Nutrition Strategy Development Workshop

Session One

Prepared by IGNITE

Note for IGNITE workshop leaders:

- This guide must be filled with some information prior to the workshop scheduling:
  - "Why nutrition integration" slide should be tailored to the needs and motivations of the client organization and their sector of work
  - Formative research table as filled by the organization (potentially with the support of IGNITE in identifying appropriate data sources)

Workshop agenda: Session One

- Overview of nutrition integration
- Define the purpose of the Nutrition Strategy
- Reviewing guiding principles
- Summarizing formative research and key nutrition challenges
- Define your organization's nutrition goals
- Identify nutrition focus areas to work towards goals
- Homework: Detail implementation plans and activities for each nutrition focus area

Workshop agenda: Session Two

- Review identified Focus Areas and activities

- Develop the Monitoring, Evaluation, and Learning (MEL) plan

- Articulate how the strategy will be managed:
  - Personnel and staffing
  - Program Adaptation
  - Budget
  - Anticipating challenges

Goals of this workshop

- Understand how nutrition integration can benefit your organization and society

- Develop action items to realize those benefits

- Design a plan for implementation

- Identify indicators for monitoring progress and evaluating results

- Plan for successful management of strategy implementation

- Anticipate challenges and how to overcome them

Why integrate nutrition?

Purpose of the Nutrition Strategy

- Provides a roadmap to develop opportunities to improve nutrition into strategic, technically-sound action plans
  - Provides the organization with a completed 1) logical framework, 2) implementation plan, and 3) Monitoring, Evaluation, and Learning (MEL) strategy to use as reference during implementation
- Serves as an internal and external communication tool that helps articulate the strategic thinking behind the nutrition activities and goal

Establishing guiding principles

Using Jamboard to collaborate:

Use the "add sticky" tool to drop a note onto the board

Practice moving, resizing, editing, and changing the color of your sticky note

Use the laser tool to indicate to others where on the screen they should look

Decide as a group:

- Should notes be initialed or anonymous?
- Should you use hand raising to speak or just jump in?
- Is it expected that everyone on the call will participate or are certain attendees observing only?

Formative research for challenges and rationale

Major findings	Research and date	Type of data collected
- Children and women lack suitably diverse diets in both urban and rural areas of the district.	Literature reviews on prevalence of undernutrition in organization's impact area Jan 2021	- 5 journal articles on child malnutrition in region (2012-2018) - 2015 DHS survey on child and maternal health
- Nutrition knowledge is very low among all processors, particularly small and mid-size. - Food safety practices are applied haphazardly, but more consistent among mid and large processors - Major challenge to safe processing is lack of modern processing equipment	Rapid survey of food processors in market catchment area Nov 2020	- Phone interviews with random sample of food processors identified via government records: 7 small processors, 5 mid-size, 2 large scale

Defining your nutrition goals

- Based on the formative research findings and your organization's strategic objectives and positioning within the food system, what are the high-level goals that you could accomplish?

- Ultimately, select one or two of these, considering:
  - Feasibility given scope of challenge
  - Alignment with current reach and priorities of organization
  - Timeline and budget
  - Your guiding values

Nutrition Focus Areas

- For each goal, identify 1-3 nutrition focus areas, and relevant activities that will support your goal(s)

- Choosing fewer focus areas will allow you to focus on creating real change.

- First, identify high-level areas of focus, rationale, and necessary steps towards addressing challenge

- Second, identify activities and implementation details to guide plan for addressing the challenge

Nutrition Focus Area 1: Impact Pathway

- Articulate the challenge to be addressed and the expected results from undertaking this focus area

- Brainstorm potential approaches to move from challenge to results

- As approaches are agreed upon, move them into milestone slots or capture necessary milestones with new stickies
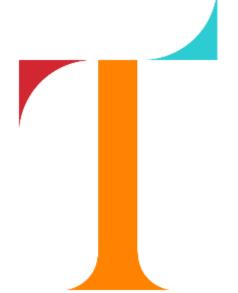
Nutrition Focus Area 1: Implementation

- Identify the timeline for addressing NFA 1, and whom would be directly and indirectly participating in the activities
- Identify one activity that is required to accomplish milestones and outcomes articulated in the previous impact pathway
  - This activity should be broad enough that if it is successfully implemented, the outcome will be achieved.
- Determine the necessary specific sub-activities (tasks) needed to successfully implement the activity

Nutrition Focus Area 1: Operationalization

- Complete the table, providing details on the tasks identified, anticipated due dates, and responsible personnel

- This is a draft – you will finalize these details independently before our second session.

Detailing implementation plans

- Before next session, fill out Excel template for each focus area using a similar process as was just done.

- For each nutrition focus area identified, you will:
  - Identify challenge, expected results, and approaches needed to move from challenge → results
  - Use identified approaches to define necessary milestones on path from challenge → results
  - Define activities needed to reach milestones, including targeted participants and timeline
  - For each activity identified, identify sub-activity action tasks, including details of implementation, due date, and responsible personnel.

Nutrition Strategy Development Workshop

Session Two

Prepared by IGNITE

Workshop agenda: Session Two

- Review identified Focus Areas and activities

- Developing MEL plan

- Management of the strategy:
  - Program Adaptation
  - Personnel and staffing
  - Budget
  - Anticipating challenges

Task:

Review the Nutrition Focus Areas

MEL for the Nutrition Strategy

- **Monitoring** – Are we making the changes we think we are?
- **Evaluation** – Did the project accomplish its goals?
- **Learning** – How can we make future projects more effective?

- Assessed using:
  - Indicators that track progress towards a pre-specified goal
  - Learning questions that guide analytical priorities

Identifying Indicators

- Each milestone is a step towards the outcome – you must determine how you will know when that step has been achieved.

- Good indicators are:
  - Valid – measure what they are intended to measure
  - Reliable – can be measured in the same way by different people, at different times
  - Precise – clearly defined, not vague or subjective
  - Measurable – quantifiable using available tools and methods

Identifying Indicators

Percent of dairy producers who keep some milk aside for home consumption

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Identifying Indicators

Percent of dairy producers who keep some milk aside for home consumption ❌

Percent of dairy producers in target FPOs who set aside at least 20% of their dairy production for home consumption ✔️

- Precise – "some" is subjective, "at least 20%" is not

- Measurable – percent of producers does not specify the group, here we clarify "in target FPOs"

Developing indicators and disaggregates

- We will walk through the process of identifying appropriate indicators and disaggregates for the first impact pathway

- Disaggregating the data allows us to see if all people are experiencing the same changes

Good indicators are:
- Valid – measure what they are intended to measure
- Reliable – can be measured in the same way by different people, at different times
- Precise – clearly defined, not vague or subjective
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Operationalizing each indicator

- Define the details of what each indicator means and how it will be measured

- There are several considerations to account for – this is not a final copy, but a draft to demonstrate the process of defining indicators and data collection

- Consider what groups may be disadvantaged or are of special concern to your organization

Putting it all together: the log frame

- The log frame offers an opportunity to verify the logical progression from activities → outputs → results → goal
- Think carefully on risks and assumptions, these are the threats to success that must be monitored and addressed
- The Excel template has a Log Frame sheet
  - You may need a frame for each Focus Area, or they may be able to be combined.

Managing the strategy: Personnel

- Identifying point persons responsible for different aspects of the strategy is critical to success

- For each activity, consider who has been designated as responsible. What is their role within the organization and within the nutrition strategy?

- Identifying a leader responsible for coordinating the entire strategy is strongly recommended.
  - They should have the ability to make budgetary and staffing decisions

Managing the strategy: Adaptation

- As you monitor, you may find things are not going as planned: how do you adapt?

- Pause & Reflect sessions are a scheduled time to assess progress and challenges, and how to adapt to stay on target

- As a group, consider:
  - How often should P&R be held?
  - What new reports or data will be reviewed at the session?
  - Who should be in attendance?
  - What should come out of the session?

Managing the strategy: Budget

- How will the costs of nutrition integration activities be covered?
  - Interventions
  - Travel & time of staff
  - Collection of data for MEL
  - Overhead and operations
- Will undertaking any of these activities generate funds or change the bottom line of your organization?

Managing the strategy: Potential roadblocks

- Anticipating challenges to implementation can assist in overcoming them.

- Consider where potential roadblocks or critical disruptions may occur in the lifetime of the strategy implementation

Internal:
- Budget cuts
- Reprioritization
- Change of leadership
- Teaming changes

External:
- Political unrest
- Funding sources
- Unexpected participant resistance

- How will your team or organization react to maintain the progress and prioritization of nutrition integration?

Session Two "Homework"

- Complete the Nutrition Strategy Template with information from these two sessions
- Complete indicator identification and operationalization for each milestone identified (NFA MEL Sheets in Excel Doc)
- Identify three to four learning questions and strategy for answering them
- Compile work from sheet into log frame
- Designate responsible personnel
- Build a preliminary budget, update and scale activities as needed to be fiscally feasible
- Schedule future Pause & Reflect sessions