Improving Nutrition Outcomes through Optimized Agriculture Investments

Capacity Development Strategy (DRAFT)

November 2016

Contents

ACRONYMS AND ABBREVIATIONS

ACGG	African Chicken Genetic Gains
ATONU	Agriculture to Nutrition
BCC	Behavior Change Communication
CBOs	Community Based Organizations
CD	Capacity Development
CIEE	Council on International Educational Exchange (CIEE)
CIPs	Country Implementing Partners
CSOs	Civil Society Organizations
CoPs	Communities of Practice
EIAR	Ethiopian Institute of Agricultural Research
FANRPAN	Food, Agriculture and Natural Resources Policy Analysis Network
HSPH	Harvard School of Public Health
IFAS	Institute of Food and Agricultural Sciences
ILRI	International Livestock Research Institute
NGOs	Non-Governmental Organizations
NSIs	Nutrition-Sensitive Interventions
OECD	Organization for Economic Cooperation and Development
PACK	Policy Advocacy, Communications and Knowledge Management
POCTA	Proof of Concept and Technical Assistance
RUFORUM	Regional Universities Forum for Capacity Building in Agriculture
TALIRI	Tanzania Livestock Research Institute
SUA	Sokoine University of Agriculture

1. INTRODUCTION

1.1 Outline of the Capacity Development Strategy Document

The Capacity Development Strategy articulates how FANRPAN will support the ATONU Project, implementing partners, and emerging Communities of Practice (CoPs) to strengthen their capacity to promote and deliver positive nutrition-sensitive outcomes. The strategy document covers the following: background to ATONU Project; description of ATONU pilot projects; a conceptual framework for capacity development; theory of change for ATONU capacity development; ATONU partner capacity development; liaison with other work packages; and work break down and timeframes.

1.2 Background to ATONU Project

The Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN) and partners are implementing the Agriculture to Nutrition (ATONU): Improving Nutrition Outcomes through Optimized Agriculture Investments Project in Ethiopia, Tanzania and Nigeria. ATONU is a six-year African initiative focusing on how agriculture can deliver positive nutrition outcomes to smallholder farm families through the implementation of robust, evidence-based nutrition-sensitive interventions.

ATONU provides technical assistance to integrate tailored nutrition-sensitive interventions into planned and ongoing agricultural investments through (i) generating tools and frameworks for diagnosing the opportunities to incorporate tailored nutrition-sensitive interventions (NSIs) into agriculture investments; (ii) offering technical assistance for designing, testing, and rigorously monitoring and evaluating the impact of the tailored NSIs; (iii) documenting best practices and evidence and adding to the agriculture-nutrition knowledge base; (iv) advocating for evidence-based decision making at all levels; and (v) strengthening African capacity and building a community of practice in agriculture-nutrition.

ATONU's specific focus is on women of child-bearing age and young children in the first 1,000 days of life from conception to the second birthday, where the high nutritional demands of pregnancy, development and early childhood must largely be met through own farm food production, women's empowerment, income and knowledge on the need to purchase nutrient-dense foods and consumption of a diversified diet.

ATONU will deliver positive nutrition outcomes through five pathways and four work packages. The various interventions at each segment of the agricultural value chain can be categorized into the five pathways:

(i) Food production for household consumption;

(ii) Income-oriented production for food, health and other non-food items;

(iii) Empowerment of women as agents who are instrumental to household food security and health outcomes;

(iv) Reduction in real food prices associated with increased agricultural production;

(v) Nutrition-Sensitive Agricultural Growth - the indirect relationship between increasing agricultural productivity and nutrition outcomes through the agriculture sector's contribution to national income and macro-economic growth.

The four work packages are the design, intervention, monitoring, evaluation and learning tools (DIMELT); implementation and measurement of the effectiveness and impact of context-specific tailored agricultural interventions, proof of concept and technical assistance (POCTA); policy advocacy, communications and knowledge management (PACK), and capacity development (CD) for participating individuals, consortium members and country implementation partners.

1.3   ATONU Pilot Projects

ATONU is working with the African Chicken Genetic Gains (ACGG) project that is being implemented by the International Livestock Research Institute (ILRI) and local country partners in Ethiopia and Tanzania. The ACGG project in the two countries constitutes the two pilots in which to integrate and assess the impact of selected NSIs. This will provide an answer and evidence on whether agriculture can deliver positive nutrition outcomes. In designing and implementing the NSIs, FANRPAN partnered with its consortium members, ILRI and two country implementing partners (CIPs), the Ethiopian Institute of Agricultural Research (EIAR) and the Tanzania Livestock Research Institute (TALIRI). The Harvard School of Public Health (HSPH) and its local Ethiopian partner, Addis Continental University of Public Health, are responsible for the design and conduct of impact evaluation for the NSIs in Ethiopia, while Sokoine University of Agriculture (SUA) is responsible for impact evaluation in Tanzania.

The ACGG project's aim is to improve the production and productivity of chickens by smallholder households by introducing improved and tropically adapted genotypes in four regions of Ethiopia and five zones of Tanzania. ATONU NSIs are being implemented in four regions in Ethiopia, namely Amhara, Oromia, Tigray and Southern Nations, Nationalities, and Peoples' Region (SNNPR); and three zones of Tanzania, comprising Eastern, Central and Southern Highlands. The ATONU project activities are being embedded within the ACGG project.

ATONU is testing three pathways to deliver improved nutrition to smallholder farming households: (i) agricultural production for own consumption, (ii) use of agriculture income to purchase other nutritious foods, and (iii) women empowerment to improve agency and nutrition. The results from the household level studies will be used to model national level responses and feed into engagements with decision-makers (government, private sector, and development investors).

A total of 40 villages from four regions and three zones in Ethiopia and Tanzania, respectively, will be randomly allocated to each of two intervention arms. These villages will receive either ACGG's intervention (chickens) alone or both chickens and ATONU's NSI package. The ATONU NSI package comprises three components which will be delivered to participating households:

(i)   Behavior change communication (BCC) on nutrition education and hygiene to increase consumption of eggs and chicken meat;
(ii) BCC for women empowerment and to influence income expenditure on other nutrient dense foods; and
(iii) Promotion of home gardens for improved dietary diversity.

A comparable group of villages has been randomly selected from the same sampling frame to serve as a control group, resulting in a three-arm research study. A total of 20 field assistants, supported by regional/zonal and national coordinators have now been recruited and trained to start implementation of the NSI package in each country.

This strategic plan seeks to support the development of the capacities of all role players in order to deliver on the ATONU objectives.

2.   CONCEPTUAL FRAMEWORK FOR CAPACITY DEVELOPMENT

Each year, aid and development partners spend more than $20 billion on products and activities designed to enhance the capacity of developing countries to make and carry out development plans, including in agriculture (World Bank, 2009)[1]. This level of commitment reflects the funders' belief that their aid missions will not succeed unless recipients improve their ability to use that assistance, as well as the other resources at their disposal. Limited institutional capacity to set feasible development goals and outcomes, to prioritize among them, and to revise plans and programs in response to results achieved, is a major constraint on the development process in many programs. The Paris Declaration on Aid Effectiveness[2], signed by more than 100 multilateral and bilateral donors and developing countries, states that the capacity to plan, manage, implement, and account for results is critical for achieving development objectives. The declaration urges developing countries to make capacity development a key goal of their national development strategies. Donors understand that capacity cannot be imported as a turnkey operation. Instead, it must be developed from within, with donors/partnerships and their experts acting as catalysts, facilitators, and brokers of knowledge and skills.

Despite widespread agreement on these general principles, the results of efforts to develop capacity have persistently fallen short of expectations (OECD 2005[3]; OECD 2006[4]; World Bank 2007[5]). The problem begins with a lack of consensus about the operational definition of capacity development and the results that can be expected from capacity development efforts. Most official definitions of capacity and capacity development are very broad. This lack of clarity makes it extremely difficult to evaluate the outcome of such work and to understand its impact (World Bank 2005).

Most critical reviews of capacity development practice note that many programs are poorly grounded in theory and lack consistent conceptual frameworks (Taylor and Clarke 2008[6]). Cordes et al. (2000)[7] suggest that non-profits face two broad decisions when attempting to succeed in their complex environments. They can institute either internal or external strategies. Although an organization can follow both approaches simultaneously, it is likely to place greater emphasis on one strategy relative to the other. Internal strategies comprise various management initiatives designed to produce greater organizational efficiency, effectiveness, and flexibility.

FANRPAN-ATONU supports capacity development from an internal capacity perspective (internal strategies) of the partnering institutions.

Finally, inattention to measuring the results of capacity development work, and the common failure to build monitoring capacity for tracking development outcomes and impact into project monitoring and evaluation systems, means that it has been challenging to compare results across programs and to identify good practices for replication. Insufficient evidence of what actually takes place in different contexts and little accountability for results of capacity development, mean that unproven

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[1] World Bank, (2009): The Capacity Development Results Framework - A strategic and results-oriented approach to learning for capacity development

[2] Paris Declaration on Aid Effectiveness – OEDC 2005: www.oecd.org/dac/effectiveness/34428351.pdf

[3] OECD 2005 (Organisation for Economic Co-operation and Development). 2005. Paris Declaration on Aid Effectiveness 2005. Paris. http://www.oecd.org/dataoecd/11/41/34428351.pdf

[4] OECD 2006. Survey on Monitoring the Paris Declaration - Overview of the results. Paris. http://www.oecd.org/document/20/0,3343,en_2649_33721_38521876_1_1_1_1,00.html

[5] World Bank 2007: 2007. Evaluation of World Bank Support for Client Training. Independent Evaluation Group. Washington, DC. http://www.worldbank.org/ieg/client_training

[6] Taylor, P., and Clarke, P. 2008. Capacity for a Change. Institute of Development Studies, University of Sussex, U.K. UNDP

[7] Cordes et al 2000: Building capacities in non-profit organisations, Urban Institute 2001. *Cited in Joan E. Pynes – 2014: Effective non-profit management*

assumptions and potentially inappropriate interventions persist (DFID 2006; World Bank 2006; World Bank 2007; Taylor and Clarke 2008). ATONU is committed to measuring the results of the capacity development strategy alongside all other facets of ATONU and has developed a rigorous mechanism to achieve this goal.

3.   CAPACITY NEEDS ASSESSMENT

The ATONU capacity development strategy is in response to an intermediate outcome that *partner project staff and consortium members' (CMs') capacity to design and incorporate NSIs to address major nutritional problems is enhanced.* In order to deliver this outcome, this strategy aims to identify and design outputs that will create the necessary capacities for various players. At a project level, the strategy seeks to **deliver** *strengthened capacity and willingness of project staff and CMs to design, implement and evaluate how agriculture projects deliver nutrition outcomes.* This section provides a summary of capacity needs identified at all levels of the ATONU.

3.1   Consortium Members

FANRPAN and Sokoine University of Agriculture (SUA) are the two Consortium Members being targeted for capacity development. FANRPAN-ATONU staff need to learn from similar projects how to effectively implement NSIs. For SUA, there is a need to develop capacity for staff to supervise field-related learning activities for research students. This includes developing field-based learning outcomes; developing assessments for field- and group-based learning; and award of credits for such field learning.

3.2   Country Implementing Partners

ATONU and ILRI are working with two country implementing partners (CIPs) in the two focal countries, Ethiopian Institute of Agricultural Research (EIAR) and Tanzania Livestock Research Institute (TALIRI). Following organisational capacity assessments in June 2016, the following scores indicate where most capacity gaps are located within the two country implementing partners, including among their individual employees (5 was the highest score):

Institution	Operational arrangements for NSIs					
	Administrative/ Operational efficiency/ capacity to implement ATONU tasks	Audits/ Financial systems and viability	Supportiveness of stakeholders	Sectoral expertise – BCC/ Women Empowerment/ Home Gardens	Program Development /Implementation /Data Collection/ Reporting	Gender Integration/Analytics and Programming
TALIRI (Tanzania)	2	4	2	2	3	1
EIAR (Ethiopia)	3	4	3	2	3	2

From the above cross section of assessment results, the following gaps were observed in both EIAR and TALIRI:

1. Gender expertise is weak in both partners and is limited to having more women participating in the project. Both institutions did not cover empowering women in nutrition-related decision making at household level.
2. Social behavior change communication (SBCC) was weak in both ACGG partners and was limited to technological transfer and increased chicken and egg production.
3. The extension officers working with TALIRI and EIAR do not have adequate agriculture-nutrition knowledge and will need to be trained.

> 4. Data collection, analysis and M&E towards positive nutrition outcomes are weak.

3.3 Communities of Practice

ATONU has already identified potential community of practice members. The aim is to establish a community of practice around thematic areas (e.g. agriculture-nutrition, monitoring and evaluation and country implementing partner staff), including an emerging cadre of university graduates in the region who have practical experience of integrating nutrition into agriculture projects and programs in the field.

Communities of practice are vulnerable because they lack the legitimacy—and the budgets/operational resources—of established departments or affiliates. To reach their full potential, CoPs, need to be integrated into the project goals and supported in specific ways. Secondly, one way to strengthen communities of practice is to provide them with a designated support coordinator. Such designated coordinator does not design nor prescribe the communities' activities or outcomes. Instead, they will work with internal community leaders to provide resources and coordination.

3.4 Work Packages

CD Work Package will identify capacity gaps that, if filled, would add value to the other ATONU work packages (WPs). To start with, there are capacity opportunities in working with PACK WP on media reporting for nutrition-sensitive initiatives. Whereas the PACK work package manages the functions of communications between ATONU, the internal publics and the outside world, gaps amongst media practitioners will be addressed through the CD work package. Similarly, the CD work package will assist the DIMELT work package to set up a monitoring and evaluation community of practice in each of the two countries.

3.5 Universities

ATONU is designed to enhance continued capacity development in the region through providing opportunities that help bring upcoming scholars in relevant thematic areas and communities that are at the centre of the agriculture-nutrition nexus as target groups for ATONU interventions. Two areas of capacity gaps have been identified:

a) matching student/researcher academic needs with project opportunities
b) identifying and matching experienced staff in the projects to mentor students under placements by assigning them relevant tasks and providing work related feedback.

Matching placements for upcoming academics at their various levels of qualifications will foster the development of understanding and mutual respect between communities and researchers by promoting the exchange of ideas and experiences.

For university staff, the key capacity gap identified is the lack of professional skills to supervise, assess and develop learning outcomes for credits for field-based research and in-service learning modules. Designing module rubrics, setting clear learning goals and providing support materials and assessment modalities that are consistent with other non-field academic modules has been a challenge.

4. CAPACITY DEVELOPMENT STRATEGY

4.1 Theory of Change

The ATONU CD theory of change is a direct response to the primary outcome: the need for improved diets for smallholder families, particularly women of child bearing age and children under 5 years in

project sites in target countries (Ethiopia and Tanzania) as shown in Figure 1. Three intermediate outcomes are envisaged in ATONU with respect to capacity development:

- Capacity to design and incorporate NSIs to address nutritional needs
- Institutional capacity of FANRPAN as the grant awarded institution
- Capacities of various stakeholders, including policymakers and agricultural leaders

These gaps have been identified in this strategy, and various activities in the above theory of change are outlined to achieve these outcomes. These include targeted training such as to media practitioners; field visits for 'look and learn' purposes for ATONU staff; and media and targeted advocacy messaging.
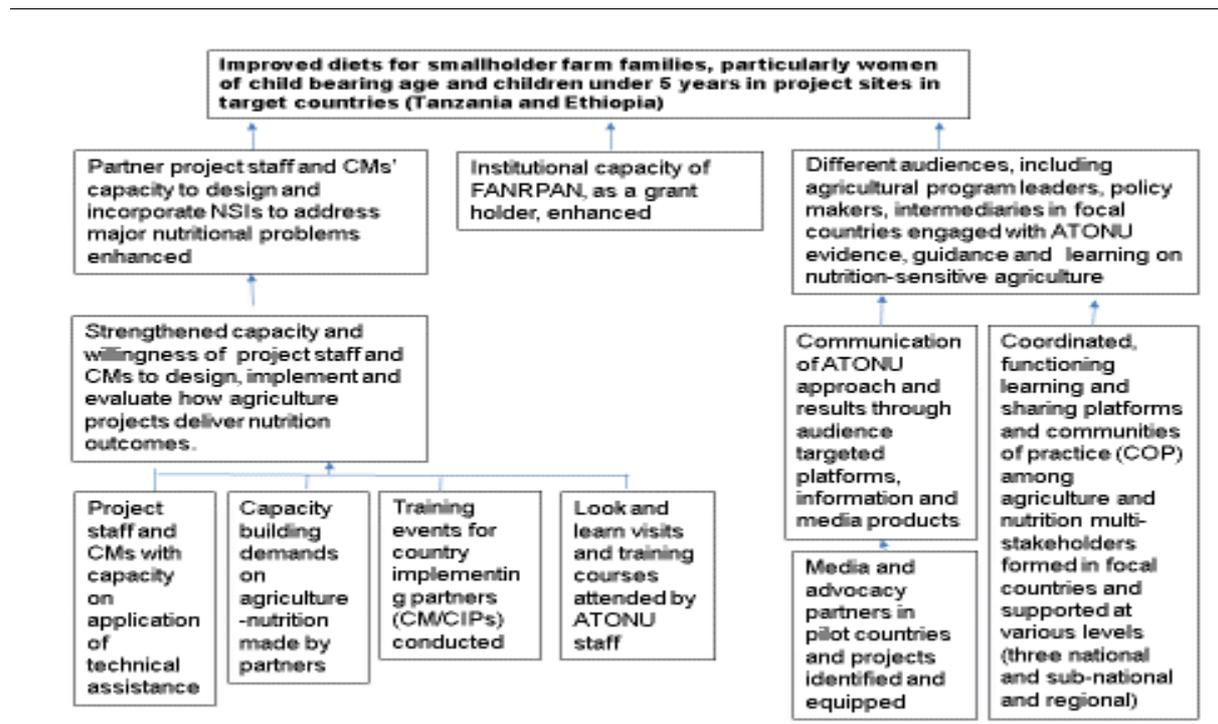

Figure 1. ATONU Theory of Change

The capacity development work package is responsible for strengthening the capacity of internal and external stakeholders of ATONU. This will be achieved through strengthening the capacity of ATONU, CM and CIP staff, policy makers, partners and intermediaries such as farmer organizations, government extension services, non-governmental organizations (NGOs)/community-based organizations (CBOs) and the private sector. Capacity development will happen at institutional and individual levels. Conceptually, the goal of this CD Strategy is twofold: i) to strengthen the delivery of NSIs within ATONU and ii) to contribute to institutionalizing CD within the implementing partners and stakeholders. This will be achieved by understanding and responding to capacity needs in the various organizations and harmonizing the CD interventions of the program under one strategy that utilises a common and systematic approach that reflects international best practices.

4.2   Addressing Capacity Gaps

4.2.1   ATONU and consortium members staff

The main gap to be addressed in ATONU and CM staff is one of learning how to implement and evaluate NSIs from similar projects. Two field-based 'look and learn' events are planned until October 2017. One such visit, to the Realigning Agriculture to Improve Nutrition (RAIN) project in Zambia, has

already taken place. Learning outcomes and modalities for feedback to the larger ATONU staff will be arranged prior to the visits. For SUA, there is a need to develop skills for university staff engaged in supervising the MSc students placed in CIPs projects. This capacity building will involve developing learning outcomes for students; guidance rubrics to maximise field learning experiences, assessments and student feedback to the CIPs on what they are learning.

4.2.2   Country implementing partners

ATONU will seek to build the capacity of CIP field assistants, regional/zonal and national coordinators in the pilot and post-pilot projects. The specific training will follow identified staff capacity needs, for example, training in gender, nutrition, food safety and hygiene, in line with the selected NSIs.

Examples of the types of trainings targeted at field assistants who will deliver NSIs to smallholder farming households include the following:

Social Behaviour Change Communication
- Train field assistants on nutrition and hygiene for improved dietary diversity

Gender and women empowerment
- Gender-based budgeting and financial planning at household level, financial literacy and sensitization of men to maternal and child nutrition
- Collection of workload data during financial planning and budgeting training

Vegetable production for dietary diversity
- Train field staff on vegetable production
- Train field staff on vegetable processing, preservation, hygiene, safety and storage practices

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ATONU has already sourced gender and SBCC experts in the two pilot countries, training materials and has started to train ATONU-CIP field staff on the NSIs and how to deliver them. The same approach will be used for post pilot projects in the three focal countries.

4.2.3   Media practitioners

Partnering with the media offers an opportunity for ATONU and CIPs to advance one of their core functions — disseminating information for behavior change. However, this might be a challenge as there is a recognised need for media workers to develop skills and a greater appreciation of efforts in agriculture-nutrition links. Journalists and other media professionals will need specified professional training to address this gap. Conversely, ATONU and CIPs will require similar training to assist them to become more aware of the operations of the media industry, how information is collected and reported, what is considered to be priority news, and how nutrition issues are reported.

This strategy proposes that ATONU pursues the following:

- Link round-table media capacity training to at least two major agriculture and nutrition events such as internationally marked days to fight malnutrition - to increase the level of reporting on nutrition-sensitive initiatives in agriculture within local media.
- Identify opportunities for capacity building in media production skills for reporting on nutrition for selected print and electronic media practitioners. There is a need for basic training in communication skills such as writing press releases for newspapers and radio, interviewing skills, publication and video production skills, and using ICT for nutrition initiatives.
- Develop strategies to train media practitioners on media convergence and cost-effective ICT solutions that will increase intensity and diversity of media coverage of nutrition activities.

- Broaden media partner capacities to format content for nutrition that would include:

  - radio talk shows, using local celebrities and/or champions;
  - local news on TV and in newspapers;
  - partnerships with other relevant sectors such as health, education, rural development, to co- sponsor media programs;
  - DVDs on agricultural practices;
  - mobile phones and telecentres;
  - establish a help desk to improve extension services;
  - high frequency radio for outer islands; and
  - the Internet and email groups; and Communities of Practice

4.2.4   Policy makers

ATONU will develop the capacity of policy makers, practitioners and intermediaries in Ethiopia and Tanzania to access, appraise and use rigorous data and research evidence in agriculture-nutrition policy processes. The capacity of intermediate beneficiaries, including stakeholders such as farmer organizations, media, NGOs/CSOs, private sector and practitioners/researchers, will be strengthened to bridge the gap between research, policy and practice by synthesizing and communicating rigorous data and research evidence. Additionally, to ensure sustainability, ATONU will help policy makers find, appraise and use rigorous data and research evidence in their decision making to support integrated policy processes, investment decisions and programming. Capacity will be strengthened in each focal country on the use of the media (websites, video, social media, print, TV and radio) to share the information generated through ATONU activities and raise awareness of the links between agriculture and nutrition among agriculture and health practitioners and decision makers.

4.2.5   Communities of practice

A Community of Practice is a group of people who share a concern or a passion for something they do, and learn how to do it better as they interact regularly. This definition reflects the fundamentally social nature of human learning[8]. Lave and Wenger (2011) first used the term communities of practice to describe learning through practice. They later extended the thoughts to include legitimation and participation together to define the characteristics of belonging to a community of practice.

ATONU has undertaken various activities towards building Communities of Practice in both Ethiopia and Tanzania. It has undertaken a scoping of practitioners through a systematic literature review. This process has already yielded an outsourced service provider database.

The next phase is to bring together the various stakeholders who will include the experts in the various ATONU disciplines, institutions, government and ATONU field staff in both Ethiopia and Tanzania.

4.2.6   Engaging universities

ATONU is designed to enhance continued capacity development in the region through providing opportunities that help bring upcoming scholars in relevant thematic areas, and communities that are at the centre of the agriculture-nutrition nexus as target groups for agriculture-nutrition interventions. Work placements for upcoming academics at their various levels of qualifications will foster the development of understanding and mutual respect between communities and researchers by promoting the exchange of ideas and experiences. ATONU will do this by:

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[8] Wenger, T. 2011: What is a Community of Practice? Tayner ,2011

1. Offering comprehensive work opportunities and services of university students that are suitable to universities and CIPs. This will ensure the students are present at the CIPs during the most beneficial times through coordination of placements to suit both.
2. Motivating the greatest resources and the most experienced, passionate staff in the field. CIP staff with experience will be the mentors of the student placements and will assign them valuable tasks and assess their progress.

ATONU'S overall strategy for working with universities is to work with undergraduates in community-based placements and Masters/Doctoral students in research, policy and analytical placements in the various CIPs. The strategy to engage university students will be guided by the following five best practices for work-based experiential programs:

- Start with ensuring the learning objectives and the site itself are closely integrated. Make sure all short-term programs are connected to an academic course and are at least as rigorous.

- Make certain CIP staff are competent and have enough content to ensure students make connections and have authentic learning experiences.

- Ensure integration with the local community. Students tend to learn best in programs where there is some sort of service or experiential learning project that puts them in contact with the host community.

- Bring in staff from the host CIP as facilitators. They provide perspectives that the students' regular professors cannot provide.

- Require ongoing reflection for both individual students and the group as a whole. Students should keep structured journals of their study abroad experience, using guided reflection practices to help them process and understand their experiences. The group should regularly engage in structured discussions.

The ATONU CD Work Package will facilitate these processes, with the CIPs hosting students that will ensure the above.

Key sources of students for placements

There are several universities that provide agricultural and nutrition education, which include both crop and livestock sciences. However, few are offering nutrition-related courses, and nutrition tends to be part of Food Sciences in most universities. ATONU will work with the following universities to identify potential candidates for placement:

Ethiopia

- University of Addis Ababa – Food Science and Nutrition Programme (BSc, MSc and PhD)
- Hawassa University – Food Science and Post-Harvest Technology (Diploma, BSc, MSc and PhD
- Haramaya University – Food Science and Post-Harvest (BSc)

Tanzania

- Sokoine University of Agriculture (SUA) was involved with ATONU from the onset as a consortium member. The university provides degree programs in crop, animal science, food and food technology, agricultural economics and agri-business, among others. Students will be sourced from all relevant departments.

- University of Dar-es-Salaam – College of Agriculture and Fisheries. Training in the College puts emphasis in the areas of postharvest technologies, processing, value addition, biotechnology, nanotechnology and innovations in aqua-technologies.

  The University has programs in both undergraduate and graduate levels which would make it easy to place various kinds of students, depending on levels of technical and scientific complexities.

Other Student Placement Strategies

ATONU will undertake an assessment of the overall opportunities available for students in a wide range of studies within the projects in Ethiopia and Tanzania. These opportunities may be in undergraduate and or Masters' degree levels – and in a multidisciplinary perspective. For example, gender and anthropological sociological studies in nutrition could be areas that some students may be interested in. In this regard, once all the opportunities are mapped, ATONU will approach Regional Universities Forum for Capacity Building in Agriculture (RUFORUM), Institute for Food and Agricultural Sciences (IFAS) and Council on International Educational Exchange (CIEE) – organizations that work with student scholarships and placements in Africa - to support more students with resources. This assessment will be completed by February 2017.

5. DELIVERING THE STRATEGY

5.1 Workplan and Timelines

Capacity area	Activity	Timeframe	Deliverable	Responsible
ATONU and CM Staff	Facilitate exchange visit for ATONU staff to Bamako, Mali to visit a similar project	March to June 2017	Field report on the look and learn	CD WP Manager with input from POCTA
Country Implementing Partners	SBCC training for ATONU country coordinators, regional coordinators, field assistants and government extension workers	October to December 2016	Training manual Trained ATONU staff Trained government extension officers	CD WP Manager in consultation with POCTA
	Gender training for ATONU country coordinators, regional coordinators, field assistants and government extension workers	October to November 2016	Training manuals Trained ATONU staff Trained government extension officers	CD WP Manager in consultation with POCTA
	Assess CIP supervision capacity, bridge gaps if any and place students with CIPs	February 2017		CD CIPs Universities
Media Practitioners	Media Training on understanding and reporting NSIs	April 2017	Training report	CD WP Manager in consultation

	Project staff training on what makes a good story or case for media	April 2017	Training report	CD WP Manager with input from PACK and POCTA
				with PACK and POCTA
Policy Makers	Finalise database and contact stakeholders	January 2017	Lists of experts/ Policy makers by thematic areas included in CoPs	CD WP Manager
	Review country policy documents inthe area of food, agriculture and nutrition to assess their coherence to deliver positive nutrition outcomes	March 2017	Country Policy Summary Report	CD WP Manager
Communities of Practice	Facilitate Quarterly CoP meetings and sharing	March 2017	Quarterly meeting Reports	CD WP Manager as Lead, with POCTA
	Validate the country Policy Review Report	June 2017	Validation Workshop Report	CD WP Manager as lead and POCTA
Universities	Engage with universities and facilitate signing of MOUs with universities and CIPs	February 2017	Signed MoUs Number of students placed - 8 students (4 each in Ethiopia and Tanzania)	CD WP Manager leading CIPs/Universities
	Field Research teaching/supervision and Assessment course for University Staff	February 2017	Training Report	CD WP Manager
	Compile a list of opportunities for students available through the pilot projects	February 2017	Placement Opportunities Report	CD WP Manager
	Engage other institutions to support more students	February 2017	Letters of agreement No of students supported for placement	CD WP Manager

6.2   Tracking Performance

Outcome	Indicator(s)	Means of Verification	Target by Oct 2019
Strengthened capacity and willingness of project staff and CMs to design, implement and evaluate how agriculture projects	Number of project staff and CMs with capacity on application of technical assistance.	No of staff trained Field Staff Training Report	48 CIPs staff engaged and trained
	Number of capacity building demands on	Monthly Capacity Development WP Reports	Estimating an average of 4 capacity building

deliver nutrition outcomes.	agriculture-nutrition made by partners		demand per partner projects
	Number of staff trained on practices and approaches that generate nutritional outcomes/evidence via capacity strengthening initiatives	Training report	50 CIPs staff engaged and trained
	Number of field visits to identified partner projects undertaken	Field Visit Back to office Report	3 Field learning visits
Enhanced willingness of project staff to integrate nutrition interventions	Number of training events for country implementing partners (CIPs) conducted	Training report	19 Training events for each NSI and other identified needs.
Agriculture-nutrition community of practice established	Number of active agriculture-nutrition community of practice members	Meeting minutes for CoPs	5 CoP Groups established
Media and advocacy partners in pilot countries and projects identified and equipped	Number of (media and advocacy) partners in pilot countries and projects identified and equipped	Training report for media partners	30 media and advocacy partners identified and equipped by 2019
Engaging Universities	Number of researchers placed in pilot projects	Research placements progress report	8 field placements