

Nutrition Strategy Development Guidance

Prepared: March 2021

Prepared by: Impacting Gender & Nutrition through Innovative Technical Exchange in Agriculture (IGNITE)



laterite
AN INNOVATIVE & SUSTAINABLE

60_decibels

Contents

HOW TO USE THIS GUIDE:.....	3
INTRODUCTION	3
GUIDING PRINCIPLES FOR THE NUTRITION STRATEGY	4
WHY NUTRITION? FUNDAMENTALS OF THE NUTRITION STRATEGY	4
Before you begin this section:	5
Summarizing the Formative Research:.....	5
<i>Current challenges for good nutrition in work area:</i>	5
<i>Summarization of formative research</i>	5
The Rationale for Nutrition Integration	6
Defining Nutrition Goal(s):	6
INTRODUCING THE LOGICAL FRAMEWORK FOR NUTRITION	7
Building the log frame:.....	7
NUTRITION FOCUS AREAS: ARTICULATING ACTIVITIES AND EXPECTED RESULTS	8
MONITORING, EVALUATION, AND LEARNING (MEL) FOR THE NUTRITION STRATEGY...12	
Identifying appropriate indicators for nutrition-sensitive programs:.....	13
Operationalizing the MEL Plan	14
MANAGEMENT OF THE NUTRITION STRATEGY	15
References:	17
Annexes:.....	17
GUIDING PRINCIPLES FOR A NUTRITION STRATEGY.....	18
WHY NUTRITION? FUNDAMENTALS OF THE NUTRITION STRATEGY	18
Summarizing the Formative Research:.....	18
<i>Current challenges to good nutrition in work area:</i>	18
<i>Summarization of formative research:</i>	18
The Rationale for Nutrition Integration	18
Defining Nutrition Goal(s):	18

INTRODUCING THE LOGICAL FRAMEWORK FOR NUTRITION	18
NUTRITION FOCUS AREAS: ARTICULATING ACTIVITIES AND EXPECTED RESULTS	19
Building Nutrition Focus Areas Part 1:	19
Building Nutrition Focus Areas Part 2:	20
MONITORING, EVALUATION, AND LEARNING (MEL) FOR THE NUTRITION STRATEGY...	21
Identifying appropriate indicators for nutrition-sensitive programs:.....	21
MANAGEMENT OF THE NUTRITION STRATEGY	21
References:	22
Annexes:.....	22

HOW TO USE THIS GUIDE:

This document is meant to guide you through the conceptualization, rationalization, and development of a strategy to integrate nutrition outcomes into the regular work of your organization, with support and assistance provided by Impacting Gender & Nutrition through Innovative Technical Exchange in Agriculture (IGNITE) as needed. While we suggest going through this document sequentially, the strategy you develop will be a living document and require updating, reflection, and recommitment as you carry out the activities you have planned and begin to see the results. At the end of this guide is a blank template form that you may use to develop the strategy based on the information and guidance presented here. Each section will include an explanation on the relevance of that section, points to consider including in that section, and process considerations, which will provide questions and guidance to your organization on how to best build out each section. While this guidance document could be used by organizations implementing in the agriculture or market systems development sphere, you could adjust the context to fit the organizations larger mandate.

INTRODUCTION

The integration of nutrition into agriculture and market systems development activities has the potential to have broad positive impacts on the health and productivity of individuals and households that are reached by your work. However, successful nutrition integration requires institution-wide commitment and prioritization of resources. The development of a clearly defined goal, technical and management approach, and logical roadmap towards these objectives is critical to set these priorities and align teams on necessary tasks.

This nutrition strategy guidance document, to be completed with the guidance of IGNITE, provides a roadmap to develop these opportunities into strategic, technically-sound action plans, along with process and outcome monitoring to document success and learning. This guidance document will serve as a communication tool, a high-level document that helps articulate the strategic thinking behind the goal and will provide the organization with a completed logical framework, implementation plan, and Monitoring, Evaluation, and Learning (MEL) strategy for effective, evidence-based nutrition integration.

Orienting yourself – Why Nutrition Integration?

The problem: The consequences of malnutrition manifest as poor lifelong health, reduced educational and earning potential, and, at the national level, a reduction in GDP due to productivity losses estimated to be anywhere from 0.4% to 2.9%. Poor diets, including insufficient quantity, quality, safety, and diversity of foods is a major cause of malnutrition. Between 2014-2019, 56.8% of people in Sub-Saharan Africa were either moderately or severely food insecure, meaning they had to reduce the quality and/or quantity of food consumed or had ran out of food for periods of time. Further, in 2019 only 21% of children (6-23 months) in Eastern Africa and 28% of children in West Africa consumed a diet diverse enough to meet their micronutrient needs.

The opportunity: Actors in agriculture and market systems programming have the opportunity to integrate and affect nutrition along all points of the food system to support the consumption of healthy diets, while supporting their business and/or organizational objectives. It is estimated that sustainably meeting the current challenges in food and agriculture sectors could unlock business opportunities worth up to US\$2.3 trillion annually by 2030, representing a seven-fold return on investment.¹ Experts in food and agriculture investment estimate that there are around 530 funds focused on the food and agriculture sector, with managed assets totaling US\$83 billion.¹ This figure is only expected to increase post-COVID-19 pandemic, with particular focus on areas of food safety and traceability, processing and packaging in developing economies, sustainable protein sources, and local sourcing of healthy foods.¹

GUIDING PRINCIPLES FOR THE NUTRITION STRATEGY

Establishing guiding principles during planning sets the foundation for how the strategy is implemented, conflicts are resolved, and goals are communicated. Guiding principles should communicate to the team your philosophy and values for the nutrition strategy implementation and goal priorities. It is suggested that your organization reflect on what would make the implementation of the nutrition strategy successful and prioritize the most important. Examples of guiding principles: 1) remains based in formative research, 2) utilizes social and behavior change best practices, 3) builds local capacity to deliver the activities, 4) remains focused on target behaviors, etc.

- **Guiding principle #1:** (add a bullet for each guiding principle)

WHY NUTRITION? FUNDAMENTALS OF THE NUTRITION STRATEGY

In this section, you will summarize your organization's rationale for nutrition integration, define your goal(s), and present the formative research or literature that guides the development of the nutrition focus areas to reach your goals.

Before you begin this section:

- Pause and reflect on your organization’s goals, strategic objectives, and/or business model.
- Evaluate how nutrition and food security objectives may fit within and benefit your organization’s or project’s goals and objectives.
- Determine the scope of your organization’s influence within the food system.
- Consider the timelines for the strategy (is it a 3-year/5-year document?).

Summarizing the Formative Research:

In this section, you will present and summarize the formative research that informed the development of the nutrition strategy, including the major nutrition challenges identified and the high-level summary of the research conducted or reviewed. Outlining this contextual information will allow for the identification of nutrition activities that are both possible for the organization to achieve and will also create meaningful positive change in the current nutrition situation.

Current challenges for good nutrition in work area:

Articulate the key nutrition challenges in the area that your organization works. What are the most common challenges to good nutrition faced by individuals within the organization's geographical reach? Examples include poor dietary diversity, low consumption of the target nutrition-rich food of the program, such as animal-source foods, high food insecurity, etc. If your organization is attempting to address malnutrition, you could articulate the challenges within the underlying causes of malnutrition in your work area as key challenge areas. Consider whether the major challenges vary by age group, gender, socioeconomic status, or other context-specific differentiations.

- **Challenge #1:** (add a bullet for each major challenge)
 - **Differentiations:**

Summarization of formative research

Complete the table with the information gathered that will inform the development of your nutrition strategy. This summary table will allow others in your organization and stakeholders to easily identify the evidence base for your choices throughout the development of the strategy.

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 Demographic Health Survey (DHS) survey on child and maternal health

<ul style="list-style-type: none"> - 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 	<p>Rapid survey of food processors in market catchment area Nov 2020</p>	<ul style="list-style-type: none"> - Phone interviews with random sample of food processors identified via government records: 7 small processors, 5 mid-size, 2 large scale
--	--	---

The Rationale for Nutrition Integration

Brainstorming the rationale allows the organization to see potential benefits for both themselves as well as the individuals and households reached by the organization. Consider the question: why are we considering nutrition in our work? What objectives will we be better able to achieve by integrating nutrition? Consider how the inclusion of nutrition fits into the development, business, and/or strategic objectives of the organization. State **explicitly two to three** overarching rationales for the integration of nutrition into your work and/or institutional policy.

- **Rationale #1: XYZ** (add a bullet for each rationale)

Defining Nutrition Goal(s):

State explicitly **one or two goals** for what your organization would like to achieve by incorporating nutrition into its work. Goals should remain high-level and reflect the entirety of the nutrition strategy, rather than specific activity outcomes. Goals should be phrased to be specific, measurable, achievable by the organization given their capacity, directly relevant to the key nutrition challenges, and be bound by time (i.e., how long it will take to accomplish). Example goals include: 1) improve the availability and safety of nutritious processed foods, in the areas the organization operates, 2) improve food security and nutrition in the areas the organization operates, 3) increase consumer demand for safe, nutritious value-added foods in the areas the organization operates.

- **Goal #1:** (add a bullet for each goal)

INTRODUCING THE LOGICAL FRAMEWORK FOR NUTRITION

Log frames are used to articulate and communicate the main goals, results, outputs, and activities of your nutrition strategy. The log frame is only introduced at this stage of the workbook and will be filled in as you complete the subsequent sections. Plan to revisit the log frame at each section to ensure the logical sequence leading to the goal, record assumptions and risks as they arise in the planning process, and how to most reliably assess that progress has been made towards each level of the framework. Following the previous section, your organization should be prepared to articulate the goal section of the log frame. If you are unfamiliar with log frames, please consult the detailed guide reference included in the appendix.

Process Note – Considering Capacity:

You may need to build a log frame for each nutrition focus area (described in the next section), especially if you work across multiple countries or diverse contexts. Consider whether, given your organization’s capacity and the complexity of your goals, it is truly feasible to conduct as many activities as would be needed to achieve all the goals laid out, or if it would be better to tackle one objective at a time or in a staggered fashion. This decision will be important in the coming section on timelines for implementation.

Building the log frame:

A log frame template is included in the workbook at the end of this guide, and the guiding considerations for each aspect of the framework below. It is a suggestion – if your organization typically uses a different format or layout, use that version instead. The log frame centers around both the goal of nutrition integration, as well as the specific activities that, when successfully carried out by the organization, will lead to your goal(s). Activities are the root cause of the change you wish to see; working upwards from activities, a logical sequence of activities → outputs → results → goal should follow, given the assumptions made in the framework hold true. The next section will guide you through the process of identifying what activities or interventions may be appropriate to lead to the desired impacts. The column “Means of Verification” will be addressed later in the section on monitoring, evaluation, and learning.

Project Structure	Indicators of Achievement	Means of Verification	Important Risks and Assumptions
Goal What are the wider objectives which the activity will help achieve? Longer term impact	What are the quantitative measures or qualitative judgements, whether these broad objectives have been achieved?	What sources of information exist or can be provided to allow the goal to be measured?	What external factors are necessary to sustain the objectives in the long run?

<p>Results</p> <p>The essential motivation for undertaking the nutrition integration initiative. What are the intended immediate effects? What improvements or changes do you expect?</p>	<p>What are the quantitative measures or qualitative judgements by which achievement of the purpose can be judged?</p>	<p>What sources of information exist or can be provided to allow the achievement of the purpose to be measured?</p>	<p>What external factors are necessary if the purpose is to contribute to achievement of the goal?</p>
<p>Outputs</p> <p>What outputs (deliverables) are to be produced to achieve the purpose?</p>	<p>What kind and quality of outputs and by when will they be produced? (QQT: Quantity, Quality, Time)</p>	<p>What are the sources of information to verify the achievement of the outputs?</p>	<p>What are the factors not in control of the organization which are liable to restrict the outputs achieving the purpose?</p>
<p>Activities</p> <p>What activities must be achieved to accomplish the outputs?</p>	<p>What kind and quality of activities and by when will they be produced?</p>	<p>What are the sources of information to verify the achievement of the activities?</p>	<p>What factors will restrict the activities from creating the outputs?</p>

NUTRITION FOCUS AREAS: ARTICULATING ACTIVITIES AND EXPECTED RESULTS

Nutrition focus areas are the main “buckets” through which your organization plans to affect nutrition and achieve your goal. For example, “enhanced food processing to increase availability of nutrient-rich foods” might contribute to the goal of “increased consumption of safe, nutritious foods”. In this section, you will articulate 2-3 nutrition focus areas and their relevant activities that will support the achievement of your goal(s). Each nutrition focus area will be two-part. The first part will be high-level and provide the rationale for addressing your nutrition focus areas. The second part will include specifics about how your organization will implement activities and serve as an implementation roadmap.

Process Note – Deciding on Nutrition Focus Areas

Initially, it is not recommended to tackle too many focus areas at once, but rather to concentrate efforts on creating real change in a fewer number of intervention areas. This will also help to generate evidence for the effectiveness of nutrition integration towards achieving business objectives, leading to greater institutional willpower and support for future expansion, if desired.

Building Nutrition Focus Areas Part 1:

Part one should include: 1) the identified challenge the organization will address, 2) the organization's broad approach to addressing the challenge, 3) expected high-level outcomes, and 4) milestones to achieve expected results. Advice and guiding questions to fill out this section, as well as an example are provided below.

- **Challenge:** What challenge are you addressing? Note that this challenge should remain focused on the specific point that you will be addressing in this nutrition focus area, rather than broad nutrition challenges. Note that food processor capacity and resources are the challenges in the example below, rather than food availability. This specificity helps keep the approach focused.
- **Approach:** What are the high-level approaches you will implement to address the challenge? At this stage, it is suggested to keep the activities high-level. Under part two you will detail out sub-activities.
- **Expected results:** What are the expected results you are aiming to achieve by addressing your challenges? It is suggested to have 1-2 results for each nutrition focus area.
- **Impact pathways:** Consider the major milestones that need to precede the desired results of this nutrition focus area for it to occur.

Orienting yourself – Nutrition Focus Area Part 1 Example

Enhanced food processing to increase availability of nutrient-rich foods

- **Challenge:** Food processors in program areas do not have sufficient capacity or resources to reliably produce safe and nutritious food products.
- **Approach:** 1) assist processors in obtaining processing equipment, 2) provide technical training on processing of nutrient-rich foods, and 3) provide training on developing social marketing plans to integrate nutrition messages into their product promotion strategies
- **Expected results:** Food processors will have sufficient resources and capacity to process and market value-added nutritious foods in the organization’s implementation area, thereby increasing food availability and desirability for consumers.

• **Impact pathways:**

Milestone 1	Milestone 2	Outcome	
Food processors understand and value the integration of nutrition messaging into their service delivery	Food processors integrate nutrition messaging into their service delivery	Consumers are reached with nutrition messaging from food processors	
Milestone 1	Milestone 2	Milestone 3	Outcome
Food processors are trained how to process locally produced nutritious foods	Food processors obtain the necessary resources to start their processing business	Food processors process value-added nutritious foods	Increased availability of value-added nutritious foods on the market

Building Nutrition Focus Areas Part 2:

Part two should include identifying the target participants, timeline for implementation, a list of sub-activities, and a plan for operationalizing the strategy. Advice and guiding questions to fill out this section, as well as an example are provided below.

- **Timeline for implementation:** Consider the overall timeline for implementing the activities in this nutrition focus area (e.g., May 2021-December 2023). Consider the timeline for piloting and activity testing, any additional formative work needed, scope of delivery, monitoring, and follow-up.
- **Target participants:** Define the target participants for activities within this focus area, including direct and indirect participants. Direct participants would be participants that you or your partners directly interact with, such as training attendees. Direct participants may or may not be the target group for the expected outcome. Indirect participants would be participants that would benefit from improvements/activities by the direct participants.

- **Activities and sub-activities:** List out the necessary sub-activities that will be implemented under each high-level activity that you articulated under part 1 of this section.
- **Plan for operationalizing:** Articulate the relevant tasks that need to be completed to successfully implement each activity. Tasks should include a description, due date, personnel responsible and involved.
- **Revisiting the log frame:**
 - At this point, you should be able to fill in the sections on the log frame for activities and results. You may need to include multiple activities in the log frame to achieve the necessary outputs that lead to the desired results. Include only those that are essential to achieving the necessary outputs.
 - The assumptions column should include the factors that affect the input to output link. These factors will likely arise during the planning for operationalizing.

Orienting yourself – Nutrition Focus Area Part 2 Example

Enhanced food processing to increase availability of nutrient-rich foods

- **Timeline for implementation:** May 2021 – December 2021
- **Target participants:** Direct participants: food processing MSMEs, indirect participants: consumers in the local marketplace that these MSMEs serve.
- **Activities and sub-activities:** Note, the example below is just one major activity detailed out.
 - Provide technical training on processing of nutrient-rich foods.
 - Key Informant interviews with MSMEs completed.
 - Draft training module completed.
 - Training module finalized.
 - Training conducted with MSMEs.
- **Plan for operationalizing:** Note, the example below is just one activity operationalized. You should complete the following table for all major activities and their relevant sub-activities.

Activity: provide technical training on processing of nutrient-rich foods			
Task	Description	Due Date	Personnel
Key Informant interviews with MSMEs completed	Conduct KIIs with MSMEs to determine their main constraints and motivators in adapting their processing practices to incorporate food safety and nutrition best practices	May 2021	Lead: Project Manager Support: country program managers
Draft training module completed	Finalize draft #1 of the MSME training module and share with X government agency for input	July 2021	Lead: Project manager Support: Program director, Communications specialist
Training module finalized	Address feedback and edits from government officials and finalize training module	August 2021	Lead: Project manager Support: Communications specialist
Training conducted with MSMEs	Conduct training with MSMEs on enhanced processing of nutrient-rich foods	September 2021	Lead: Country program managers
Assess adoption of new processing practices	Carry out survey of MSMEs that received training to measure knowledge retention and adoption of new practices	March 2022	Lead: MEL director Support: Country program managers

MONITORING, EVALUATION, AND LEARNING (MEL) FOR THE NUTRITION STRATEGY

In this section, you will describe the MEL approach for the Nutrition Strategy, including relevant indicators, a plan to operationalize the MEL plan, relevant learning questions, if any, and how program adaptation will occur. It is suggested that you approach the MEL development process

targeting each technical focus area, rather than the whole strategy, as this will link activities and expected outcomes directly to indicators. Research needed before you begin this section:

- What capacity exists within your organization to monitor the implementation and outcomes of your business/programs?
- At what level are the results and implementation of your organization’s work typically monitored, if at all? Examples include the individual consumer or household level, the market level, the community level, and/or internally within the institution.
- Understand the purpose and major components of a MEL strategy for assessing progress towards a goal, learning from project results and outcomes, and avoiding unintended negative consequences.
- How will this data feed into the institutional MEL strategy/approach?

Identifying appropriate indicators for nutrition-sensitive programs:

Appropriate indicators will depend on the activities identified, the capacity of the organization to collect data, and existing data sources. For each of the milestones and final outcomes identified for activities above, reflect on quantitative and qualitative indicators that can be measured to assess whether the milestone has been reached. Consider which levels the indicators need to be measured at, and if multiple indicators are needed to verify meaningful change from baseline. For each indicator identified, appropriate disaggregation should be specified to ensure that the changes are benefitting vulnerable or historically excluded populations. This will likely include the impact on women and youth and may include racial or tribal self-identification as contextually appropriate. Examples provided below.

Milestone 1	Milestone 2	Outcome
Food processors understand and value the integration of nutrition messaging into their service delivery	Food processors plan a social marketing approach for integrating nutrition in their service delivery	Food processors integrate nutrition messaging into their service delivery
Indicator	Indicator	Indicator
Percent of food processors that understand how nutrition is relevant to their business activities (disaggregated by gender and tribal membership)	Percent of food processors that have identified how they will integrate nutrition in their social marketing (disaggregated by gender and tribal membership)	Percent of food processors that are regularly disseminating nutrition messaging via their business activities (disaggregated by gender and tribal membership)
Milestone 1	Milestone 2	Outcome
Producers have access to biofortified maize seeds	Producers set aside a portion of their biofortified maize production for home consumption	Producers consume biofortified maize on a regular basis
Indicator	Indicator	Indicator

Percent of producers reporting access to biofortified maize seeds (disaggregated by gender) OR percent of input providers selling biofortified seeds	Percent of producers who set aside at least 20% of their maize production for home consumption (disaggregated by gender)	Percent of producers who consume biofortified maize at least three times weekly (disaggregated by gender)
--	--	---

Learning Questions:

Learning questions serve to address gaps in essential knowledge needed to move towards the program outcomes and goals effectively and efficiently. Learning questions offer an opportunity to explore differential impacts on gender or social groups, and to identify shortfalls in the reach of the initiatives to more vulnerable groups. You may be aware of these gaps at the outset, or they may arise during implementation. In either case, questions should be clearly applicable to the current work, and be focused and feasible to answer. IGNITE can assist with developing appropriate learning questions as needed, and best approaches to answer them. Plan to regularly reflect on your learning questions throughout implementation.

- **Learning question #1:**
 - **Approach to answer:**

Operationalizing the MEL Plan

With indicators and learning questions identified, you should now outline the operationalization of the MEL plan including data collection specifics, frequency of data collection, and target for the indicator results, including the identified disaggregation requirements of each indicator. Frequency of data collection will be informed by organization capacity, the nature of the indicator, and the intensiveness of the measurement process. Targets should be evidence-based and informed by baseline measures if possible. IGNITE can assist with the identification of appropriate indicator measurement and targets.

Indicator	Data Collection Overview	Frequency of data collection	Target
% of processors in market catchment area that understand how nutrition is relevant to their business activities	- Nutrition for business knowledge survey responses to be collected from business manager or owner - A positive response indicated by scoring at least X out of 10 points on knowledge survey	Baseline, and annually thereafter	80%
	Disaggregate: Ensure data can be disaggregated by gender and social group of processor	Same as above	Within 10% of the overall target

Revisiting the log frame:

- The indicators identified in this section should be recorded in the column “Means of verification.”
- During the identification of indicators, you may have needed to reframe indicators of achievement and assumptions. If this is the case, these should be updated on the log frame, and the logical progression from activities to goal reverified.

MANAGEMENT OF THE NUTRITION STRATEGY

In this section, you will articulate the management processes your organization will institute to ensure the success of the nutrition strategy. Management processes that will be covered include responsible personnel, program adaptation processes, budgets, potential roadblocks, and communication strategy.

Designating Responsible Personnel:

It is important to clearly identify the personnel that will be critical to the successful implementation of the nutrition strategy. This can serve as a management tool, so the organization can clearly see who all is involved in the nutrition strategy and how roles are identified. It is recommended that one person is responsible for the overall strategy. An example is provided below:

Personnel	Role	Description
Team leader	Oversee the entirety of the nutrition strategy	Ensure the successful implementation of the nutrition strategy, host the reflection sessions, etc.
Output Market Development Specialist	Oversee activity #1 - training to micro, small, and medium enterprises (MSMEs) on how to process nutritious foods	Coordinate with country program managers to identify MSMEs; lead the develop of the training; coordinate with government actors

Program Adaptation Processes:

Regular, planned review of progress towards the goal will alert implementers to what processes are working well, and any challenges that are inhibiting progress. The MEL plan quantifies this progress, but it is wise to plan early on how information from MEL will be assessed to adapt and realign activities to changing contexts and emergent challenges. Here, you will describe the program management processes you will use to pause and reflect on project progress. This includes identifying the frequency of pause and reflect sessions, what resources should be used to understand progress, key personnel to attend, and how decisions from these sessions will be used to adapt the programming.

Scheduled date/month for session	Indicators or reports to be reviewed	Key personnel to attend	Objective for session
August 2021	- Processor knowledge of nutrition for business - Processor adoption of nutrition integration - 2 nd Quarterly Report	- Team leader/Manager - Processor outreach coordinator - Nutrition expert	- Determine if on track to reach knowledge target - Identify challenges in reaching processors with nutrition information - Adapt nutrition integration training material to barriers that processors have reported

Budget

This section should describe how the organization will budget for the nutrition activities/strategy. It is suggested that you consider the sub-activities under each main activity and whether there are associated costs for that specific sub-activity. To ensure the necessary resources to successfully implement the nutrition strategy are available, it is suggested that these costs are added to the project/organization budget. Where possible, opportunities to leverage on existing programs and budgets should be explored to ensure value for money.

Costs to include in the budget may include the following:

- Personnel: This includes personnel contracts and staff development and learning.
- Contracts: Includes individual and company consultancies to support specific themes such as capacity to deliver, and any additional consultancy needs as these might arise over the course of the period.
- MEL: Provision should be made in the budget to ensure indicators outlined in the MEL framework are collected and analyzed with the desired frequency. Evaluations – particularly if done by independent parties to maintain impartiality can be costly and should be factored in the budget.
- Operational costs to roll out the activities identified under each focus area should be budgeted e.g., costs for training venue, participants’ allowances, training material etc.
- Travel: Includes travels for staff to engage in relevant project activities and multi-stakeholder processes. This should cover both international and local travel.
- Operating Expenses: Includes: Communication, Printing and visibility, Special events and miscellaneous experiences. Some of the overhead costs will be provided for through the organization’s expenses.

Potential roadblocks

Roadblocks are challenges to the implementation and success of the nutrition strategy and subsequent programs that may be either overcome or entirely avoided if anticipated early in the planning process. Roadblocks may be internal, such as lack of funding, loss of executive support, or reprioritization of organizational objectives. They may be external, such as changes in the political or social context of the region where your organization works or unanticipated participant resistance to the activities planned. A potential source of roadblocks can be found in the assumptions column of the log frame. What might happen if any of these assumptions do not hold true? How might they be resolved or worked around? Here, describe any potential roadblocks that may impact your ability to implement the nutrition strategy and achieve its goal(s). Each identified roadblock should be followed by approaches you will use to address the roadblock if it arises.

- **Roadblock #1:**
 - **Approach to Address:**

- **Roadblock #2:**
 - **Approach to Address:**

Revisiting the log frame:

- Consider whether any of the roadblocks identified here should be included as assumptions in the log frame. If so, add them.

- At this point, the log frame should be complete. However, as a living document, it should be revisited regularly and especially during pause and reflect sessions to ensure that activities are reaching their intended audiences, the desired results are being produced, assumptions are holding true, and progress is being made towards the goal.

References:

This section should include any references used throughout the strategy.

Annexes:

This section should include any relevant annexes for informing the nutrition strategy development that will be relevant to refer over the course of the implementation.

GUIDING PRINCIPLES FOR A NUTRITION STRATEGY

- **Guiding principle #1: XYZ** (add a bullet for each guiding principle)

WHY NUTRITION? FUNDAMENTALS OF THE NUTRITION STRATEGY

Summarizing the Formative Research:

Current challenges to good nutrition in work area:

- **Challenge 1:** (add a bullet for each major challenge)
 - **Population segment most impacted:**

Summarization of formative research:

Major findings	Research and date	Type of data collected

The Rationale for Nutrition Integration

- **Rationale #1:** (add a bullet for each rationale)

Defining Nutrition Goal(s):

- **Goal #1:** (add a bullet for each goal)

INTRODUCING THE LOGICAL FRAMEWORK FOR NUTRITION

Project Structure	Indicators of Achievement	Means of Verification	Important Risks and Assumptions
Goal			

Results			
Outputs			
Activities			

NUTRITION FOCUS AREAS: ARTICULATING ACTIVITIES AND EXPECTED RESULTS

Building Nutrition Focus Areas Part 1:

Focus area name:

- **Challenge:**
- **Approach:**
- **Expected results:**
- **Impact pathways:**

Milestone 1	Milestone 2	Milestone 3	Outcome
Milestone 1	Milestone 2	Milestone 3	Outcome

--	--	--	--

Building Nutrition Focus Areas Part 2:

Focus area name:

- **Timeline for implementation:**
- **Target participants:**
- **Activities and sub-activities:**
- **Plan for operationalizing:**

Activity:			
Task	Description	Due Date	Personnel

MONITORING, EVALUATION, AND LEARNING (MEL) FOR THE NUTRITION STRATEGY

Identifying appropriate indicators for nutrition-sensitive programs:

Milestone 1	Milestone 2	Final outcome
Indicator	Indicator	Indicator

Learning questions:

- Learning question #1:
 - Approach to answer:

Operationalizing the MEL plan:

Indicator	Data Collection Overview	Frequency of data collection	Target
	Disaggregate details:		

MANAGEMENT OF THE NUTRITION STRATEGY

Program Adaptation Processes:

Scheduled date/month for session	Indicators or reports to be reviewed	Key personnel to attend	Objective for session

Designating Responsible personnel:

Personnel	Role	Description

Budgeting for the Nutrition Strategy:

- Personnel:
- Contracts:
- Travel:
- Operating Expenses:

Potential roadblocks

- **Roadblock #1:**
 - **Approach to Address:**
- **Roadblock #2:**
 - **Approach to Address:**

References:

Annexes: