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# IGNITE Learning Agenda

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## Table of contents

<b>Introduction</b>	1
<b>Conceptual framework</b>	1
How IGNITE defines learning	1
Core principles	1
Learning Objectives	2
Learning Objective 1 (LO1): Organizational Learning	2
Learning Objective 2 (LO2): Household-level Learning	3
COVID-19 and emerging priorities	4
<b>Structure of the learning agenda</b>	4
<b>LO1: Organizational learning</b>	5
Link to the Theory of Change	5
Key organizational learning questions	6
Summary of organizational learning activities	7
Detailed description of organizational learning activities and outputs	7
Activity 1: Client diagnostic and meta-diagnostic	8
Diagnostics	8
Meta-diagnostics	9
Activity 2: Internal monthly learning discussions	9
Activity 3: Monthly Activity Tracking Survey	10
Activity 4: Client feedback survey process	10
Activity 5: In-depth case studies	11
Client-focused Case Studies (6 total)	12
IGNITE Process and Tools Case Studies (4 total)	12
Activity 6: Institutional gender and nutrition surveys	12
Activity 7: Service effectiveness surveys	13
<b>LO2: Household-level learning</b>	14
Thematic focus and link to the Theory of Change	14
Key household-level learning questions	15
Summary of household-level learning activities	16
Detailed description of household learning activities and outputs	16
Activity 8: Process evaluation from policy to household	16
Activity 9: Decision-focused research, using mixed-method approaches	17
Activity 10: Farmer Insight Surveys	18
Annex 1: Theory of Change	21
Annex 2: Activity 2, proposed meeting schedule for 2020	22
Annex 3: IGNITE Minimum Standards for Gender and Nutrition Mainstreaming in Agriculture	23
Annex 4: Decision-focused Research Detailed Process (Activity 9)	24
Annex 5: Case Studies — Details on Proposed Topics	25

## Introduction

This learning agenda details how Tanager, 60 Decibels, and Laterite will collaborate to achieve the core learning objectives on the Impacting Gender & Nutrition through Innovative Technical Exchange in Agriculture (IGNITE) mechanism. It outlines how IGNITE defines learning, core learning principles, and learning objectives. It also provides a conceptual framework for how IGNITE will achieve its learning objectives through learning questions, activities, and outputs. Finally, it will help partners collaborate effectively with clients, identify knowledge gaps, prove or disprove assumptions in the Theory of Change, and serve as a guide for all learning.

## Conceptual framework

### How IGNITE defines learning

IGNITE aims to establish a process of continuous learning, involving the consortium partners (Tanager, 60 Decibels, and Laterite), the Bill & Melinda Gates Foundation, client institutions, and farming households in targeted locations. The goal of this continuous learning process is:

- (i) **to strengthen the IGNITE model over time** by making incremental improvements to the technical assistance that IGNITE provides to its clients;
- (ii) **to generate insights at the organizational-level** on how agricultural institutions can mainstream gender and nutrition-sensitive approaches; and
- (iii) **to generate insights at the household-level** on gender and nutrition-sensitive agriculture activities that will enable clients, as well actors in the agricultural development community more broadly, to improve their programming.

IGNITE distinguishes between three levels of learning that must take place:

- **Single loop learning, which asks, “how can IGNITE do this better?”** This loop applies when feedback or evidence leads to an improvement in a process or service.
- **Double loop learning, which asks, “why is IGNITE doing this?”** The double loop applies when feedback or evidence challenges the IGNITE framework and leads to changes to the approach of the IGNITE program.
- **Triple loop learning, which asks, “why did IGNITE not think of this before?”** The triple loop applies when the IGNITE partners learn about how IGNITE itself learns and what barriers are preventing that learning from taking place.

### Core principles

IGNITE’s learning agenda is built on the following principles:

- **Inclusive and collaborative.** The development of the learning agenda has been a collaborative and inclusive process. This process ensured that the partners have a shared understanding of goals, activities, and the assumptions under which IGNITE operates. The application of the learning agenda should be similarly inclusive and collaborative, considering different perspectives and ensuring that IGNITE’s learning and research incorporates the views of diverse stakeholders.
- **Client-focused.** One of IGNITE’s main goals is to ensure that IGNITE can improve its technical assistance to clients. Likewise, IGNITE wants to generate evidence on gender and nutrition in agriculture that is useful for clients and related to the work they do.
- **Open and thoughtful.** The IGNITE partners believe that learning starts as a mindset based on trust, critical reflection, collaboration, and teamwork. Internally, and with clients, IGNITE must aim to build trusting relationships that create the space for critical reflection

and learning. This means seeking constant feedback, questioning assumptions, sharing ideas and information, experimenting with different options, and accepting failure as an important part of the learning process. This feedback should come from internal and external sources and IGNITE should encourage the feedback through inclusive methods. The IGNITE partners will work to make this mindset the shared “culture” of the program.

- **Actionable.** IGNITE will prioritize research opportunities that will lead to actionable insights for clients, within the timeframe of this engagement.
- **Relevant.** IGNITE recognizes that the learning generated by this agenda should be broadly applicable for agricultural institutions and those who provide them with technical assistance. This learning is important to donors, NGOs, local service providers (LSPs), and others working to effectively integrate gender and nutrition into agricultural programming. IGNITE has designed this learning agenda with a long-term goal of sharing knowledge broadly so that other institutions might learn from — and build on — IGNITE’s insights.
- **Streamlined.** IGNITE recognizes that the domain it operates in — gender and nutrition in agriculture — is vast and that IGNITE cannot research all aspects of clients’ work with the available resources and time. Therefore, IGNITE will narrow the focus of learning efforts to ensure that it can build a streamlined and realistic body of research and lessons learned by the end of this engagement.
- **Flexible and adaptive.** The learning agenda will always be adaptive. IGNITE needs flexibility to ensure that the research is timely, pertinent, and responsive to the needs of the IGNITE team and clients. This is especially important in the current COVID-19 context.

## Learning Objectives

### Learning Objective 1 (LO1): Organizational Learning

Organizational learning focuses on improving IGNITE’s technical assistance to agricultural institutions so that these institutions can improve. It will involve learning about how clients perceive and experience IGNITE’s services. It will also identify how both IGNITE and IGNITE’s clients can improve. IGNITE’s organizational learning objectives will include:

- **Gaining a better understanding of key leverage points.** IGNITE will generate insights on how to better influence or motivate clients in Burkina Faso, Ethiopia, Nigeria, and Tanzania to integrate gender and nutrition-sensitive agriculture into their activities and their way of doing business.
- **Identifying effective technical assistance approaches.** IGNITE will identify technical assistance approaches that are effective in building the capacity of institutions to promote gender and nutrition-sensitive agriculture programming.<sup>1</sup>

While IGNITE will primarily apply organizational learning within the scope of its own work, IGNITE will also share organizational learning more broadly with the agricultural development community and LSPs.

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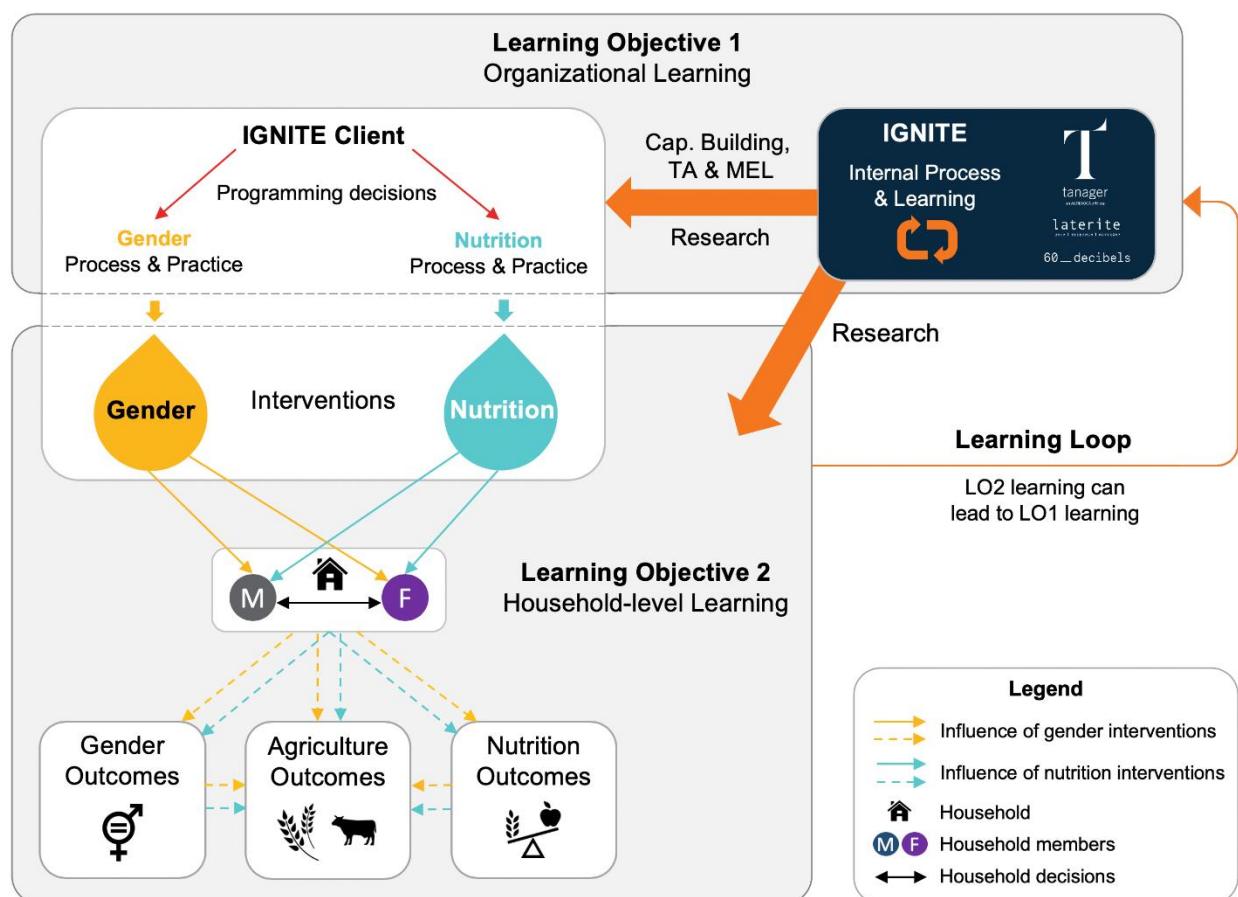
<sup>1</sup> When IGNITE uses the term gender and nutrition-sensitive agriculture programming, this refers to two types of programming simultaneously. First, it means specific projects or programs that are geared towards gender and nutrition-sensitive agriculture. It can also mean more general agricultural programming that is not necessarily specifically about gender or nutrition-sensitive agriculture but is integrating gender and nutrition-sensitive agriculture activities within the scope of the broader program.

## Learning Objective 2 (LO2): Household-level Learning

LO2 will generate new evidence on gender and nutrition outcomes at the household level to support clients in improving their interventions in agricultural programming. Household-level learning will involve quantitative and qualitative data collection, targeting households with whom IGNITE clients work. The core objectives of IGNITE's household-level learning will be:

- **Supporting clients to improve their gender and nutrition-sensitive agriculture interventions.** IGNITE will work with clients to identify household-level research activities that can inform decision-making or fill critical knowledge gaps in clients' gender and nutrition-sensitive agriculture activities;
- **Generating evidence on effective gender and nutrition-sensitive agriculture interventions.** In new or existing client activities, IGNITE will study gender and nutrition-related outcomes of interest and where possible, how they relate to agricultural outcomes of interest; and
- **Documenting if and how institutional-level policies and approaches reach community members.** IGNITE will work with select clients to document how policies and approaches are institutionalized at their organization, the factors that influence if the policies are adopted, and the impact those policies have at different levels of the organization, down to the community and household level.

Figure 1: Learning Objectives in IGNITE



Under LO2, IGNITE will prioritize research in which: (i) client programming includes both gender and nutrition-sensitive agriculture activities; (ii) gender, nutrition, and agriculture outcomes can be linked;<sup>2</sup> and (iii) activities target behavioral changes that in turn would increase women's decision-making power<sup>3</sup> and promote equitable and diverse food consumption at the individual level.<sup>4</sup>

Figure 1 illustrates the interrelated nature of IGNITE's two learning objectives and highlights the importance of a client-focused approach. It depicts the learning objectives in relation to an IGNITE client, their interventions, and agricultural households, covering the entire scope of the project, from IGNITE internal operations to household-level gender, nutrition, and agriculture outcomes.

## COVID-19 and emerging priorities

Both client priorities and the context that IGNITE works in have changed due to the COVID-19 pandemic and associated economic crisis. As global trade and economic growth slows, sub-Saharan Africa faces increased food and nutrition insecurity.<sup>5</sup> Research shows that economic stress and lockdowns lead to an increase in gender-based violence, which can touch any household.<sup>6</sup> Furthermore, an inclusive perspective can ensure that agriculture programs are providing equitable services to women, youth, people with disabilities, and groups that are more vulnerable to disasters and crises. IGNITE hopes to support organizations re-adjust to the priorities of the moment, insofar as gender and nutrition in agriculture are concerned.

Many of IGNITE's clients are just starting to understand how COVID-19 will affect the work they do, and it is likely that COVID-19 will continue to affect IGNITE's work for years three and four of the project. To account for this, IGNITE may include COVID-19 relevant research questions in cases where it fits client priorities.

## Structure of the learning agenda

This learning agenda is structured around the two learning objectives. Each learning objective contains four major elements:

1. **Link to Theory of Change**, which identifies what IGNITE does, what it wants to achieve, anticipated pathways of change, and underlying assumptions (See Annex 1 for IGNITE's Theory of Change).
2. **Key learning questions**, which address knowledge gaps that can hinder design and implementation decisions, improve upon best practices, and consider impacts of interventions.

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<sup>2</sup> IGNITE separates activities and outcomes, as it is possible to evaluate the nutrition, gender, and agriculture outcomes of an activity that is only a nutrition-sensitive agriculture activity or a gender in agriculture activity. Similarly, nutrition and gender activities can be completed with an aim to impact either nutrition, gender, or agriculture outcomes alone. For this reason, IGNITE focuses on research that can link agriculture, gender, and nutrition outcomes or research that examines programming that includes both gender and nutrition-sensitive agriculture activities.

<sup>3</sup> IGNITE focuses on decision-making power on productive decisions, ownership of assets, access to and decisions on credit, and control over use of income, which are the decision-making indicators in the Abbreviated Women's Empowerment in Agriculture Index (A-WEAI).

<sup>4</sup> When this document references diverse consumption of food, it means assessing dietary diversity at the individual level. Individual dietary diversity (rather than scores calculated at the household-level) are better at assessing the consumption of the most nutritionally vulnerable and understanding the intra-household allocation of food

<sup>5</sup> World Food Programme — 2020 Global Report on Food Crises: <https://www.wfp.org/publications/2020-global-report-food-crises>

<sup>6</sup> United Nations: <https://news.un.org/en/story/2020/04/1061052>

3. **A summary of learning activities and outputs** that evaluates the learning questions, facilitate changes based on the outcomes of the activities, and capture learning from IGNITE’s work.
4. **A detailed description of learning activities and outputs** that outlines a detailed description of and process for each learning activity.

## LO1: Organizational learning

Organizational learning will take place at an organizational level — either internally within IGNITE, or externally with clients. This learning will help IGNITE improve its services and contribute to lessons on how organizations mainstream gender and nutrition. This section explains how learning questions link to the Theory of Change and outlines key learning questions and learning activities (see Figure 1).

Figure 1: Learning Objective 1: Link between ToC, learning questions, and learning activities

Learning Objective	Link to Theory of Change (ToC) Activities	Learning Questions	Learning Activities
<b>LO1: Organizational Learning</b>	<ul style="list-style-type: none"> <li>Design policies, strategies, and tools to support clients to integrate and institutionalize gender and nutrition</li> <li>Deliver training and sensitization</li> <li>Design and roll-out of monitoring systems, tools and supporting analysis</li> </ul>	<b>LO1.Q1:</b> Which activities or sequenced mix of activities are the most effective at encouraging clients to adopt and comply with gender and nutrition sensitive agriculture policies and approaches at the institutional level?	1. Client diagnostic & meta-diagnostic 2. Internal monthly learning discussions 3. Monthly activity tracking surveys
		<b>LO1.Q2:</b> What are the underlying parameters that affect gender and nutrition mainstreaming, and what kinds of technical assistance are best suited to different institutional environments?	4. Client feedback surveys 5. In-depth case studies
		<b>LO1.Q3:</b> When is providing integrated technical assistance on gender and nutrition most effective, and when should these technical areas be addressed separately?	6. Institutional gender & nutrition surveys 7. Service effectiveness surveys

### Link to the Theory of Change

Organizational learning focuses on the section of the Theory of Change on IGNITE’s direct technical assistance to clients (see Annex 4 for the current IGNITE list of services). IGNITE works with clients to co-create, review, and execute three sets of activities:

1. **Supporting clients to design policies and approaches to guide institutional gender and nutrition work, plans and strategies to support adherence to policies, and tools and guidance for the implementation of gender and nutrition activities.** This will ensure that institutional and programmatic decision making reflects gender and nutrition approaches and that pertinent institutional structures are in place to support gender and nutrition-sensitive agriculture.
2. **Delivering training and sensitization** to strengthen institutional and leadership buy-in for gender and nutrition-sensitive agriculture programs and strengthen staff capacities to integrate gender and nutrition into existing or new interventions.
3. **Designing and rolling out monitoring systems, tools, and supporting analysis** to increase internal access to gender and nutrition data and to ensure that clients use this data in decision-making.

IGNITE expects the combination of these activities to lead to greater mainstreaming at the institution level and integration of gender and nutrition at the project level, with the expectation

that institutions will have the skills, knowledge, and resources needed to design, implement, and evaluate gender and nutrition-sensitive agriculture activities.<sup>7</sup>

## Key organizational learning questions

- **LO1.Q1. Improving the effectiveness<sup>8</sup> of IGNITE's technical assistance:** Which activities or sequenced mix of activities are the most effective at encouraging clients to adopt and comply with gender and nutrition-sensitive agriculture policies and approaches at the institutional level?

One of the aims of IGNITE is to ensure that clients institutionalize the policies and approaches that they co-develop with IGNITE.<sup>9</sup> IGNITE will work to learn from and improve its activities throughout implementation.

- **LO1.Q2. Underlying parameters and environment:** What are the underlying parameters that affect gender and nutrition mainstreaming, and what kinds of technical assistance are best suited to different institutional environments?

IGNITE anticipates that the most effective solutions will differ by client, so understanding the underlying parameters that drive institutionalization is key. IGNITE works with different types of agricultural institutions (e.g., NGOs, government entities, private sector institutions), in different contexts, with different missions and capabilities (e.g., extension services, market inclusion, policy work, agricultural technology, etc.). What are the various factors IGNITE needs to think about — including structural, knowledge-related, awareness-related, cultural, or behavioral — in deciding how to best tailor its technical assistance to different types of organizations? What is common across institutions?

- **LO1.Q3. Gender and nutrition combined:** When is providing integrated technical assistance on gender and nutrition most effective, and when should these technical areas be addressed separately?

IGNITE was designed on the premise that when agricultural activities work at the nexus of both gender and nutrition, the impact can be greater than the sum of the parts. To date, IGNITE has found that pursuing gender and nutrition objectives simultaneously can be difficult because of the nature of the work clients do, their priorities, their resources, or other capabilities at a given point in time. Furthermore, some clients are not open to receiving support that truly combines and integrates content from both gender and nutrition. Therefore, IGNITE wants to learn more about when it should aim to deliver both gender and nutrition-sensitive agriculture technical assistance to clients in an integrated way, when it is best to deliver them concurrently but not in an integrated way (so that the activities run parallel to each other). IGNITE will also examine when it is best to address these issues separately or in a staggered approach, what specific activities works with each approach, and what sequencing of these activities works best.

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<sup>7</sup> Throughout the document, mainstreaming refers to institutionalizing gender or nutrition at the organizational level, while integration refers to incorporating gender and nutrition at the programmatic or activity level.

<sup>8</sup> In this context, effectiveness means having the intended outcome of mainstreaming gender and nutrition-sensitive agriculture approaches at the target institutions.

<sup>9</sup> By institutionalized, IGNITE means gender policies, nutrition approaches, and the systems that support the adherence of those policies and approaches, are established as a norm and a part of the culture within an organization.



These learning questions will inform which organizational learning activities IGNITE undertakes and will help us determine the focus of these activities.

## Summary of organizational learning activities

IGNITE will conduct the following organizational learning activities:

1. **Client diagnostics** (prior to the start of medium- to long-term client engagements) and **meta-diagnostics** aimed at learning more about the needs, capabilities, and perceptions of clients on the institutionalization of gender and nutrition-sensitive agriculture approaches. Meta-diagnostics will summarize insights across client diagnostics.
2. **Internal monthly learning discussions** to reflect on emerging issues and identify learnings on specific clients and processes during a focused discussion.
3. **Monthly activity tracking surveys** to track the services IGNITE provides to clients and group clients based on how IGNITE's engagement progresses (e.g., what services are provided, how long activities take to complete, what activities follow each other or overlap with each other, remote and in-person activities).
4. **Client feedback surveys and follow-up discussions** to critically review the effectiveness of the technical assistance provided. This will include both rapid feedback surveys focusing on client satisfaction, and an annual client feedback survey focusing on changes at the institutional level.
5. **In depth case-studies (10 in total)** building off semi-structured interviews with staff in client institutions to delve into how clients experience technical assistance, how IGNITE activities lead to change at the institutional level, what lessons IGNITE has learned internally, and how institutionalizing gender and nutrition looks different for different types of clients.
6. **Institutional gender and nutrition surveys** to support organizational learning at the client level. The aim of these surveys is to support client objectives related to the institutionalization of gender and nutrition.
7. **Service offering effectiveness surveys (2-3 surveys in total)** to analyze how certain types of IGNITE service offerings — such as trainings, hiring guidance, or strategy development — have impacted client operations and agricultural activities.

## Detailed description of organizational learning activities and outputs

This section outlines detailed descriptions of learning activities 1-7 under Learning Objective 1. To continue directly to the next learning objective, please advance to the Household Level learning section on page 14.

## Activity 1: Client diagnostic and meta-diagnostic

	<b>Client Diagnostic</b>	<b>Meta-Diagnostic</b>
Who	Led by Tanager, supported by Laterite and 60 Decibels	Led by Laterite, reviewed by Tanager and 60 Decibels
When	Conducted at the beginning of engagements with medium- and high-touch clients	Conducted once in 2021, and updated in 2023
How	Consultative process, involving semi-structured interviews with client staff	Desk review of all diagnostic reports, materials from learning meetings on diagnostics, rapid feedback reports focused on diagnostics, and statements of work that result from diagnostics, combined with internal discussions with IGNITE team members
Learning objectives	(i) To understand the capacity of clients to achieve gender and nutrition outcomes through their programming; and (ii) to identify opportunities for technical assistance to enhance institutional capacity for gender and nutrition integration.	(i) To identify commonalities, systematic differences, similarities in process across clients; and (ii) to help IGNITE improve the technical assistance provided and the institutional environment of IGNITE's clients
Learning Questions Addressed	LO1.Q1. Improving the effectiveness of IGNITE's technical assistance LO1.Q2. Underlying parameters and environment	LO1.Q1. Improving the effectiveness of IGNITE's technical assistance LO1.Q2. Underlying parameters and environment
Deliverables	Client report (Tanager)	<ul style="list-style-type: none"> <li>– Case study based on findings, Activity 5 (Laterite)</li> <li>– Blog post summarizing learnings (Laterite)</li> </ul>
Audience	IGNITE, IGNITE's clients	IGNITE, IGNITE's clients, LSPs, BMGF, the broader development community

### *Diagnostics*

The aim of the client diagnostics process is to understand the clients' needs from a gender and nutrition integration perspective. The diagnostic uses IGNITE's diagnostic assessment tool, inspired by and adapted from the Gender Practitioners Collaborative's Minimum Standards for Mainstreaming Gender Equality (see Annex 3 for the IGNITE gender and nutrition domains).<sup>10</sup> The diagnostic report provides numeric scores for gender and nutrition domains, presents key findings, and gives recommendations. IGNITE uses the numeric scores to place a client along IGNITE's gender and nutrition spectrum. The spectrum has five levels: nascent, emergent, expanding, advanced, and institutionalized.

<sup>10</sup> Gender Practitioners Collaborative: <https://genderstandards.org/standards/>

### Meta-diagnostics

The aim of the meta-diagnostic analysis is to identify trends across clients and reflect on what IGNITE has learned from the client diagnostics. This desk-based review of IGNITE’s diagnostic work will present a general analysis of how clients have institutionalized gender and nutrition-sensitive agriculture policies and approaches. Meta-diagnostics may also provide learning for agriculture institutions more broadly. IGNITE will draw out lessons from different types of clients, contexts, and institutional environments and assess how IGNITE can change its activity and services to better fit those different clients and contexts.

### Activity 2: Internal monthly learning discussions

Who	Facilitated by Laterite, attended by: <ul style="list-style-type: none"><li>- Tanager’s core technical IGNITE team</li><li>- Laterite’s IGNITE team</li><li>- 60 Decibel’s IGNITE team</li></ul>
When	Every month there is an internal monthly learning meeting; every six months a longer discussion will be held, modeled after “pause and reflect” sessions. <sup>11</sup>
How	Short 1-hour internal group discussion, thematically focused. Every 6 months, a longer (3-4 hour) “pause and reflect” session will be held.
Learning objectives	To critically review emerging issues and lessons learned with the IGNITE team
Learning Questions Addressed	LO1.Q1. Improving the effectiveness of IGNITE’s technical assistance LO1.Q2. Underlying parameters and environment LO1.Q3. Gender and nutrition combined
Deliverables	<ul style="list-style-type: none"><li>- Pre-meeting questions (Laterite)</li><li>- Post meetings notes (Laterite)</li><li>- 1-page Learning note based on discussion (Laterite)</li></ul>
Audience	IGNITE

IGNITE will meet monthly to discuss a process- or client-oriented learning topic. Before each meeting, IGNITE’s M&E expert will share discussion questions with the IGNITE partners. The meetings will highlight emerging issues, reflect on learning, and identify opportunities to improve how IGNITE delivers its activities. Process-oriented meetings will examine the experience and lessons from the engagements of clients at the different stages along the client journey. The client-specific meetings will focus on IGNITE’s experience with a client or group of clients (see Annex 2 for the 2020 schedule). The meeting will focus on improving the effectiveness of IGNITE’s technical assistance, discussing any lessons learned, reflecting on what went well and what did not go well, and identifying possible ideas for how IGNITE can strengthen its approach.

Every 6 months, a half day “pause and reflect” session will be held in place of the monthly learning meeting. The objective of the pause and reflect sessions is to critically review IGNITE’s portfolio and activity mix to discuss lessons learned over the past six months, and to draw conclusions on

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<sup>11</sup> USAID Learning Lab: [https://usaidlearninglab.org/sites/default/files/resource/files/cla\\_toolkit\\_adaptive\\_management\\_facilitating\\_pause\\_and\\_reflect\\_final\\_508.pdf](https://usaidlearninglab.org/sites/default/files/resource/files/cla_toolkit_adaptive_management_facilitating_pause_and_reflect_final_508.pdf)

the way forward. These workshops give the team an opportunity to not only discuss lessons learned, but also to agree on incremental changes moving forward so that IGNITE can improve the quality and effectiveness of its work. IGNITE will invite participants from the Bill & Melinda Gates Foundation to participate in certain pause and reflect sessions, as appropriate. As these sessions work best when most participants are together in the same room, IGNITE may pause sessions until COVID-19-related restrictions in Nairobi are lifted.

### Activity 3: Monthly Activity Tracking Survey

Who	Managed by Laterite, completed by the IGNITE technical team
When	Every month
How	Online survey (maximum 20 minutes)
Learning objectives	(i) To quantify the services IGNITE is providing, (ii) to group clients based on those services, and (iii) to track activity-level metrics
Learning Questions Addressed	LO1.Q1. Improving the effectiveness of IGNITE's technical assistance
Deliverables	Activity Dashboard (Laterite)
Audience	IGNITE

In the first week of every month, Laterite will share an activity survey that collects information on the services that IGNITE provided to clients in the previous month. The survey will collect information on active clients in that month, services provided, status of those services, location of the services, and specific learning. With this data, IGNITE will be able to:

- Map the progression of different clients by service (e.g., these types of clients start with this type of service, and progress to different types of services);
- Measure services providing a focus on gender, nutrition, or both;
- Quantify how many services are being conducted in-person or completely remotely; and
- Identify where IGNITE provides technical assistance as opposed to intentional capacity building.

### Activity 4: Client feedback survey process<sup>12</sup>

	Rapid Client Feedback Surveys	Annual Client Feedback Survey
Who	Led by 60 Decibels, reviewed by Tanager and Laterite.	
When	Within 4 weeks of IGNITE completing an engagement or set of activities with a client (e.g., a diagnostic, training, gender audit)	At the end of each IGNITE year (July)
How	15-minute phone survey	

<sup>12</sup> Beyond the surveys themselves, the client survey process includes follow-up discussions with the IGNITE team. These discussions may be included as a part of Activity 2, the monthly learning meetings.

Learning objectives	(i) To assess client satisfaction with the quality and effectiveness of the services delivered and the engagement process, and (ii) to identify opportunities for improvement	(i) To capture changes in gender and nutrition integration for IGNITE clients over time to measure progress against IGNITE’s Theory of Change, and (ii) to answer the learning agenda questions.
Learning Questions Addressed	LO1.Q1. Improving the effectiveness of IGNITE’s technical assistance LO1.Q2. Underlying parameters and environment	LO1.Q1. Improving the effectiveness of IGNITE’s technical assistance LO1.Q2. Underlying parameters and environment
Deliverables	<ul style="list-style-type: none"> <li>– Rapid feedback results report (60 Decibels)</li> <li>– Anonymized raw data (60 Decibels)</li> <li>– Follow-up discussion with Tanager &amp; Laterite (60 Decibels)</li> </ul>	<ul style="list-style-type: none"> <li>– 20-30 slide deck with annual client feedback results (60 Decibels)</li> <li>– Anonymized raw data (60 Decibels)</li> <li>– Follow-up discussion with Tanager &amp; Laterite (60 Decibels)</li> </ul>
Audience	IGNITE, IGNITE clients, and BMGF	

*Rapid client feedback surveys*

The 60 Decibels team will lead rapid client feedback surveys focusing on:

- IGNITE’s understanding of clients’ needs with respect to gender, nutrition, and M&E.
- Satisfaction, specifically IGNITE’s responsiveness, quality of delivery, timeliness, and whether IGNITE’s support addressed client needs.
- A net promoter score (NPS), which gauges satisfaction and loyalty, focusing on how likely a client would be to recommend IGNITE to another institution.
- Understanding how clients value IGNITE’s support in the context of the time and effort they have invested in the engagement.
- The immediate impact of the gender and nutrition technical assistance received on institutional processes and programming, and IGNITE’s role in achieving these results.
- Challenges in working with IGNITE or implementing any of IGNITE’s suggested activities, and the future desire to continue working with IGNITE.

60 Decibels will analyze the findings from these 15-minute calls to identify what worked well, opportunities for improvement, and next steps with the specific client. Then, the IGNITE team will meet to discuss the survey results.

*Annual client feedback survey*

60 Decibels will also deploy the annual feedback survey across IGNITE clients to capture institutional changes in a client’s approach to gender and nutrition following IGNITE support. This process will help IGNITE identify what could have been done differently, understand how to improve effectiveness across a variety of clients, assess progress against the Theory of Change, and answer learning questions. While the rapid feedback survey assesses client satisfaction and any initial effects of IGNITE’s services, the annual feedback survey assesses progress against short- and medium-term outcomes in the Theory of Change.

**Activity 5: In-depth case studies**

Who	Led by Laterite, Tanager, and 60 Decibels
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When	Target 10 total, 2 per year for year 2 and 3 (2020, 2021) and 3 per year for year 4 and 5 (2022, 2023)
How	Semi-structured interviews (5-10 per study) with client staff and IGNITE technical team, review of IGNITE documents and client documents, IGNITE data collected in rapid and annual client feedback surveys
Learning objectives	(i) To detail the experience of a sample of clients and client-like institutions, and (ii) to learn about the process of the institutionalization of gender and nutrition-sensitive agriculture approaches
Learning Questions Addressed	LO1.Q1. Improving the effectiveness of IGNITE's technical assistance LO1.Q2. Underlying parameters and environment LO1.Q3. Gender and nutrition combined
Deliverables	Case study reports, 4-6 pages each (Laterite, Tanager, and 60 Decibels)
Audience	IGNITE, IGNITE's clients, LSPs, other agricultural institutions, BMGF, broader development community

Case studies will either focus on clients or internally on IGNITE's process and tools.

#### *Client-focused Case Studies (6 total)*

Client-focused case studies will examine IGNITE clients' successes and challenges in integrating gender and nutrition-sensitive agriculture approaches into their programming and operations. These case studies will also examine clients' experience working with IGNITE. Client-focused case studies will either focus on a single client or groups of clients (e.g., light touch clients, clients in Ethiopia, government institutions) using a comparative approach to examine the factors that might help or hinder the integration of gender and nutrition-sensitive agriculture programming (see Annex 6 for proposed topics).

#### *IGNITE Process and Tools Case Studies (4 total)*

Internal case studies will focus on IGNITE's lessons learned and their implications for clients, IGNITE itself, and for agriculture institutions more broadly. These studies will highlight how IGNITE develops tools, the processes that IGNITE follows to provide effective technical assistance and capacity building, and other topics (see Annex 6 for proposed topics).

### **Activity 6: Institutional gender and nutrition surveys**

Who	Led by 60 Decibels, reviewed by Tanager and Laterite
When	<u>Option 1</u> : Staff perception surveys at start of client engagement <u>Option 2</u> : Surveys developed with clients following the diagnostic <sup>13</sup>
How	Online or phone surveys, with a report in 8-12 weeks
Learning objectives	<u>Option 1</u> : To understand IGNITE's client baseline perceptions and identify opportunities for technical assistance <u>Option 2</u> : To support client objectives related to the institutionalization of gender and nutrition and to contribute to at least one of IGNITE's three learning objectives

<sup>13</sup> IGNITE may undertake both Option 1 and Option 2 with a single client, depending on client need.

Learning Questions Addressed	LO1.Q1. Improving the effectiveness of IGNITE’s technical assistance LO1.Q2. Underlying parameters and environment LO1.Q3. Gender and nutrition combined
Deliverables	– External-facing slide decks summarizing results (60 Decibels) – Results discussion with Tanager, Laterite, and the client (60 Decibels)
Audience	IGNITE, IGNITE clients, BMGF

60 Decibels will facilitate staff surveys with representatives from all levels of each organization. Surveys will either take the form of a standard staff perception survey (Option 1), which will generally be the most common approach, or will be developed in partnership with the clients (Option 2).

**Option 1: Staff perception surveys at start of client engagement.** IGNITE will include a full staff survey at the beginning of each medium- to long-term client engagement. This survey will assess staff attitudes on gender and nutrition-sensitive approaches and policies in their day-to-day jobs. It will also examine barriers to application of these approaches and policies. The survey will cover perceptions related to the structural requirements in the diagnostic domains.

**Option 2: Surveys developed with clients.** IGNITE will tailor these surveys to client needs, developing survey ideas and tools in consultation with the client. The surveys will be designed so that they contribute to learning on one or more of IGNITE’s learning objectives.

#### Activity 7: Service effectiveness surveys

Who	Led by 60 Decibels, reviewed by Tanager and Laterite
When	Service clusters to be identified by 60 Decibels, Tanager, and Laterite
How	15-minute phone survey
Learning objectives	To assess the effectiveness of the service or cluster of services across different clients.
Learning Questions Addressed	LO1.Q1. Improving the effectiveness of IGNITE’s technical assistance
Deliverables	– 10-20 slide results deck (60 Decibels) – Follow-up results discussion with IGNITE and client (60 Decibels)
Audience	IGNITE, IGNITE clients

These surveys will help IGNITE understand how effective specific services have been across multiple clients. IGNITE will identify services that are most prevalent among IGNITE clients. 60 Decibels, in consultation with Laterite, will develop a research design to assess the effectiveness of the services and whether and how clients have changed their behaviors or approaches because of the service.

## LO2: Household-level learning

The objective of the household-level learning activities<sup>14</sup> is to generate timely evidence on gender and nutrition-sensitive agriculture programs. This evidence will help clients improve their interventions. IGNITE will also examine and understand the different models that clients use to deliver gender and nutrition-sensitive agriculture programming. This section links these questions and activities to the Theory of Change (see Figure 2); it also outlines learning questions and learning activities associated with LO2.

Figure 2: Learning objective 2: Link between Theory of Change, learning questions, and learning activities

Learning Objective	Link to Theory of Change (ToC) Activities	Learning Questions	Learning Activities
<b>LO2: Household-level Learning</b>	<ul style="list-style-type: none"> <li>Institutional strengthening on gender and nutrition is undertaken with the eventual aim of impacting households and individuals</li> </ul>	<b>LO2.Q1:</b> How have gender policies, nutrition approaches, gender strategies, and nutrition roadmaps been institutionalized and “trickled down” to reach households, if at all?	8. Process evaluation from policy to household
	<ul style="list-style-type: none"> <li>Contribute to the gender-nutrition-agriculture research base in a targeted and client-responsive way</li> </ul>	<b>LO2.Q2:</b> How can clients' gender and nutrition-sensitive agriculture interventions accelerate behavior change with respect to women's decision-making power and equitable and diverse food consumption for individuals within households?	9. Decision-focused research, using mixed-method approaches
	<ul style="list-style-type: none"> <li>Build evidence on what works, while helping clients strengthen their gender and nutrition programming</li> </ul>	<b>LO2.Q3:</b> Is there evidence that the inclusion of gender and nutrition-sensitive activities in agriculture programs implemented by IGNITE clients contributes to better agricultural outcomes?	10. Farmer Insight Surveys

### Thematic focus and link to the Theory of Change

IGNITE works with clients at the institutional level to support them to achieve better gender and nutrition outcomes at the household level. The ultimate aims of IGNITE, as stated in the Theory of Change, are: (i) to increase access and consumption of safe, affordable, and nutritious diets year-round; and (ii) to increase women's empowerment in agriculture.

IGNITE's approach to technical assistance is based on an emerging body of research on the importance of gender and nutrition in agriculture. For example, the Bill & Melinda Gates Foundation Women's Economic Empowerment framework identifies core facets of women's economic empowerment.<sup>15</sup> In nutrition, the Feed the Future/SPRING agriculture-to-nutrition framework<sup>16</sup> recognizes the pathways through which agriculture interventions can impact nutrition. These frameworks – and implementation research on activities developed with these and other frameworks in mind – inform IGNITE's support to clients.

However, while there is substantial research on gender, nutrition, and agriculture, relatively few institutions conduct implementation research at the nexus of these three topics. Much remains to be learned about which specific interventions work best in different contexts and about how these

<sup>14</sup> In this context, "household-level" learning activities refer to households and any individuals within them, as well as the end users of any IGNITE client activity (e.g., owners of agricultural SMEs). In other contexts, this may be referred to as "field research".

<sup>15</sup> The Bill & Melinda Gates Foundation: <https://www.gatesfoundation.org/equal-is-greater>

<sup>16</sup> USAID Feed the Future — SPRING: [https://www.spring-nutrition.org/sites/default/files/publications/briefs/spring\\_understandingpathways\\_brief\\_1\\_0.pdf](https://www.spring-nutrition.org/sites/default/files/publications/briefs/spring_understandingpathways_brief_1_0.pdf)



can be integrated into an institution's activities. There is an opportunity for IGNITE to contribute to research and learning on these topics.

IGNITE seeks to contribute to this research by gathering household-level data in a targeted and client-responsive way. IGNITE clients have different activities across target countries; this diversity will shape the way that IGNITE approaches household-level learning. Because IGNITE is responsive to client priorities, client requests and preferences will also shape activities under LO2. To ensure that each of IGNITE's research efforts with clients are not too divergent or diverse, the research portfolio will prioritize client activities that:

- a. combine both gender and nutrition-sensitive agriculture programming;
- b. make it possible to explore the link between gender, nutrition, and agricultural outcomes; and
- c. focus on achieving behavior change with respect to women's decision-making power and equitable consumption of safe, affordable, and nutritious foods.

### Key household-level learning questions

- **LO2.Q1. Policy and Strategy Implementation:** Are gender policies and strategies, as well as nutrition approaches and roadmaps, being institutionalized and "trickling down" to reach different parts of the organization, and eventually households? If so, how are the policies, strategies, and approaches used at the institution?

IGNITE has supported the development of many institutional gender policies and nutrition approaches, along with gender strategies and nutrition roadmaps for specific programs and interventions. Almost all IGNITE clients have policies and strategies for gender and nutrition, but there is little evidence on how recommendations and plans trickle down to farming households.

- **LO2.Q2. Women's decision-making power and equitable and diverse food consumption for individuals:** How can clients' gender and nutrition-sensitive agriculture interventions accelerate behavior change with respect to women's decision-making power and equitable and diverse food consumption for women, men, boys and girls?

IGNITE aims to generate evidence to support decision making for both IGNITE's clients and the broader development and technical assistance communities. IGNITE will prioritize work on client interventions that combine both gender and nutrition-sensitive agriculture activities and that target behavior change in women's decision-making power and equitable and diverse food consumption for women, men, boys and girls. IGNITE will focus on decision-making power on productive decisions, ownership of assets, access to and decisions on credit, and control over use of income, which are the decision-making indicators in the Abbreviated Women's Empowerment in Agriculture Index (A-WEAI). IGNITE will also examine ways that gender gaps in agricultural and nutritional indicators can be closed.

- **LO2.Q3. Agricultural Outcomes in Gender & Nutrition-Sensitive Agriculture Activities:** Is there evidence that the inclusion of gender and nutrition-sensitive activities in agriculture programs implemented by IGNITE clients contributes to better agricultural outcomes?

IGNITE will work with clients to explore whether their gender and nutrition-sensitive activities can also be linked to factors that impact productivity and yield (along with gender and nutrition outcomes). IGNITE will limit the scope of this study to assess how gender and nutrition activities affect three types of factors or indicators: (i) access to agricultural inputs (pesticides, herbicides, and fertilizers); (ii) knowledge about agronomic practices tailored to the particular crop and context of interest; and (iii) adoption of recommended agronomic best practices. This narrow scope will limit the complexity of surveys and the required sample sizes and allow IGNITE to generate insights for clients and the broader development community in a timely manner. Indicators such as income derived from agriculture or farm productivity and yield are beyond the scope of this exercise.

## Summary of household-level learning activities

IGNITE will conduct the following household-level learning activities:

8. **Process evaluation from policy to household** to evaluate if and how a client’s gender and nutrition policy decisions reach the household level.
9. **Decision-focused research, using mixed-methods approaches**, to generate evidence at the household-level to inform client decisions and the broader development community.
10. **Farmer Insight Surveys** through household-level data collection to generate actionable insights for clients, sector wide insights for IGNITE, and correlations between policy and behavior change.

## Detailed description of household learning activities and outputs

### Activity 8: Process evaluation from policy to household

Who	Led by Laterite and 60 Decibels, reviewed by Tanager
When	2 completed with 2 clients (timing TBD)
How	Rigorous process evaluation, including 10-15 interviews with client staff, and 60 Decibels surveys on household perception
Learning objectives	(i) To gain a better understanding of how a client has applied policies, approaches, strategies, and roadmaps and (ii) to document how that application has filtered to different parts of the organization and to households
Learning Questions Addressed	LO2.Q1. Policy and Strategy Implementation
Deliverables	<ul style="list-style-type: none"> <li>– 20-page report with findings (Laterite and 60 Decibels)</li> <li>– Slide deck client presentation (Laterite and 60 Decibels)</li> </ul>
Audience	IGNITE and IGNITE’s clients; with possible learnings for technical assistance community and agricultural institution community; BMGF

The ultimate goal of enacting a gender policy or strategy or a nutrition approach is to influence outcomes at the household level. The first step in evaluating if a gender policy or strategy or a

nutrition approach is having an impact is to determine if households are in fact being reached by gender and nutrition-sensitive interventions. The second step is evaluating if the interventions had the intended impact on outcomes within households. Activity 8 focuses on the first step: reach. IGNITE will conduct process evaluations with two clients who have recently endorsed and implemented a gender policy or strategy or a nutrition approach or roadmap to assess if and how these initiatives diffuse through the institution to reach the household level. IGNITE will examine how the institution drafted, established, and then institutionalized the documents. The evaluation will also track any relationship from top-level policies to projects and households. 60 Decibels will conduct a household survey to determine what client services reached households and to assess the perception of those gender or nutrition services.

IGNITE will share with the client how their policy reached the household to inform the efficacy of their policies and strategies; IGNITE will also review findings to identify commonalities between policies and strategies that have trickled down to field level and those that have not.

### Activity 9: Decision-focused research, using mixed-method approaches

Who	Led by Laterite, may also involve 60 Decibels surveys as appropriate
When	Up to 10 decision-focused research assignments (timing depends on client)
How	Mixed-method approaches, with a rigorous and adequately powered quantitative component
Learning objectives	To support client-level decision making, by generating evidence to support the design, roll-out, monitoring, and adaptation of gender and nutrition-sensitive agriculture programming
Learning Questions Addressed	LO2.Q1: Policy and Strategy Implementation LO2.Q2: Women’s decision-making power and equitable and diverse food consumption LO2.Q3: Agricultural Outcomes in Gender & Nutrition-Sensitive Agriculture Activities
Deliverables	<ul style="list-style-type: none"> <li>– Research design (Laterite)</li> <li>– Approvals / IRB (Laterite)</li> <li>– Data collection or supervision, cleaning, and analysis (Laterite)</li> <li>– Final report, and follow-through with client (Laterite)</li> </ul>
Audience	IGNITE, IGNITE’s clients, LSPs, and potentially other agriculture institutions, BMGF, and the broader development community

The objective of decision-focused research<sup>17</sup> is to help clients make programmatic decisions about their gender and nutrition-sensitive agriculture interventions. IGNITE will work with clients to identify research areas of interest pertaining to gender and nutrition that would support, validate, or evaluate client interventions at the household level. Research activities will combine quantitative with qualitative approaches, but research designs will be flexible and fit for purpose. The research questions will guide the selection of the most appropriate research method, which

<sup>17</sup> IDInsight, 2015: “Decision-focused impact evaluation as a practical policymaking tool”  
<https://www.idinsight.org/reports-2/decision-focused-impact-evaluations-as-a-practical-policymaking-tool>

can include experimental designs (e.g., A-B testing, mini-experiments), participatory action research, or qualitative studies.

IGNITE’s decision-focused research activities are guided by six criteria:

- **Strategic:** Research activities should inform client decisions about gender and nutrition-sensitive agriculture interventions.
- **Actionable:** Findings should provide clients with actionable insights.
- **Feasible and timely:** Research activities need to be technically and operationally feasible and delivered in a timely manner so that it can support decision making.
- **Right size and fit for purpose:** The research design should be tailored to the question.
- **Credible:** The proposed approach should be technically valid.
- **Collaborative and inclusive:** The entire research cycle, from design through to delivery, will be highly collaborative and client focused while also being inclusive of diverse stakeholders and target communities.

IGNITE’s process to identify research opportunities is (for details see Annex 4):

1. **Internal brainstorming.** IGNITE partners will generate initial research ideas.
2. **Initial research-focused client conversations.** IGNITE partners will meet with clients to discuss research ideas.
3. **Literature review.** Laterite will conduct a literature review on prioritized topics.
4. **Develop proposals.** Laterite will draft a research proposal.
5. **Review with IGNITE partners.** IGNITE partners will review and discuss the proposal.
6. **Review with BMGF.** Draft Proposal will be shared with BMGF for review.
7. **Finalizing proposal:** Laterite will communicate next steps with the client and update the proposal to include any further feedback or changes.
8. **Terms of Reference:** Laterite will work with Tanager and the client to draft a final Terms of Reference (TOR).
9. **Action Planning:** Laterite will work with the client to plan and undertake the research.

### Activity 10: Farmer Insight Surveys

Who	Led by 60 Decibels, reviewed by Tanager and Laterite (who may be more involved in data collection in Ethiopia)
When	At two time points: beginning of IGNITE engagement and a year after IGNITE engagement
How	For clients who receive a diagnostic and have direct or indirect farmer-level operations, we suggest the following: <ul style="list-style-type: none"> <li>– <u>Beginning of IGNITE Engagement:</u> Lean Data phone surveys with 300-450 respondents per client</li> <li>– <u>Follow-up (a year) after IGNITE engagement starts:</u> resurveying as many of the respondents as possible from the first survey.</li> </ul>
Learning objectives	To capture sex-disaggregated farmer insights that: <ul style="list-style-type: none"> <li>– Help clients understand their performance gaps and opportunities (overall and specific to gender and nutrition) and collect actionable ideas for improvement</li> <li>– Examine how this household-level gap varies for institutions at different levels of gender and nutrition integration</li> <li>– Show how this gap changes over time with active support from IGNITE to integrate gender and nutrition</li> </ul>

Learning Questions Addressed	LO2.Q1: Policy and Strategy Implementation LO2.Q2: Women’s decision-making power and equitable and diverse food consumption LO2.Q3: Agricultural Outcomes in Gender & Nutrition-Sensitive Agriculture Activities
Deliverables	<ul style="list-style-type: none"> <li>– 25-30 slide results deck (60 Decibels)</li> <li>– Raw data (60 Decibels)</li> <li>– Results call with client and IGNITE for each project (60 Decibels)</li> <li>– Aggregate anonymized Farmer Insight Database (60 Decibels)</li> <li>– 30-page aggregate results report for IGNITE annually (with potential case studies) (60 Decibels)</li> </ul>
Audience	IGNITE, IGNITE’s clients, BMGF, and the broader development community

The aim of Farmer Insight Surveys is to examine behavior adoption or positive changes in households who work with IGNITE clients; IGNITE would then examine correlations (or lack thereof) between any positive changes at the household, the level of gender and nutrition integration at the institutional level, and the types of support that clients have gotten from IGNITE. Although it is not possible to directly attribute household-level changes to institutional changes, IGNITE *can* examine whether institutional approaches correlate to positive changes at the household level. This process can provide helpful insights for the agricultural development community on how policies and strategies affect change at the household level; information will be shared with the sector as Case Studies and other forms of public output.

To conduct these surveys, IGNITE will survey up to 450 farmers per client. IGNITE may also combine these surveys with other household-level surveys from Activities 8 and 9 in order to reduce the time burden on respondents. These studies will collect data to answer both L02. Q02 and L02 Q03, examining key measures for members of households, such as:

- Women's-making Power: Decision input in productive decisions, ownership of assets, access to and decisions on credit, control over use of income
- Equitable and Diverse Food Consumption: nutrition knowledge and awareness, consumption of specific nutrient-rich foods, household expenditures on nutrient-rich foods, household production of nutrient-rich foods
- Core Performance Insights: Quality of Life, Net Promoter Score, Challenges, Suggestions for Improvement, Retention
- Agriculture Performance Insights: Perceived changes in production, productivity, revenue, way of farming
- Farmer / Beneficiary Profile: poverty, income sources, farm profile, among others

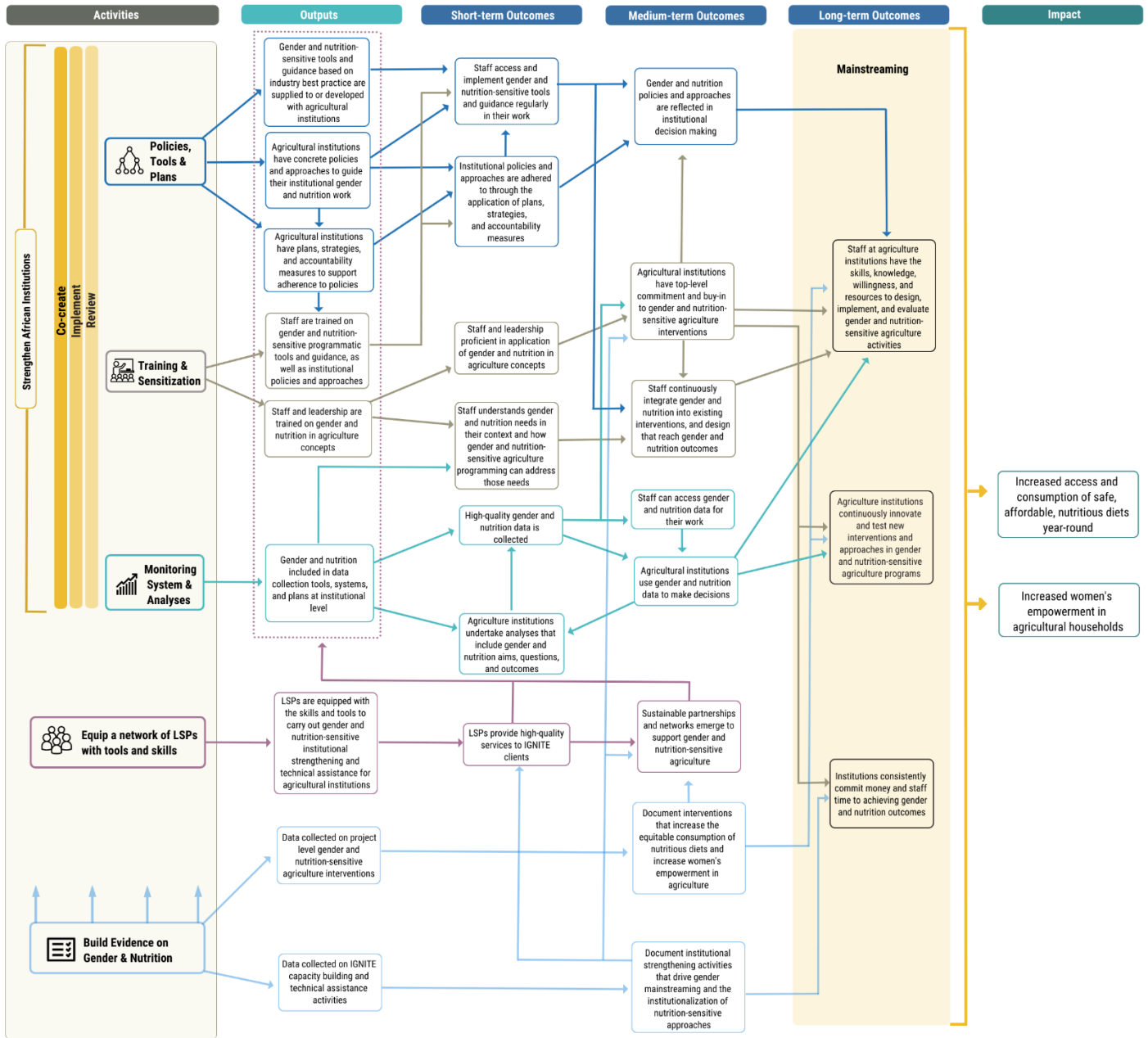
In and of itself, the survey data would help clients make evidence-based changes to their operational model, strategies, products, or services from a gender and/or nutrition perspective. Over time, IGNITE would also aggregate the results of the studies to produce cross-client learnings. Households will take the first survey at the beginning of the respective client’s engagement with IGNITE (or, for ongoing clients, within the next year).

While initial surveys roll out, IGNITE will concurrently organize client engagements on a spectrum of *trickle-down* potential; this spectrum will determine the extent to which IGNITE expects client engagements to affect a change at the household level. Client engagements with fewer services

and limited engagement with IGNITE team would demonstrate low trickle-down potential; client engagement with multiple services and more hands-on support would demonstrate high trickle-down potential.

At the end of engagement, IGNITE will attempt to resurvey the same 450 households to assess changes in performance gaps and other measures, and to correlate these changes with the client's associated trickle-down potential. For multi-year clients, we will try to do this survey part-way into their engagement with IGNITE, in approximately 12-18 months.

# Annex 1: Theory of Change



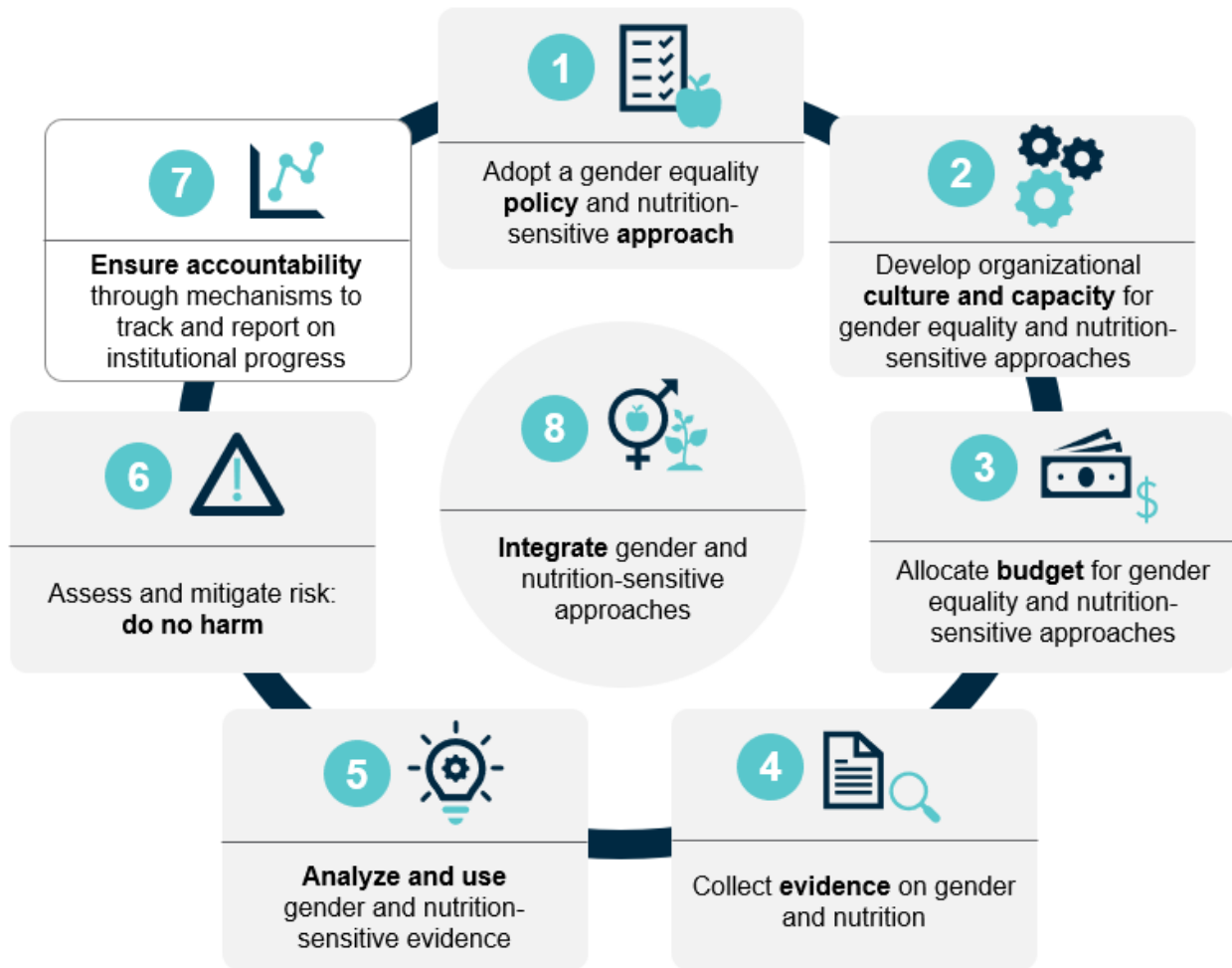
## Annex 2: Activity 2, proposed meeting schedule for 2020

Table 1: Monthly learning meetings: proposed meeting schedule for 2020

Month	Topic	Type
April	<p><b>Identifying clients</b></p> <p><u>Aim:</u> Develop a priority list for new clients</p> <ul style="list-style-type: none"> <li>• What kinds of clients does IGNITE want to be focusing on?</li> <li>• What is IGNITE's client coverage looking like vis-a-vis the results tracker?</li> <li>• Does IGNITE want to try and focus on similar clients in recruiting?</li> <li>• What kinds of light touch clients does IGNITE want?</li> </ul>	Process
May	<p><b>Diagnostic</b></p> <p><u>Aim:</u> Identify areas that can be improved in the diagnostic and put together next steps for improving the process &amp; tool.</p> <ul style="list-style-type: none"> <li>• What is working and what isn't?</li> <li>• How can IGNITE streamline the process?</li> <li>• How can IGNITE get the most information?</li> <li>• Is the diagnostic serving IGNITE's purposes?</li> </ul>	Process
June	<i>TBD, Proposed: AGRA</i>	Client
July	<p><b>Tool Development</b></p> <p><u>Aim:</u> Identify bottlenecks in IGNITE's process, identify learnings to continue pushing tool creation, and put together next steps for continuing to develop tools.</p> <ul style="list-style-type: none"> <li>• What has been developed so far, and what is priority?</li> <li>• Is there anything that has been holding us back from developing what IGNITE needs?</li> <li>• What has worked well, and what hasn't?</li> <li>• What does IGNITE need to keep moving forward (e.g., additional resources, additional staff time)?</li> </ul>	Process
August	<i>TBD</i>	Client
September	<p><b>Client Intake &amp; Initial Engagement</b></p> <p><u>Aim:</u> Agree on a process for collecting client intake form information, identify new areas of information, decide on next steps.</p> <ul style="list-style-type: none"> <li>• What does IGNITE want to know from new clients?</li> <li>• What is the best process for getting this information?</li> </ul>	Process
October	<i>TBD</i>	Client
November	<p><b>Technical Assistance</b></p> <p><u>Aim:</u> Identify factors for what works and what does not and identify approaches and groups of activities.</p> <ul style="list-style-type: none"> <li>• What activities has IGNITE completed?</li> <li>• What activities does IGNITE not foresee completing?</li> <li>• What activities are working best for clients?</li> <li>• What has IGNITE found the most successful?</li> <li>• Does IGNITE see an approach in the activities we have been doing?</li> </ul>	Process
December	<i>TBD</i>	Client



## Annex 3: IGNITE Minimum Standards for Gender and Nutrition Mainstreaming in Agriculture



## Annex 4: Decision-focused Research Detailed Process (Activity 9)

IGNITE's detailed process for engaging with a client to identify research opportunities is:

1. **Internal brainstorming.** Together with the Tanager client manager, Laterite and 60 Decibels will use the criteria to identify potential research opportunities for each client. The Tanager client manager, Laterite, and 60 Decibels will then prioritize the initial ideas that seem the most pertinent and feasible based on a client's needs and current activities.
2. **Initial research-focused client conversations.** The Tanager client manager, together with Laterite and 60 Decibels, will meet with client contacts to discuss: (i) client priorities with respect to gender and nutrition-sensitive agriculture programming; and (ii) to identify areas where household-level research might help inform important client decisions. These discussions will focus on: the client's current activities; types of implementation models; monitoring and evaluation activities; the data the institution needs to better understand the gender or nutrition environment for their populations of interest; and the evidence that would best support them to carry out gender and nutrition-sensitive agriculture interventions in their context. Once an idea (or ideas) is identified, Laterite, 60 Decibels, the Tanager client manager, and the client will have more specific discussions to agree on research objectives.
3. **Literature review.** Next, Laterite will conduct a literature review and propose a plan for how IGNITE's research will build upon the existing literature. This review will highlight research questions for which a body of research does not already exist.
4. **Develop proposals.** Once sufficient information has been collected, which may involve further discussion with the client as needed, Laterite will draft a research proposal. Laterite will lead this process with support from the client, Tanager, and 60 Decibels as necessary. This proposal will include a detailed research design, literature review, and budget.
5. **Review with IGNITE Team.** Once a draft proposal is developed, Laterite will share with Tanager for review and discussion.
6. **Review with BMGF.** Once the IGNITE team has reviewed, the idea will be shared with BMGF for review and discussion.
7. **Finalizing proposal:** Once a proposal is reviewed and approved by BMGF, Laterite will move forward with planning the decision-focused research. Laterite will communicate with the client and update the proposal to include any further feedback or changes.
8. **Terms of Reference:** Laterite will work with Tanager and the client to draft a final Terms of Reference (TOR). The TOR will outline the aim of the research, the methods, and final products for the clients. This will be derived from the proposal, but once signed will confirm the partnership, budget, and plan.
9. **Action Planning:** Once the TOR has been finalized and signed, Laterite will work with the client to plan and undertake the research.

## Annex 5: Case Studies — Details on Proposed Topics

### Client-focused Case Studies (6 total)

Client-focused case studies will examine IGNITE clients' successes and challenges in integrating gender and nutrition-sensitive agriculture approaches into their programming and operations, as well as their experience working with IGNITE. Client-focused case studies will either focus on a single client or groups of clients (e.g., light touch clients, clients in Ethiopia, government institutions) using a comparative approach to examine the factors that might help or hinder the integration of gender and nutrition-sensitive agriculture programming.

**Single client studies** will involve a deep-dive into an agricultural institution that is integrating gender and nutrition-sensitive agriculture approaches in an innovative or effective way. IGNITE will prioritize clients: (i) with experience linking institutional strengthening to application at the household level and (ii) those who can demonstrate how they have institutionalized gender and nutrition-sensitive agriculture approaches.

**Comparative case studies** will examine two or more clients with the goal of understanding how different types of institutions (e.g., government vs. NGO) or contractual arrangement with IGNITE (e.g., light touch vs. heavy touch) might help or hinder the integration of gender and nutrition-sensitive agriculture programming. Proposed topics include:

- **Comparative study on type of institution** (e.g., NGOs, private sector, government institutions) to examine how the type of institution influences their ability to integrate gender and nutrition-sensitive agriculture approaches.
- **Comparative study on IGNITE service provided** to examine how clients experience a similar set of services (see Activity 7).
- **Comparative study on different levels of client engagements** (i.e., light touch vs. heavy touch) to examine the outcomes from different levels of engagement and the contexts where each type of engagement is preferable.
- **Comparative study on the environment** (i.e., the context or institutional culture that the client operates in) to examine how the institutional environment influences the institutionalization of gender and nutrition policies and approaches.
- **Comparative case study documenting gender and nutrition-sensitive agriculture interventions delivered by clients** to examine different client implementation models that integrate gender or nutrition-sensitive agriculture interventions, and what IGNITE has learned from clients who use those models.

### IGNITE Process and Tools Case Studies (4 total)

Internal case studies will focus on IGNITE's lessons learned and their implications for clients, IGNITE itself, and for agriculture institutions more broadly. Proposed topics include:

- **Client Diagnostics.** This case study will focus on the process of building the diagnostic tool, lessons learned, how the tool has been applied to clients, and the outcomes achieved (see Activity 1 for additional information on the diagnostic tool itself).
- **Meta-diagnostics.** This case study will detail IGNITE's findings from client diagnostics and document lessons on different types of clients and different institutional environments and describe how IGNITE can change its activity and services to better fit those different clients and contexts (see Activity 1 for more details).