders

### Slide 46 Key Terms

- It is not the purpose of this workshop to build expertise in writing indicators. Hopefully, the M&E advisors for the activity - who bring some of this expertise - are participating. However, we do think it is useful to provide a reminder about what indicators are and how they are used, along with definitions of output and outcome indicators.
- An **indicator** is a variable that measures one aspect of a program or project.

- An **output indicator** is a unit of measure to assess the quality and implementation of resulting products, goods or services at the end of an intervention. Data to inform output indicators are generally collected quarterly, semi-annually or annually to track progress toward planned benchmarks.
- An **outcome indicator** measures short- to medium-term effects of the combined outputs from an activity's interventions. Data to inform outcome indicators are generally collected annually or at the mid-term of an activity and are often reported in terms of a percentage of targeted groups reached.

#### Slide 47 Develop Output Indicators: West Africa Activity Example

- Most indicators associated with your interventions will likely be **output** indicators. For example, for the four interventions identified by the West Africa activity team, potential output indicators may be:
  - Number of rice/cowpea growers using improved drying technology
  - Number of rice/cowpea growers measuring moisture levels for their commodity prior to storage
  - Number of fish processors meeting food safety standards
  - Number of agriculture extension agents trained in appropriate post-harvest handling and storage practices for rice and cowpea
  - Percentage of agriculture extension agents completing all planned farmer group visits
- You will notice that these output indicators serve to measure the uptake and use of key promoted practices by the targeted users as well as measure progress toward achievement of specific interventions according to your detailed implementation plan. For example, in our sample project, it was important to know how many agriculture extension agents completed their training because that training served as a basis for extending knowledge to farmer group members. But, the process of extending that knowledge was also critical to farmers' use of key practices so the indicator, "% of agriculture extension agents completing all planned farmer group visits," helped activity managers to know whether their interventions were on track according to set progress measures.

#### Slide 48 Develop Outcome Indicators: West Africa Activity Example

- Your outcome indicators will serve as the measures of your original prioritized outcomes (per Step 1 of this guidance). In the example shown in Handout 11: Activity Design Matrix – West Africa Activity Example, the activity design team selected *improved availability of diverse nutrient rich foods in households and local markets* as one of their overarching nutrition-sensitive agriculture outcomes. One of their strategies for doing this was to *add value to fresh fish using drying technology, thereby extending availability in homes and in markets*. The activity's outcome indicator associated with this strategy was: *Percentage increase in volume of dried, packaged fish in local markets*. For the fish value chain, this outcome indicator measures the nutrition-sensitive agriculture outcome originally prioritized by the design team. The activity is also increasing production of other nutrient-food commodities – cowpea and pumpkin – and outcome indicators similar to that for fish may be used for these commodities to contribute to the overall measurement of *Improved availability of diverse nutrient rich foods in households and local markets*
- Now, let's develop indicators for achieving your nutrition-sensitive agriculture strategies and interventions

**Slide 49 Exercise: Define Indicators**

**Exercise: Define Indicators**

Define Indicators				
Goal: Establish indicators		Duration: 45 minutes Materials: Activity Design Matrix, flipchart paper		
<p>This exercise can either be done in plenary or the group can return to the small groups they worked in to develop interventions.</p> <ul style="list-style-type: none"> <li>Assign 1 outcome to each group for discussion and make sure each group has a copy of the Activity Design Matrix, filled in except for the far-right hand column.</li> <li>Ask groups to develop 1 or 2 outcome indicators as well as output indicators for the interventions most critical to achieving the strategies and/or outcomes assigned to them. The development of indicators will begin by determining what short to medium term outcome indicator(s) best measure their planned strategy and intended outcome. Group discussions will then focus on determining the most critical output indicators for managing implementation toward achievement of their interventions, strategies and outcomes. It might be helpful to refer back to Handout 1: Six Key Nutrition-Sensitive Agriculture Activity Outcomes which also provides a range of measurable sample outcomes.</li> <li>Once groups have finished, they will report back in plenary, agree on proposed indicators and write their final wording on the Activity Design Matrix.</li> </ul>				
Nutrition-Sensitive Agriculture Outcomes	Strategies	Practices	Interventions	Indicators
Outcome 1	Strategy 1.1	Practice 1.1	Intervention 1.1.1 Intervention 1.1.2	Outcome Indicator 1 Output 1.1
	Strategy 1.2	Practice 1.2	Intervention 1.2.1 Intervention 1.2.2	Output 1.2
Outcome 2	Strategy 2.1	Practice 2.1	Intervention 2.1.1 Intervention 2.1.2	Outcome Indicator 2 Outcome 2.1
	Strategy 2.2	Practice 2.2	Intervention 2.2.1 Intervention 2.2.2	Outcome 2.2

## Slide 50 Pulling It All Together: Completed Matrix!

- The exercises we have been working on are progressive and additive. Each exercise has allowed us to build our complete Activity Design Matrix.
- Together as a group now we'll review the completed matrix for your activity and ensure that we all understand and agree on the final outcomes, strategies, interventions, and indicators.

Nutrition-Sensitive Agriculture Outcomes	Strategies	Practices	Interventions	Indicators
Outcome 1	Strategy 1.1	Practice 1.1	Intervention 1.1.1 Intervention 1.1.2	Outcome Indicator 1 Output 1.1
	Strategy 1.2	Practice 1.2	Intervention 1.2.1 Intervention 1.2.2	Output 1.2
Outcome 2	Strategy 2.1	Practice 2.1	Intervention 2.1.1 Intervention 2.1.2	Output 2.1
	Strategy 2.2	Practice 2.2	Intervention 2.2.1 Intervention 2.2.2	Output 2.2



**Facilitator Note:** We recommend asking the team to discuss if they have any remaining concerns or questions because they will be leaving the workshop with the final matrix and the understanding that this is what will be incorporated into a new or revised work plan and PMP.

### End of Step 4



## Next Steps

**Estimated time:** 30 minutes

**Slides:** 51–53

**Materials and Handout:** Handout 12: Post-workshop Action Items

**Learning objective:** Participants will agree upon a series of steps required to incorporate the information contained in the Activity Design Matrix into their activity work plan, results frameworks and program monitoring plan (PMP), assigning clear roles, responsibilities and timelines.

### Slide 51 Next steps

- Before finishing this workshop, you need to discuss how your activity plans to integrate your new nutrition-sensitive agriculture outcomes, interventions, and indicators into your activity work plans and monitoring systems. To do this, you will likely need to map out the contents of the matrix you completed during this workshop along your activity results framework and include the strategies and interventions within your work plan, and interventions within your PMP.
- Additionally, you will need to manage any necessary approvals to activity adjustments by appropriate management staff within your organization, your USAID AOR/COR, and any other key stakeholders.
- It is also important to think through any other tasks that need to happen as a result of our work here. For example, do you need to contact local government officials or representatives at national ministries to update them on activities? Will you need to enlist the support of other partners or coordinate interventions with organizations not represented in this workshop? Are there new resources, tools, trainings that now need to be planned in order to proceed with the outlined interventions?

### Slide 52 Exercise: Outline Post-workshop Action items

- We need to ensure that our plans lead to action and implementation of the new nutrition-sensitive interventions. To do this, we will focus on creating a timeline and identify individuals responsible for the next steps. These exercises will take time and your group might choose to do them later, so we have included the exercise below to ensure that there is a solid plan with clear next steps, roles and a timeline for ensuring that all of the work from this workshop gets incorporated into the activity documents

# Exercise: Outline Post-workshop Action Items

Define Post-workshop Action Items													
<p><b>Goal:</b> Outline next steps for the team to ensure integration of new outcomes and indicators into activity work plan and monitoring systems</p>	<p><b>Duration:</b> 20 minutes <b>Materials:</b> Handout 12: Post-workshop Action Items, flipchart paper</p>												
<p>In plenary discuss how you plan to incorporate the work you did during this workshop into your results framework, work plan, performance management plan, and other activity documents. Additional follow up tasks should also be discussed and should include ideas about other stakeholders and partners to reach out to. Be sure to identify specific follow-up tasks and the name of a person (or small group) that will be responsible for carrying out each task. We also recommend committing to a timeframe for completing each task.</p> <p>This list will need to be tailored to the specifics of the activity/organization and relevant management and decision-making structures.</p> <p><b>Post-workshop Action Items</b></p> <table border="1"> <thead> <tr> <th>Task</th> <th>Individual Responsible</th> <th>Timeline</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>		Task	Individual Responsible	Timeline									
Task	Individual Responsible	Timeline											

**Slide 53 Thank You!**

- You did it! We have now completed the full *Designing Nutrition-Sensitive Agriculture Activities* workshop. Thank you for all the hard work.
- We hope you are excited to now take these plans forward and implement nutrition-sensitive agriculture. We hope you will also keep in mind the ways that you can share back with the growing community of practice for nutrition-sensitive programming and plan to document your successes, lessons learned, and evidence for what works!

## References

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- Feed the Future. 2014. Improving Nutrition Through Agriculture Technical Brief Series: Understanding the Women's Empowerment Pathway. [https://www.spring-nutrition.org/sites/default/files/publications/briefs/spring\\_womensempowerment\\_brief\\_4\\_0.pdf](https://www.spring-nutrition.org/sites/default/files/publications/briefs/spring_womensempowerment_brief_4_0.pdf)
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- International Food Policy Research Institute. 2016. *Global Nutrition Report 2016: From Promise to Impact: Ending Malnutrition by 2030*. Washington, DC: IFPRI.
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- USAID. 2016. Technical Guidance Brief: "Nutrition-sensitive agriculture: Nutrient-rich value chains." Washington, D.C.: United States Agency for International Development. <https://www.usaid.gov/what-we-do/global-health/nutrition/nutrition-sensitive-agriculture-nutrient-rich-value-chains>
- World Health Organization: "Stunting in a Nutshell." [http://www.who.int/nutrition/healthygrowthproj\\_stunted\\_videos/en/](http://www.who.int/nutrition/healthygrowthproj_stunted_videos/en/)

## Additional Resources

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- FANTA training: "NS program design: where do I start?" <https://agrilinks.org/training/nutrition-sensitive-agriculture>
- Food and Agriculture Organization of the UN (FAO). 2015. "Designing nutrition-sensitive agriculture investments: Checklist and guidance for programme formulation." <http://www.fao.org/3/a-i5107e.pdf>
- Food and Agriculture Organization of the UN (FAO). 2016. "Toolkit and E-Learning Module on Nutrition-Sensitive Agriculture and Food Systems: Guidance for Policy and Programme Planner." <http://nutritioncluster.net/wp-content/uploads/sites/4/2016/10/Nutrition-Sensitive-Toolkit-and-E-Learning-Module.pdf>
- Food and Agriculture Organization of the UN (FAO). 2013. "Synthesis of Guiding Principles on Agriculture Programming for Nutrition." [http://www.fao.org/fileadmin/user\\_upload/wa\\_workshop/docs/Synthesis\\_of\\_Ag-Nutr\\_Guidance\\_FAO\\_IssuePaper\\_Draft.pdf](http://www.fao.org/fileadmin/user_upload/wa_workshop/docs/Synthesis_of_Ag-Nutr_Guidance_FAO_IssuePaper_Draft.pdf)
- SPRING tool: "Agriculture and Nutrition Context Assessment Tool." <https://www.spring-nutrition.org/publications/series/context-assessment-linking-agriculture-and-nutrition>
- SPRING training: "Accelerating Behavior Change in Nutrition-Sensitive Agriculture." <https://www.spring-nutrition.org/publications/training-materials/accelerating-behavior-change-nutrition-sensitive-agriculture>
- SPRING "Nutrition-Sensitive Agriculture Training Resource Package." <https://www.spring-nutrition.org/publications/series/nutrition-sensitive-agriculture-training-resource-package>
- USAID E3 Trade Facilitation Monitoring, Evaluation, and Learning (MEL) Toolkit. <http://usaidprojectstarter.org/>
- USAID Monitoring, Evaluating, and Learning Toolkit Pathways. <http://usaidactivitystarter.org/content/monitoring-evaluating-and-learning-toolkit-pathways>
- USAID Multi-Sectoral Nutrition Strategy 2015-2025. <https://www.usaid.gov/nutrition-strategy>
- USAID Performance Monitoring and Evaluation TIPS: Selecting Performance Indicators. [http://pdf.usaid.gov/pdf\\_docs/Pnaw106.pdf](http://pdf.usaid.gov/pdf_docs/Pnaw106.pdf)
- USAID Technical Guidance Brief: "Nutrition-sensitive agriculture: Nutrient-rich value chains." <https://www.usaid.gov/what-we-do/global-health/nutrition/nutrition-sensitive-agriculture-nutrient-rich-value-chains>



# Annex 1. Draft Workshop Agenda

## Designing Effective Nutrition-Sensitive Agriculture Activities

### Workshop Dates

#### DAY 1

<b>8:30 a.m.–9:00 a.m. COFFEE AND REGISTRATION</b>	
9:00–9:30	<p>Welcome</p> <ul style="list-style-type: none"> <li>Welcome extended by the Facilitator or other appropriate person such as Activity COP <ul style="list-style-type: none"> <li>Brief summary of the intent of the workshop</li> </ul> </li> <li>Participants introduce themselves <ul style="list-style-type: none"> <li>Participants share their expectations for the workshop</li> <li>Facilitator may want to use a fun icebreaker, since participants may know each other</li> </ul> </li> </ul>
9:30–10:00	<p>Introduction to Workshop Objectives</p> <p>Learning objective: Participants will have an understanding of the workshop objectives and the six nutrition-sensitive outcomes that an agriculture activity may include.</p> <ul style="list-style-type: none"> <li>Walk through Day 1 Agenda</li> <li>Handout: <i>Six Activity Level Outcomes</i></li> </ul>
10:00–11:00	<p>Introduction and Background: Ensuring a Common Understanding of Nutrition-Sensitive Agriculture</p> <p>Learning objective: Participants will receive a review of key nutrition-sensitive agriculture concepts, discuss how their activity interfaces with the agriculture-to-nutrition pathways, and be introduced to the six nutrition-sensitive outcomes that an agriculture activity may strive to achieve</p>
<b>11:00–11:15 BREAK</b>	
11:15–12:30p.m.	<p>Introduction and Background: Ensuring a Common Understanding of Nutrition-Sensitive Agriculture (continued)</p>
<b>12:30–1:30 LUNCH</b>	
1:30–3:30	<p>Step 1: Prioritize Nutrition-sensitive Outcomes for Your Activity</p> <p>Learning objective: Participants will be able to determine which nutrition-sensitive agriculture outcomes are attainable in the context of their agricultural and economic growth activity, including a discussion about key nutrition challenges in their target area.</p> <ul style="list-style-type: none"> <li>Exercise: Describe Your Activity</li> <li>Exercise: Identify Nutrition-sensitive Agriculture outcomes</li> <li>Handout: MSNS Handout, Nutrition-Sensitive Agriculture Outcomes Handout, Activity Design Matrix; Handout with USAID definition of nutrient-rich foods</li> <li>Output: <i>Matrix 1 completed; Column 1 of Activity Design Matrix completed</i></li> </ul>
<b>3:30–3:45 BREAK</b>	
3:45–5:15	<p>Step 2: Prioritize Nutrition-Sensitive Agriculture Strategies</p> <p>Learning objective: Participants will discuss a range of strategies that the activity can feasibly pursue in order to meet its selected nutrition-sensitive agriculture outcomes. In selecting and prioritizing the strategies, workshop participants will discuss key assumptions and risks.</p> <ul style="list-style-type: none"> <li>Exercise: Identify ALREADY Nutrition-sensitive Agriculture Strategies</li> <li>Exercise: Identify Agriculture Strategies that can be ADAPTED to be Nutrition-Sensitive</li> <li>Exercise: ADDING Nutrition-sensitive Agriculture Strategies</li> <li>Handout: Activity Design Matrix (continued)</li> <li>Output: <i>Column 2 of Activity Design Matrix completed</i></li> </ul>
5:15–5:30	<p>Day 1 Closing</p> <ul style="list-style-type: none"> <li>Summary of what was accomplished and learned in Day 1</li> </ul>

## DAY 2

8:30 a.m.–9:00 a.m.	<b>COFFEE</b>
9:00 – 9:30	<p>Welcome and Sharing from Day 1</p> <ul style="list-style-type: none"> <li>• Welcome extended by the Facilitator <ul style="list-style-type: none"> <li>○ Walk through Day 2 agenda</li> </ul> </li> <li>• Participants share outputs from Day 1 <ul style="list-style-type: none"> <li>○ <i>Facilitator may want to use a gallery walk and/or a report back format for this</i></li> <li>○ <i>Note: If more than one activity is participating in the workshop, this session may take a little longer to complete.</i></li> </ul> </li> </ul>
9:30–11:00	<p><b>STEP 3: Develop Practices and Interventions</b></p> <p>Learning objective: Participants will consider a range of practices that their activity should promote in order to address the strategies prioritized in Step 2. Using these practices as a starting point, participants will then develop a list of interventions that the activity can program into its work plan for achieving each nutrition-sensitive agriculture strategy from Step 2.</p> <ul style="list-style-type: none"> <li>• Exercise: Develop Practices and Interventions</li> <li>• Handout: Activity Design Matrix (continued)</li> <li>• Output: Columns 3 and 4 of Activity Design Matrix completed</li> </ul>
11:00–11:15	<b>BREAK</b>
11:15–12:30p.m.	<b>STEP 3: Develop Practices and Interventions (continued)</b>
12:30–1:30	<b>LUNCH</b>
1:30–3:00	<p><b>STEP 4: Define Monitoring Indicators</b></p> <p>Learning objective: Participants will define outcome indicators in line with their outcomes and strategies and output indicators for the interventions developed in Step 3.</p> <ul style="list-style-type: none"> <li>• Exercise: Develop Practices and Interventions</li> <li>• Handout: Activity Design Matrix (continued)</li> <li>• Output: Activity Design Matrix fully completed</li> </ul>
3:30–3:45	<b>BREAK</b>
4:00–4:15	<p><b>STEP 4: Defining Monitoring Indicators (continued) -- Pulling it all together!</b></p> <p>Learning objective: During the final part of this step, participants will review the completed Activity Design Matrix, pulling together all four steps of this workshop.</p>
4:15–4:45	<p><b>Next Steps</b></p> <p>Learning objective: Participants will agree upon a series of steps required to incorporate the information contained in the Activity Design Matrix into their activity work plan, results frameworks and program monitoring plan (PMP), assigning clear roles, responsibilities and timelines.</p> <ul style="list-style-type: none"> <li>• Exercise: Develop Practices and Interventions</li> <li>• Handout: Post-workshop Action Items table</li> <li>• Output: Post-workshop Action Items table completed</li> </ul>
5:00–5:15	<b>Closing remarks</b>



## **SPRING**

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