

REQUEST FOR EXPRESSIONS OF INTEREST

EVALUATION PARTNER FOR THE CASCADE PROGRAMME

CAtalyzing Strengthened policy aCtion for heAlthy Diets and resilience

Issued by
The Global Alliance for Improved Nutrition (GAIN)

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I. PROJECT BACKGROUND

CARE AND GAIN

CARE is a 75-year-old global confederation working to fight poverty and social injustice in the world, who work side-by-side with communities to understand the root causes of poverty and find innovative, locally-led solutions. With global expertise in scale and replication, a catalogue of resources, tools and best practice approaches, access to channels of influence both locally and globally, CARE is a highly respected and active voice in shaping global development agendas and policies. It is known for our unshakable commitment to gender equality, and for elevating the voices of the most vulnerable people around the world.

The Global Alliance for Improved Nutrition (GAIN) is a Swiss-based foundation launched at the UN in 2002 to tackle the human suffering caused by malnutrition. Working with both governments and businesses, GAIN aims to transform food systems so that they deliver more nutritious food for all people. GAIN is part of a global network of partners working together to create sustainable solutions to malnutrition. Through alliances, GAIN provides technical, financial and policy support to key participants in the food system. GAIN uses specific learning, evidence of impact, and results of projects and programmes to shape and influence the actions of others.

CASCADE

When the Netherlands Ministry of Foreign Affairs (MFA) launched the [Driving nutrition Impact through Implementing national policies \(DIETS\) Grant Policy Framework A2 call tender](#), CARE and GAIN jointly applied to bring their different strengths together for impact. GAIN had already received funding from MFA for the DIETS A1 component, so working together on the A2 component also provided a good opportunity to create synergy across the two programmes. In response to the DIETS A2 tender, CARE and GAIN developed the CAtalyzing Strengthened policy aCtion for heAlthy Diets and resilience (CASCADE) programme application (Annex II).

On 22 June 2022, an award of up to EUR 60,000,000 was granted for the CASCADE programme for the period 1 June 2022 till 31 December 2026. The overall CASCADE programme management is led by CARE, while the evaluation component is led by GAIN.

THEORY OF CHANGE

Programme goal and objectives

CASCADE's programme goal is: To improve food security and contribute to the reduction of malnutrition of at least 5 million women of reproductive age and children in Benin, Nigeria, Uganda, Kenya, Ethiopia and Mozambique. The programme has two strategic objectives: 1) increase **access to and consumption of healthy diets**, as well as 2) increase the **resilience of nutritional situation to price and climate change-related shocks and stresses** of household members across the six countries, with a focus on women of reproductive age and children.

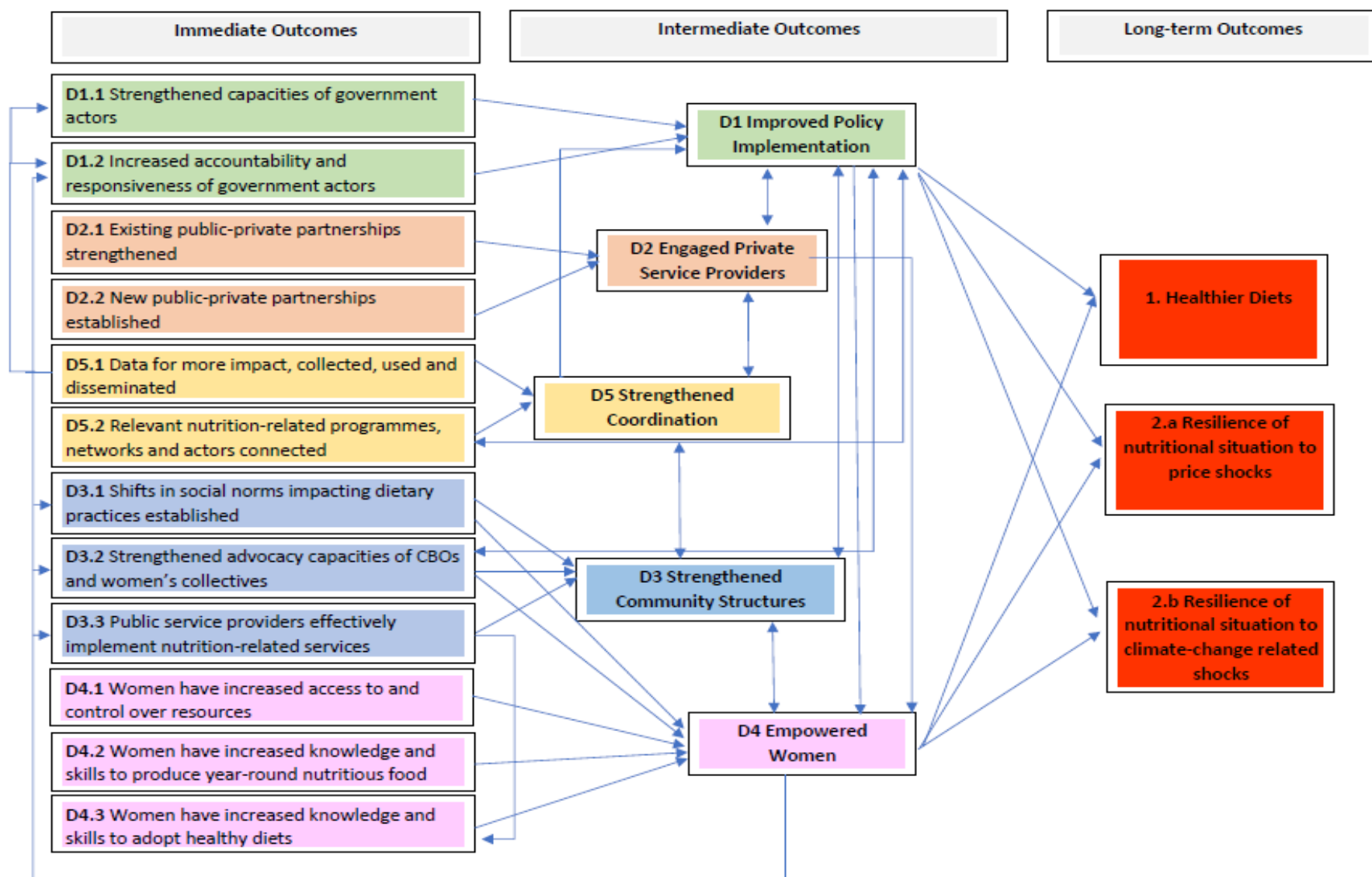
Intermediate Outcomes

The Theory of Change (ToC) encompasses five intermediate outcomes that are linked to the main groups of actors comprising food systems: 1) government bodies, 2) private service providers (PSPs), 3) community structures (e.g. community members, advocates and government service providers), 4)

women of reproductive age and children, and 5) the synergies between these actors. While changes need to take place within all groups of actors to achieve our strategic objectives and ultimate goal, the interaction between them is key.

- **Intermediate outcome 1** focuses on improving the implementation of existing nutrition-related policies.
- **Intermediate outcome 2** focuses on improving PSPs contribution to the implementation of existing nutrition-related policies.
- **Intermediate outcome 3** focuses on the community structures (community members, advocates and government service providers) to increase women's agency and opportunity to produce, acquire, prepare and consume healthy diets.
- **Intermediate outcome 4** aims to empower women so that they have increased knowledge, skills and resources to produce, acquire, prepare and consume healthy diets.
- **Intermediate outcome 5** promotes synergies between relevant actors through data sharing, learning, strengthened coordination and linkages, including with GAIN's A1 programme.

Figure 1 presents the dynamics among the various components of the ToC at outcome level. As illustrated, the immediate and intermediate outcomes are mutually constitutive, therefore change in one can trigger change in another. **Further narrative on the ToC is presented in Annex II.**



KEY PERFORMANCE INDICATORS

During the proposal development, a list of indicators were tentatively mapped to track the programme outcomes at different levels. As the programme results framework will be validated and refined after the inception phase, the KPIs below are also subject to revision.

MAIN OUTCOMES	KEY PERFORMANCE INDICATORS	INDICATIVE MEASURES AND METHODS
Long-term outcome 1	A.1 Number of people with a more diverse and adequate diet (disaggregated by sex and age) <i>MFA indicator A.1</i>	MDD-W and IYCF measures including MDD, MMF, MAD.
Long-term outcome 2	A.2 Number of people whose nutritional situation has become more resilient to (food) price and climate shocks (disaggregated by sex and age) <i>MFA indicator A.2</i>	Household Food Insecurity Access Scale (HFIAS)
Intermediate outcome D1	<p>D1.1 Number of reforms/improvements/ changes in national policy documents/laws/ schemes <i>MFA indicator 4.1</i></p> <p>D1.2 Number of government bodies with strengthened capacities to implement nutrition-related policies (disaggregated at national/district/community level)</p> <p>D1.3 Number of government bodies that have become more accountable and responsive to citizens' nutrition-related needs (disaggregated at national/district/community level)</p>	<p>CARE's Advocacy and Influencing Impact Reporting (AIIR) tool;</p> <p>Most Significant Change Method (MSC), Bellwether Methodology, Network-Power Mapping Tool, Kaleidoscope Model of policy change</p>
Intermediate outcome D2	<p>D2.1 Number of private sector actors offering more accessible, affordable and desirable products and services as a result from programme activities</p> <p>D2.2 Number of public-private partnerships established as a result from programme activities</p> <p>D2.3 Number of people for whom fortified food has become available (disaggregated by sex and age) <i>MFA indicator A.x.1.3</i></p>	<p>CARE's Advocacy and Influencing Impact Reporting (AIIR) tool;</p> <p>Routine progress monitoring; FGDs; MSC</p>
Intermediate outcome D3.	<p>D3.1 (Qualitative – Adjusted) Signs of shifts in counter-productive social and gender norms that impact nutrition practices¹</p> <p>D3.2 Number of people with strengthened capacity (knowledge and skills) to advance women's rights and gender equality (disaggregated by type, age and gender) <i>MFA indicator 5.2.2</i></p> <p>D3.3 (New) Number of nutrition-related public service providers with strengthened capacities to provide nutrition-related services (disaggregated at national/district/community level)</p>	<p>Social Norms Measurement tools; MSC;</p>

¹ Note that the final set of indicators needs to include a selection of indicators and methodologies as specified in the FNS Result framework and methodological notes of MFA (Annex 4 and 5)

Intermediate outcome D4	<p>D4.1 Number of women, including female small scale food producers with an increased voice in decision-making (disaggregated by type, age) <i>MFA indicator B.1.c</i></p> <p>D4.1 Number of women with increased access to and control over resources enabling them to produce and acquire nutritious food.</p> <p>D4.3 Number of women with increased knowledge and skills to procure and acquire foods necessary to their families with healthy diets</p>	<p>WEIA; WEI; Routine progress monitoring; FGDs, MSC.</p>
Intermediate outcome D5	<p>D5.1 Number of publications disseminated that impact agendas of decision-makers (disaggregated at transnational/national levels)</p> <p>D5.2 Number of multi-sectoral platform meetings organised that impact agendas of decision-makers (disaggregated at transnational/national/sub-national levels)</p>	<p>CARE's Advocacy and Influencing Impact Reporting (AIIR) tool; Routine progress monitoring; FGDs; MSC,</p>

PROGRAMME SCOPE AND INDICATIVE TARGETS

The policy and geographic coverage of the programme, as well as indicative targets at long-term outcome level as presented in the proposal are shown in the table below.

COUNTRY	POLICIES OF FOCUS	TARGETED REGIONS	TARGET 1- PEOPLE WITH HEALTHIER DIETS	TARGET 2- PEOPLE WITH INCREASED RESILIENCE
Benin	1. National Strategic Plan for Food and Nutrition Development, 2009-2019 2. National Plan for Agricultural Investment 3. Food and Nutritional Security, 2017-2021	3 communes each in Alibori, Atacora, Borgou, Queme, Zou	960,000	410,000
Nigeria	1. National Policy on Food and Nutrition 2. National Social Investment Programme 3. Home Grown School Feeding Programme 4. Nigeria Agricultural Sector Food Security and Nutrition Strategy	Bauchi, Jigawa, Kebbi, Nasarawa	375,000	425,000
Uganda	1. Uganda Nutrition Action Plan II	West Nile-Adjumani; Eastern Uganda-Kamuli; Tooro Region (Kyenjojo, Kyegegwa); Karamoja (Kotido, Kabong, Karenga, Abim); and Acholi (Lamwo, Kitgum, Agago, Pader, Omoro, Gulu, Nwoya),	530,150	280,600
Kenya	1. Kenya Nutrition Action Plan 2. Agri-Nutrition Strategy 3. Agricultural Sector Transformation and Growth Strategy	Nakuru, Nyandarua and Nairobi (these are also GAIN A1 programme areas)	385,000	210,000
Ethiopia	1. National Food and Nutrition (NFN) Policy and corresponding strategies 2. National Food Based Dietary Guideline (NFBGDG) 3. Nutrition-Sensitive Agriculture Strategies	4 woredas of the South Gondar Zone in Amhara region (4 PSNP and Sekota Declaration woredas). The exact woredas will be decided in consultation with regional partners.	464,158	257,781

	4. Productive Safety Net Program (PSNP) and Sekota Declaration			
Mozambique	1. Multi-sectoral Action Plan for the Reduction of Chronic Undernutrition (PAMRDC)	Districts of Nacala Velha, Monapo, Naracoa in the Nampula Province	1,170,378	780,252
Total			4,414,836	2,363,633

II. SCOPE OF WORK

OBJECTIVES OF THE WORK

The evaluation partner should play the role of a *thought-partner* through the life of the programme (4-5 years), providing leadership on best practices for rigorous evaluations of complex multi-country projects while considering the evaluation approaches, contextual realities, and programmatic experiences of CARE and GAIN. The evaluation partner will work closely with the CASCADE Reference Group² and Country Teams to conceptualize and eventually commission and oversee a series of impact evaluations in each of the 6 programme countries (Benin, Ethiopia, Kenya, Mozambique, Nigeria, & Uganda).

The evaluations will include (quasi-experimental) baseline and endline surveys at the country level. A mid-line assessment can entail a process evaluation or other qualitative approach. A cost evaluation may also be required. Innovative and mixed-methods approaches are of particular interest. In addition, the transnational advocacy and research activities described in Annex II should be considered in the evaluations. The evaluation partner will summarize the 6 country-level evaluations into global evaluation reports.

Specific objectives include:

- Review programme design and develop detailed program impact pathways in each focus country.
- Design rigorous mixed-methods impact evaluations for each focus country.
- Identify a local evaluation partner (research/academic institution) in each of the focus countries to conduct the evaluations as full intellectual partners (including local co-PI) and collaborate with these partners throughout the evaluation lifetime.
- Lead, in collaboration with local evaluation partners and GAIN & CARE staff, peer-reviewed papers on the findings of impact evaluations.

SCOPE OF WORK

The successful applicant shall provide the following services according to [Dutch MFA IOB Evaluation Criteria](#):

- Review and align with donor's grant framework, results framework and evaluation requirements
- Review the programme documents (theories of change, activity plans, results frameworks, etc.) and map detailed program impact pathways for each country.
- Based on the program impact pathways, develop an initial overview of rigorous potential evaluation methodologies.
- Identify and directly contract a local evaluation partner in each country and support that partner to obtain all relevant ethical approvals, access, and data collection permissions as appropriate, e.g., government approvals.
- Develop a detailed plan for how the partner will coordinate/work together with the Reference Group, the country teams, and the local evaluation partners.
- Support the local evaluation partner in the development of study protocols (including literature review, detailed methodology and justification, sampling strategy, data analysis plan, and data collection tools) for review and approval by the Reference Group.

² This group comprises member from CASCADE's MEAL group, representatives from the country teams, and members with both thematic and evaluation experience, including at least one independent member. The role of the reference group is to assure evaluation quality and independence. It advises CASCADE's Programme Management Unit on the ToR, the selection of evaluators, the elaborated methodology (inception report) and the draft evaluation reports. Comments and advice from the reference group should be seriously considered by the evaluation team.

- Manage and lead on cross-country research, where identified and applicable (including meta-analyses and reporting and publications)
- Support or oversee (as agreed with the Reference Group) all aspects of primary data collection, quality assurance, and data entry, cleaning, management, and analyses conducted by local implementing partners.
- Submit raw and clean datasets, accompanying codebooks, and syntax and output of all data analyses, for all primary data collected. If quantitative data are collected, data documentation must be provided using Nesstar, or similar data storage program.
- Work with local evaluation partners (aligned with pre-defined roles and responsibilities) to draft full reports (6 country reports and 1 global report), including literature review, methods, data collection activities, results and conclusions/recommendations.
- Publish findings of impact evaluations in peer reviewed journals in collaboration with the Reference Group.

CAPACITY REQUIREMENTS

The team should have demonstrated excellence and thought leadership in qualitative and quantitative evaluative methods to assess programmes on: 1) food security and nutrition, 2) policy implementation/ policy processes, and 3) women's empowerment. Team members with French and Portuguese proficiency is an advantage.

INDEPENDENCE OF EVALUATORS

- None of the evaluators should have been involved in the design or implementation of the programme (interventions); AND
- None of the evaluators is affiliated with one of the organisations active in the consortium responsible for the design or implementation of the intervention, or has been affiliated with one of the organisations during the implementation of the intervention; AND
- None of the evaluators has in the past worked for the Netherlands Ministry of Foreign Affairs and has been responsible for formulating policy or setting up the programme that has led to the intervention under evaluation; BUT
- Programme staff will facilitate contact between evaluators, beneficiaries and active stakeholders. Programme staff may accompany the evaluators during field visits. Programme staff can help in making the necessary introductions, but must not be present during interviews, nor should they have played an active role in sampling or case selection.

DELIVERABLES AND TIMELINES SUMMARY

DELIVERABLE	TIMING
Inception Report, refining proposed methods	February 2023
Research plan and instruments for IRB	March 2023
Validation Workshops – Baseline Results	July 2023
Final Baseline Report & data	September 2023
Final Mid-line Report	September 2024

Final Impact Evaluation Report & data	August 2026
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III. INSTRUCTIONS FOR EXPRESSION OF INTEREST

This selection process of the evaluation partner will be managed in 2 stages. At stage 1, a Request for Expressions of Interest (Eol) will be disseminated. This initial Eol must be based on the information available in this document and does not represent a commitment to submit a full proposal should the additional details modify the interest. The consortium will review the applications and inform applicants whether they will be proceeding to the stage 2. The consortium will shortlist applicants based on: 1) an understanding of the task, 2) viability and innovation of proposed approach, and 3) composition of the team.

At stage 2, the consortium will invite up to 4 selected applicants to submit a full proposal. They will have the opportunity to attend a presentation of the project design (as it stands to date) and Q&A. This will allow applicants to better understand the project and how it might be evaluated. The presentation will provide a brief background in the six countries including project theories of change, timelines, and anticipated outcomes.

FORMAT OF THE EXPRESSION OF INTEREST

For the expression of interest, we request a response of no more than 4 pages (3 pages for the technical proposal and 1 for the financial proposal) containing at least the following information:

Technical proposal for the entire project (inception and implementation phases) outlining:

- Clear explanation of the bidder's understanding of the role of the proposed evaluation partner.
- Proposed approach: Brief overview of the proposed methodological and collaborative approaches for meeting the 4 stated objectives; overview of possible local evaluation partners in each country and how you plan to work with them.
- Capacity statement: Profiles of the proposed team (agencies and individuals), including qualifications, expertise, and publications; Past experience relevant to this project conducted in the last five years (previous research as part of food security and nutrition programmes, improved policy implementation and women's empowerment, research in low-and middle-income country contexts, new or innovative methodological approaches, learning approaches to assess new methods and measures, etc.);

Financial proposal:

- Outline an illustrative but detailed budget accompanied by a budget narrative (including anticipated field costs and contracting of local research partners). (At stage-2, the final budget will be elaborated as the scope of the assessment is clarified and as part of the contracting process.)

BUDGET

Applicants are required to provide an *illustrative* budget in USD for the Eol.

CONTACT AND INQUIRIES

For substantive questions on the Eol, please see FAQs in Annex 1. For any minor clarifications about how and what to submit, email rfp@gainhealth.org. Please include in the subject line **EOI EVALUATION PARTNER – CASCADE**.

At stage 2, we will offer an online meeting to present the brief outline of the project and allow for some Q&A exchange, for all invited agencies. This will be followed by an opportunity to submit additional inquiries and other communications to the consortium.

SUBMISSION

EoI should be in English and submitted in electronic copy to the following e-mail address: rfp@gainhealth.org. Please include in the subject line **EOI EVALUATION PARTNER – CASCADE**.

DEADLINE 5 DECEMBER 2022

Completed proposals should be submitted electronically to GAIN **before 5:00 pm Central European Time on December 5, 2022**.

EXPRESSIONS OF INTEREST WILL NOT BE REVIEWED OR CONSIDERED IF:

- Received after the deadline at the specified receiving office.
- Received by fax.
- Incomplete as per sections noted above.
- Not signed.

RIGHTS OF REJECTION

GAIN and/or the Consortium reserves the right to reject any or all submissions or to cancel or withdraw this pre-RFP for any reason and at its sole discretion without incurring any cost or liability for costs or damages incurred by any applicant, including, without limitation, any expenses incurred in the preparation of the submission. The applicant acknowledges and agrees that GAIN will not indemnify the applicant for any costs, expenses, payments or damages directly or indirectly linked to the preparation of the submission.

SUMMARY OF DEADLINES

- Expression of Interest submission deadline: December 5th 2022
- Response from consortium on acceptance or rejection of EoI: December 12th 2022
- Presentation of detailed country level logic models/ToCs: December 14th 2022
- Anticipated deadline for full proposal from selected EoIs: January 9th 2022
- Anticipated response from consortium on acceptance or rejection of full proposal: January 20th 2023
- Anticipated award of contract: February 10th 2023

IV. TERMS AND CONDITIONS OF THIS SOLICITATION

NOTICE OF NON-BINDING SOLICITATION

GAIN and/or the Consortium reserves the right to reject any and all bids received in response to this solicitation and is in no way bound to accept any proposal. GAIN additionally reserves the right to negotiate the substance of the successful applicants' proposals, as well as the option of accepting partial components of a proposal if deemed appropriate.

CONFIDENTIALITY

All information provided as part of this solicitation is considered confidential. In the event that any information is inappropriately released, GAIN will seek appropriate remedies as allowed. Proposals, discussions, and all information received in response to this solicitation will be held as strictly confidential.

RIGHT TO FINAL NEGOTIATIONS ON THE FULL PROPOSAL

GAIN and/or the Consortium reserves the right to negotiate on the final costs, and the final scope of work of the proposal. GAIN reserves the right to limit or include third parties at GAIN and/or the Consortium sole and full discretion in such negotiations.

EVALUATION CRITERIA FOR FULL PROPOSAL

Proposals will be reviewed by the CASCADE Reference Group. The following indicate a list of the significant criteria against which proposals will be assessed. This list is not exhaustive or 100% inclusive and is provided to enhance the applicants' ability to respond with substance.

Applicants are required to submit the following information, conforming to the guidelines given in this section:

Technical quality of proposal 40%

- Clear articulation of the respondents understanding of the scope of work and objectives
- Proposed methodological approach for meeting the stated evaluation objectives
- Proposed collaborative approach – including country level consortium staff – for meeting the stated evaluation objectives

Team profiles and experience 50%

- Demonstrated expertise and prior experience in the evaluation of relevant programmes
- Composition of evaluation partner team
- Demonstrated ability to identify and collaborate as full intellectual partners for research institutions in each of the 6 countries
- Experience working in at least three of the following countries: Kenya, Nigeria, Mozambique, Ethiopia, Benin and Uganda, with preference for experience in multiple African countries

Budget 20%

- Total budget
- Value for money

AS PART OF THE SELECTION PROCESS, THE CONSORTIUM RESERVES THE RIGHT TO REQUEST CLARIFICATIONS AND FURTHER DETAILS FROM ONE OR A SHORT LIST OF FINAL RESPONDENTS.

REVIEW PROCESS

The review process will be conducted by CASCADE's Reference Group.

LIMITATIONS WITH REGARD TO THIRD PARTIES

The consortium does not represent, warrant, or act as agent for any third party as a result of this solicitation. This solicitation does not authorise any third party to bind or commit the consortium partners in any way without the consortium's express written consent.

COMMUNICATION AND CONTACTS

All communication regarding this solicitation shall be directed to appropriate parties at the consortium. Contacting third parties involved in the Request for EoI, the review panel, or any other party may be considered a conflict of interest and could result in disqualification of the EoI.

FINAL ACCEPTANCE

Award of a Proposal does not imply acceptance of its terms and conditions. The consortium reserves the right to negotiate on the final terms and conditions including the costs and the scope of work when negotiating the final contract to be agreed between the consortium and the applicant. GAIN will perform contracting and payment duties on behalf of the consortium.

VALIDITY PERIOD

The offer of services will remain valid for a period of 60 days after the Proposal closing date. In the event of award, the successful applicant will be expected to enter into a contract subject to the consortium's terms and conditions.

INTELLECTUAL PROPERTY

Subject to the terms of the contract to be concluded between the consortium and the applicant, the ownership of the intellectual property related to the scope of work of the contract, including technical information, know-how, processes, copyrights, models, drawings, source code and specifications developed by the applicant in performance of the contract shall vest entirely with the consortium.

SCOPE OF CHANGE

Once the contract is signed, no increase in the liability of the consortium or in the fees to be paid by the consortium for the services resulting from any change, modification or interpretation of the documents will be authorised or paid to the applicant unless such change, modification or interpretation has received the express prior written approval of the consortium.

ANNEX I – FREQUENTLY ASKED QUESTIONS

How can we develop a budget without details of the project design, scope of the evaluation, and the specific geographies within the selected countries?

We understand that it is difficult to develop a detailed budget at this early stage, however, as part of the EOI selection, we need some indication of the major costs anticipated by the evaluation partner based on the information provided. All selected bidders will be given an opportunity to submit a more elaborated budget in the full proposal phase.

Can you provide a budget envelope?

Due to our procurement procedures, we are unable to disclose the budget envelope at either stage.

How do you see the collaboration between the evaluation partner and the local evaluators after the evaluation has been commissioned? Will the evaluation partner work in close collaboration with the local partners in all aspects of the evaluation?

The role of the evaluation partner would be to oversee and/or directly support the local evaluators on all aspects of the evaluation process from design through final reporting. It is also expected that the research partner will identify local partners, contract them directly, and be accountable for their work. This is essentially a quality control, accountability, and alignment approach across countries and evaluation teams.

Can you elaborate more on the type of evaluations that will be conducted? For example, will the impact evaluations be experimental or quasi-experimental or both? Will the evaluations include process evaluations or other specific methodologies?

The consortium seeks an evaluation partner to help answer some of these questions based on their expertise and added value. We would seek rigorous “gold standard” approach, which may be revised at later stages based on budget and / or field limitations. This EOI is an opportunity to lay out what you as a potential research partner might suggest at this stage, with the level of information available. Bidders will not be held accountable for the budget submitted in the EOI stage.

Will the evaluation partner be responsible for monitoring, e.g. immediate outcomes?

The evaluation partner is not responsible for monitoring. In the case where there is a need for an indicator to be collected more frequently than the baseline, midline, and endline, the partner would provide details and guidance to the in-country Monitoring and Evaluation lead.

ANNEX II – THEORY OF CHANGE NARRATIVE

(PLEASE NOTE, THE TOC ANNEXED HERE IS THE ORIGINAL VERSION SUBMITTED IN THE PROPOSAL. THERE HAS BEEN AN ONGOING PROCESS TO REFINE AND UPDATE THIS TOC. A NEW VERSION WILL BE FINALIZED AND SHARED BEFORE STAGE 2 WITH THE SELECTED CANDIDATES.)

OVERARCHING THEORY OF CHANGE

1.1 Introduction

Access to and consumption of healthy diets are the building blocks for optimal nutrition status and a core element of food and nutrition security. Yet, for many marginalised communities, healthy diets are not accessible because they are not affordable and/or available. Marginalised households in sub-Saharan Africa rely on staple foods to meet their needs, and diets often lack the diversity that would provide individuals a full complement of nutrients.^{3,4} A staggering 75% of Africans cannot afford healthy diets⁵ and fewer than 20% of infants and young children meet minimum acceptable diets, meaning their diets lack important foods such as vegetables, fruits, eggs, milk, meat, fish and pulses.¹ Women and girls' access to and consumption of healthy diets are especially challenging, because of entrenched food taboos and gender norms.⁶

Governments in the six CASCADE programme countries have multiple policy challenges and capacity constraints to delivery. Typically, there is a proliferation of policies which are not mutually reinforcing or are not well implemented at sub-national or local levels. Furthermore, gender equality and women's empowerment are frequently neglected in the development and implementation of food and nutrition policies. Changing this will require a combination of a focused vision across all of government and other relevant stakeholders, strong insight into the policy process, the ability and determination to translate this vision into practice, credibility with a range of national actors, and capability to engage with political and administrative dynamics at different levels of government.

The goal of CASCADE, in line with the DIETS programme grant framework, is: *to improve food security and contribute to the reduction of malnutrition of at least 5 million women of reproductive age and children in Benin, Nigeria, Uganda, Kenya, Ethiopia, and Mozambique.* The consortium identified the following two strategic objectives, that represent the long-term outcomes of CASCADE, required to achieve the programme's goal:

- **Strategic objective 1:** To increase access to and consumption of healthy diets among household members in the six programme countries, particularly women of reproductive age and children.
- **Strategic objective 2:** To increase resilience to price and climate change-related shocks and stresses of household members in the six programme countries, particularly women of reproductive age and children.

The programme's Theory of Change (ToC) asserts that the following intermediate outcomes, need to take place to achieve the consortium's strategic objectives:

IF government bodies effectively implement nutrition-related policies promoting year-round consumption of healthy diets, particularly for women of reproductive age and children, and

IF private service providers offer accessible and affordable products and services enabling year-round consumption of healthy diets, particularly for women of reproductive age and children, and

IF community members, advocates and government service providers are drivers of change that positively influence the implementation of nutrition-related policies and practices, and

³ FAO. Call to add value to African diets, 2018.

⁴ UNDP Regional Bureau for Africa. The Nutrition Challenge in Sub-Saharan Africa, 2012.

⁵ FAO. The State of Food Security and Food Nutrition in the World, 2021.

⁶ CARE. Left Out and Left Behind: Ignoring Women Will Prevent Us From Solving the Hunger Crisis, 2020.

IF empowered women have increased resources, skills, and knowledge to produce, acquire, prepare and consume healthy diets, for themselves and their children, and

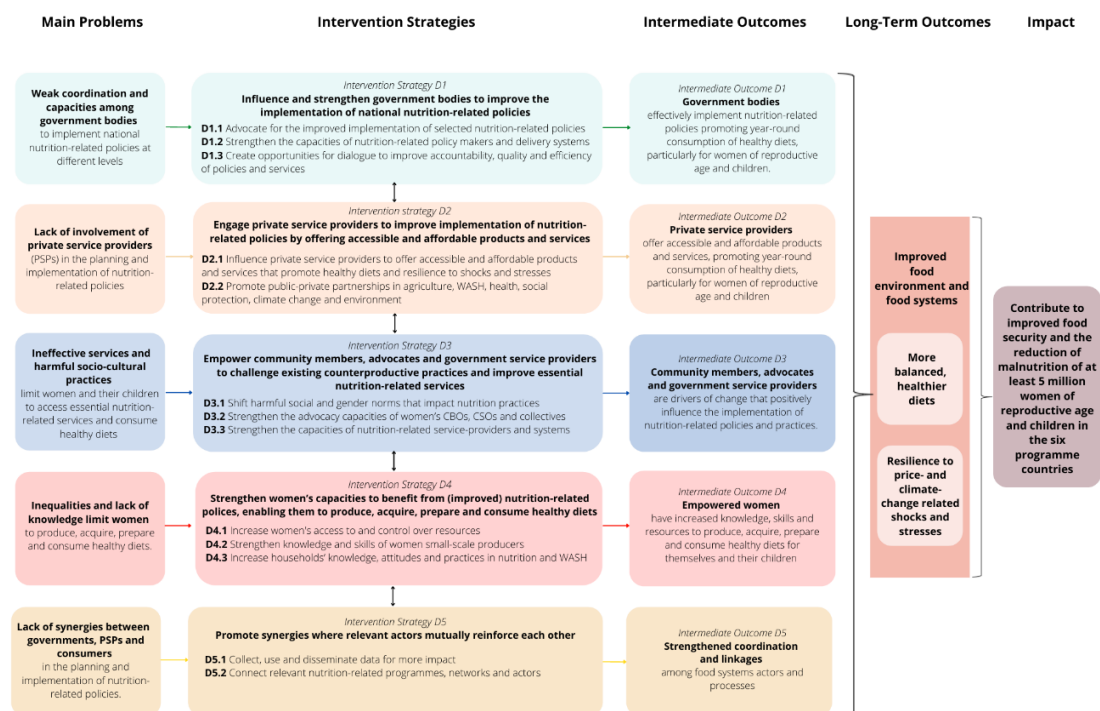
IF synergies between relevant stakeholders allow for better coordination and improved policy coherence,

THEN household members, particularly women of reproductive age and children, in the six programme countries will consume healthier diets, and be more resilient to price and climate change-related shocks and stresses.

1.2 Domains of change

The ToC encompasses five domains of change linked to the main groups of actors comprising food systems: 1) governments, 2) private service providers (PSPs), 3) community members, advocates and government service providers, 4) women of reproductive age and children, and 5) the synergies between these actors. While changes need to take place within all domains to achieve our strategic objectives, the interaction between the five domains is key. **Domain 1** focuses on improving the implementation of existing nutrition-related policies. **Domain 2** aims to reengineer markets, complementing and amplifying GAIN's work that is being done in the six countries as part of A1, so that PSPs contribute to policy implementation by offering accessible and affordable products enabling year-round consumption of healthy diets. **Domain 3** focuses on the enabling environment (community members, advocates and government service providers) to increase women's agency and opportunity to produce, acquire, prepare and consume healthy diets. **Domain 4** aims to empower women so that they have increased knowledge, skills and resources to produce, acquire, prepare and consume healthy diets. Finally, **domain 5**, promotes synergies between relevant actors through data sharing, learning, strengthened coordination and linkages, including with GAIN's A1 programme. The ToC visualisation (Figure 1) presents a static image in which the five domains are bounded and distinct. However, in reality, these domains are overlapping, interdependent and dynamic. They are mutually constitutive and change in one can trigger change in another.

Figure 1. ToC visualisation



1.3 Intervention strategies

Domain 1 *Influence and strengthen government bodies to improve the implementation of national nutrition-related policies*

Sub-strategy D1.1. Advocate for the improved implementation of nutrition-related policies

The consortium aims to influence governments to develop strategies and action plans to effectively implement nutrition-related policies, include analysing and influencing budget allocation for nutrition, from national to sub-district levels. Using evidence from past advocacy and policy initiatives, and in close cooperation with SUN Civil Society Alliances (CSAs), the consortium will engage with governments to advance nutrition-related policy commitments (including [UNFSS National Pathways](#) and the [N4G Compact](#)). In addition, the consortium will reinforce local actors' advocacy efforts to engage with parliamentarians and media to hold government accountable to nutrition-related policy commitments.

Sub-strategy D1.2. Strengthen the capacities of nutrition-related policy makers and delivery systems

The consortium will strengthen capacities of government at all levels to effectively implement nutrition-related policies. Governments will be supported to develop implementation plans, results frameworks and tracking tools, and to improve government standards and quality improvement frameworks. Specific attention will be paid to gender integration and increasing the number and voice of women in policy making spaces. The consortium will support and influence the delivery of existing government social protection services and social safety nets to include greater focus on high-quality nutritious foods and greater targeting of women and children.

Sub-strategy D1.3. Create opportunities for dialogue to improve the quality, efficiency and accountability of policies and services

The consortium will apply social accountability tools, such as the [Community Score Card](#)® (CSC),⁷ to strengthen the quality, efficiency and accountability of policy implementation. The CSC is a citizen-led assessment, planning, monitoring and evaluation approach, which CARE has successfully used to improve accountability of government actors as well as strengthen the quality of health services, water service provision and agricultural extension in each of the six programme countries. It enables women, government officials and other key stakeholders to jointly identify and overcome coverage, quality and equity obstacles. Accountability will be facilitated and strengthened by capacitated women's CSOs under domain 3. By creating spaces for dialogue and accountability, we will contribute to a strengthened social contract between government and citizens.

Domain 2 *Engage private service providers to improve implementation of nutrition-related policies by offering accessible affordable products and services*

Sub-strategy D2.1. Engage private service providers to offer accessible and affordable products and services that promote healthy diets and resilience to shocks and stresses

The consortium will promote private sector engagement and investments in products and services that support healthy diets and resilience to shocks and stresses, especially for those hardest to reach. Joining with local and SUN CSAs and SUN Business Networks (SBNs), we will advocate to governments to implement policies that create enabling environments and incentives for businesses, especially SMEs, to produce healthy and affordable products, such as the

⁷ Created and validated by CARE see <https://www.care.org/our-work/health/strengthening-healthcare/community-score-card-csc/>

improved implementation of food fortification policies and regulations, linking producers to social protection provision, and increasing female small-scale food producers' access to inputs and services enabling them to deploy sustainable and climate resilient agricultural technologies.

Sub-strategy D2.2. Promote public-private partnerships (PPPs) in agriculture, WASH, health, social protection, climate change and environment

PPPs across nutrition-related sectors will build improved food environments for year-round access to healthy diets. For example, in the WASH sector, we will link publicly owned water infrastructure with private operators to sustain improve, and expand services. The consortium will coordinate closely with SUN CSA consumer groups, and associations that are well placed to effectively negotiate with relevant private sector actors across sectors. With SBNs, we will convene and assist business to assess technical, financial, and other business support service needs, and highlight the role of businesses in addressing nutrition at country level.

Domain 3 Empower community members and government service providers to challenge existing counterproductive practices and improve essential nutrition-related services

Sub-strategy D3.1. Shift harmful social and gender norms that impact nutrition practices

The consortium will engage key community stakeholders (women, men, and influential community and religious leaders), to adopt optimal nutrition practices by challenging existing harmful social and gender norms and food taboos at community and household level. [CARE's research](#) articulated [8 principles](#) to addressing harmful norms through norm-shifting interventions such as CARE's [Social Analysis and Action \(SAA\)](#) approach to support communities to challenge existing nutritional practices, food taboos and myths. The consortium will also work with sub-national and local media to raise awareness of and shift harmful norms through public education messaging.

Sub-strategy D3.2. Strengthen the advocacy capacities of women's CBOs, CSOs and women's collectives

The consortium will link and strengthen the advocacy capacities of CBOs, CSOs and SUN CSAs to hold government bodies accountable to their nutrition-related commitments. CARE's [Villages Savings and Loan Associations \(VSLAs\)](#) and [Farmer Field and Business Schools \(FFBS\)](#) (see D4.1. below) [will be key forums to support and prepare women to carry out advocacy actions and be](#) representatives at key advocacy moments for implementation of nutrition-related policies (supporting D1.3. above).

Sub-strategy D3.3. Strengthen the capacities of nutrition-related service providers and systems

The consortium will strengthen government systems at all levels to implement nutrition policies. Service providers will be trained to deliver quality nutrition-related services at sub-district and community level to effectively implement nutrition actions. Training will cover key nutrition topics (such as actions during pregnancy and infant and young children feeding practices), while service providers are supported with supportive supervision, mentoring and curricula monitoring and ongoing training. Capacity strengthening efforts will include agricultural extension services staff and health care workers of district and local governments, depending on the country context. The CSC tool will also be used to improve local accountability of these services to women.

Domain 4 *Strengthen women's capacities to benefit from (improved) nutrition-related policies, enabling them to produce, acquire prepare and consume healthy diets*

Sub-strategy D4.1. Increase women's access to and control over resources

Women's agency to access and control productive assets and resources empowers them to engage in food and market systems, manage short term environmental and economic shocks, and successfully adapt to climate change. Depending on the country context, the consortium will empower women through VSLAs to increase access to income. Through CARE's FFBS, women will better access relevant information (climate information, IT-based extension toolkits and connections to market data), appropriate agricultural and productive resources, and assets, prioritising land, water, inputs, technology and finance.

Farmer Field and Business Schools comprise 25-30 producers drawn from VSLAs, producer groups, marketing groups and other common interest

Sub-strategy D4.2. Strengthen knowledge and skills of women small-scale producers

In cooperation with existing agricultural extension services and using CARE's FFBS, the consortium will convene groups of women small-scale producers during cropping or livestock production cycles to experiment and learn about innovative climate resilient and nutrition sensitive production practices and marketing options. The FFBS innovative farmer-led learning and extension approach includes relevant and related topics (nutrition, climate resilient agriculture practices, marketing, women's empowerment and monitoring). Depending on the country context, the consortium will promote locally-led sustainable livelihood and disaster risk reduction strategies that will increase resilience to climate shocks and stresses.

Sub-strategy D4.3. Increase households' knowledge, attitudes and practices in nutrition and WASH

In close partnership with relevant government sectors, we will work with sub-national and community-based service providers and CSOs to increase community and households' knowledge, attitudes and optimal practices in nutrition and WASH. Behaviour change will happen not only within target communities and households, but also with government sectors and service providers to elevate the importance of nutrition in provision of health services. We will promote integration of essential nutrition services into existing systems and develop service providers' capacity to effectively use government guidelines and materials to increase adoption of healthy diets for women and optimal infant and young child feeding. Direct support will be provided to children, women and vulnerable families to manage acute malnutrition.

Domain 5 *Promote synergies where relevant actors mutually reinforce each other*

Sub-strategy D5.1. Collect, use and disseminate data for more impact

The consortium will conduct routine monitoring to assess progress toward intended results and implement intervention revisions and/or course correction. Rigorous research and evaluation will provide evidence to identify approaches and interventions most effective in reaching the programme goal. Linking local academia with implementers and government will also help to track the implementation of policies, resolve roadblocks and, as a result, guide future projects and policies. GAIN's [Food Systems Dashboard](#), for example, is a tool for policymakers that combines data for more than 175 food system indicators and is being used to support annual reporting to track food systems progress. The [Fortification Assessment Toolkit](#) (FACT) developed by GAIN to carry out coverage assessments of fortification programmes will allow us to advocate for improved implementation of food fortification guidelines.

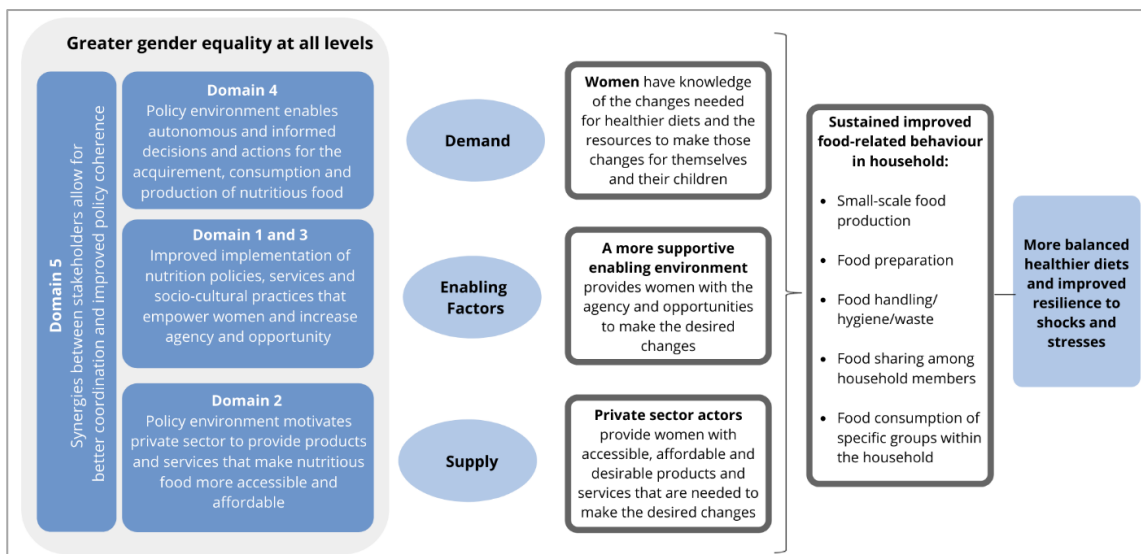
Sub-strategy D5.2. Connect relevant nutrition-related programmes, networks and actors

At country and regional levels, the consortium will work closely with SUN CSAs and SBNs to improve coordination among relevant actors and programmes with the common goal of creating enabling environments that promote production, access to and consumption of healthy diets. At transnational level, the consortium will actively participate in SUN Secretariat efforts to map SUN network initiatives and identify and address gaps. As part of the [Healthy Diets Coalition](#),⁸ consortium members, INGOs and five UN agencies, will align, mobilise and support actions related to food supply, food environments and valuing food, with the goal of doubling the number of people eating healthy diets from sustainable food systems.

1.4 Push-Pull Approach

The consortium will apply a food systems transformation approach to reach our strategic objectives, focusing on the different components and actors as described in the Sustainable Food System Framework (2020).⁹ While many programmes address the supply side of food systems to improve nutrition outcomes (involving private sector actors and food supply chains) or the demand side (involving consumers and their nutrition-related behaviours), CASCADE will use a **push-pull approach** as detailed in Figure 1, working with both demand side and supply side, while concurrently influencing enabling factors (governance, policies and socio-cultural norms and practices).

Figure 2. Consortium’s push-pull approach



The consortium identified the following assumptions that underlie the ToC:

- Influencing and strengthening capacities of government bodies at different levels will amplify effects of our on-the-ground interventions on populations in the targeted regions and beyond.
- Creating a demand for nutritious food will incentivise private service providers to provide products and services that make nutritious food more affordable and accessible.

⁸ The Healthy Diets Coalition was established at the UN Food Systems Summit 2021

⁹ HLPE. 2020. Food security and nutrition: building a narrative towards 2030.

- Gender equality within households, communities, institutions and systems is a precondition to effectively address malnutrition in the targeted countries.
- Empowering women to produce, acquire, prepare and consume healthy diets will positively affect diets of their children.
- Connecting relevant actors, data sharing and learning will lead to better coordination and increased policy coherence.

1.5 Overview Of Country Programmes

Table 1. provides an overview of CASCADE in the six programme countries: Benin, Nigeria, Uganda, Kenya, Ethiopia, and Mozambique.

Table 1. Overview of CASCADE in six programme countries

Country	Policies of focus	Priority pathway	People with healthier diets	People with increased resilience
Benin	National Strategic Plan for Food and Nutrition Development; National Plan for Agricultural Investments; and Food and Nutritional Security	Empowerment	960,000	410,000
Nigeria	National Policy on Food and Nutrition; National Social Investment Programme; Home Grown School Feeding Programme; and the Nigerian Agricultural Sector Food Security and Nutrition Strategy	Essential nutrition services	375,000	425,000
Uganda	Uganda Nutrition Action Plan II	Essential nutrition services	530,150	280,600
Kenya	Kenya Nutrition Action Plan; Agri-Nutrition Strategy; and Agricultural Sector Transformation and Growth Strategy	Empowerment	385,000	210,000
Ethiopia	National Food and Nutrition Policy; Nutrition and Dietary Guidelines that complement this Policy; Productive Safety Net Program	Essential nutrition services	464,158	257,781
Mozambique	Multi-sectoral Action Plan for the Reduction of Chronic Undernutrition	Essential nutrition services	1,170,378	780,252

2. BENIN THEORY OF CHANGE

2.1 Introduction

CASCADE will focus on improved implementation of: 1) the National Strategic Plan for Food and Nutrition Development (PSDAN) under the National Council for Nutrition (CAN), and 2) the National Plan for Agricultural Investments and Food and Nutritional Security (PNIASAN 2017-2021). The following regions were selected for programming so that CASCADE can complement existing government and consortium nutrition interventions: Alibori, Atacora, Borgou, Ouémé and Zou. Programme efforts will be aligned with recommendations in [the SUN 2020 Joint-Assessment by the multi-stakeholder platform for Benin](#) and the [UNFSS national pathways](#).

2.2 Main Strategies, Activities And Outputs

Domain 1

Strategies: 1) Advocate for the improved implementation of selected nutrition-related policies; 2) Strengthen the capacities of nutrition-related policy makers and delivery systems; and 3) Create opportunities for dialogue to improve accountability and the quality and efficiency of policies and services.

Activities: Together with the CSN ASCINB (Civil society Alliance for the Intensification of Nutrition in Benin), the consortium will advocate for increased investment in gender-sensitive nutrition. CASCADE will also strengthen consultation frameworks, strengthen capacities of government bodies inside these frameworks, and support gaps that need to be filled to boost improvement of nutrition indicators in the intervention areas. Journalists, media and youth advocates will be mobilised and trained to support nutrition advocacy. Relevant ministries will be supported to work towards a standard for rice fortification, public procurement policy for fortified rice and develop roadmap for mandatory legislation.

Outputs: CAN establishes and implements a commune consultation framework and develops and implements a results framework to monitor nutrition related outcomes.

Domain 2

Strategies: 1) Influence private service providers to offer accessible and affordable products and services that promote healthy diets and resilience to shocks and stresses; 2) Promote public-private partnerships in agriculture, WASH, health, social protection, climate change and environment.

Activities: The private sector will be engaged to make measurable commitments that will lead to improved nutrition through rice fortification. Dialogues will be convened with the private sector on their role in improving nutrition, highlighting the business and investment opportunities for them to contribute to tackling nutrition-related challenges, and uncover any gaps in policy implementation. Training and capacity strengthening activities will be carried out to equip SMEs with the skills required to produce fortified rice, and conduct research to understand nutrition-related behaviours, attitudes and practices of consumers to target them and increase demand. CASCADE will also evaluate the quality and nutrition impact of fortified wheat flour, oil and salt and develop improved monitoring and enforcement protocols based on the results of this evaluation.

Outputs: Rice importing and processing companies and SMEs will be targeted to improve nutrition through rice fortification.

Domain 3

Strategies: 1) Shift harmful social and gender norms that impact nutrition practices; 2) strengthen the advocacy capacities of women in VSLAs and the National Federation of Women Farmers of Benin (FeNAFAB); 3) strengthen the capacities of health centres and social protection centres.

Activities: CASCADE will implement the Social Analysis and Action approach to tackle social barriers and food taboos and positively change nutrition practices. Furthermore, CASCADE will support the organisation of women in VSLAs to promote activities aimed at sustainably improving nutrition practices. We will also strengthen FeNAFAB to advocate for investment in women and support advocacy campaigns on developing gender sensitive nutrition budgets. CASCADE will strengthen the provision of nutrition services in health centres by training health workers on the management of malnutrition, and actions to promote optimal feeding practices, better equipping health centres, and support screening, monitoring and growth promotion activities for children. We will also support and strengthen the capacities of social protection centres to directly support and improve services to pregnant women and children aged 6 to 59 months from poor families and/or those affected by crisis.

Outputs: 60,000 women will be targeted in 2,400 VSLAs, 15 VLSA networks will be capacitated to influence policy implementation, capacities of 15 CSOs will be strengthened to promote women's rights; capacities of 160 health centres and 6 social protection centres will be strengthened.

Domain 4

Strategies: 1) Increase women's access to and control over resources; 2) strengthen knowledge and skills of women small-scale producers; 3) increase households' knowledge, attitudes and practices in nutrition and WASH.

Activities: CASCADE will increase women's access to and control over resources by linking VSLA members with relevant input providers. We will also strengthen the knowledge and skills of female small-scale producers using the FFBS approach to promote nutrition-sensitive home gardening and livestock income-generating activities as well as conservation and storage techniques for food, especially fruits and vegetables. CASCADE will develop partnerships with the Ministry of Agriculture's technical services to link up with FFBS and support adaptation to climate change. Finally, CASCADE will improve nutrition and WASH practices through behavioural change communication and education through multiple forums including VSLAs, radio network campaigns and social media.

Outputs: 750 VSLAs will be targeted to reach 18,750 female small-scale producers. An estimated 200,000 people will be reached through behavioural change communication activities.

Domain 5

Strategies: 1) collect, use and disseminate data to increase impact; 2) connect relevant nutrition-related programmes, networks and actors.

Activities: In close collaboration with the Faculty of Agronomy (FSA) and the Nutrition Society of Benin (SNB), studies will be carried out to increase knowledge of social norms and cultural practices that are barriers to adequate nutrition to improve the implementation of nutrition interventions in Benin. CASCADE will support ASCINB to capture and share good practices, and to set up a Management Information System (MIS) database. Multi-sectoral communities of practice will be promoted under the leadership of ASCINB and CAN with support from CASCADE. CASCADE will also facilitate collaboration between ASCINB and the Faculty of Agricultural Sciences (FSA) to develop training modules to create expertise in multi-sectoral coordination of nutrition efforts in Benin.

Outputs: At least 3 publications will be developed aiming to impact agendas of decision-makers; quarterly sessions will be held in each of the 15 targeted communes to engage local authorities in taking more impactful decisions.

2.3 Long-Term Outcomes

In Benin, the programme aims to improve diets of 960,000 people of whom 800,000 are women of reproductive age and children (as measured with indicator A.1 in a sample of people) and improve resilience to price and climate shocks (as measured with indicator A.2 in a sample of people) of 410,000 people of whom 360,000 are women of reproductive age and children.

3. NIGERIA THEORY OF CHANGE

3.1 Introduction

In Nigeria, CASCADE will focus on improved implementation of 1) the National Policy on Food and Nutrition (NPFN), 2) the National Social Investment Programme Home Grown School Feeding Programme, 3) the Nigerian Agricultural Sector Food Security and Nutrition Strategy (AFSNS). The programme will be implemented in Kebbi, Jigawa, Bauchi, Nassarawa, due to high levels of malnutrition and food insecurity there. CASCADE will be aligned to the

recommendations of the [2020 Joint-Assessment by the multi-stakeholder platform – Nigeria](#) and the [UNFSS Nigeria's National Food Systems Pathways](#).

3.2 Main strategies, activities and outputs

Domain 1

Strategies: 1) Advocate for the improved investment and implementation of selected nutrition-related policies; 2) Strengthen the capacities of nutrition-related policy makers and delivery systems; 3) Create opportunities for dialogue to improve accountability, quality and efficiency to improve the impact of safety-net programmes.

Activities: The programme will support the review and contextualisation of the target strategies to identify gaps in financing, capacity, coordination and monitoring. The programme will also facilitate engagement between government ministries and agencies to implement multi-stakeholders strategic plan dialogues for improved nutrition. We will assess gaps in the implementation of social safety-nets and work with state and national partners to reform and/or strengthen policies for targeting and distribution.

Outputs: Government bodies that will be targeted through advocacy and capacity strengthening include: Ministry of Agriculture and Rural Development; Ministry of Health; Ministry of Finance, Budget and National Planning; Federal Ministry of Trade Industry and Investment; Ministry of Environment; Primary Health Care Development Agency; Ministry of Women Affairs; and related Departments and Agencies of government at national and state levels.

Domain 2

Strategies: 1) Influence private service providers to offer accessible and affordable products and services that promote healthy diets and resilience to shocks and stresses; 2) Promote public-private partnerships in agriculture and health.

Activities: The programme will support private sector providers to engage with the SBN and influence them to make measurable commitments that will lead to improved implementation of nutrition policy. Dialogues will be convened in the implementation states to drive greater collaboration between public and private sectors. Training and capacity strengthening activities will be carried out to equip SMEs with the skills required to produce affordable, desirable, safe and nutritious foods for school feeding programmes. The programme will organise independent forums to strengthen Quality Improvement Frameworks in delivery of nutrition services, supporting the coordination of plans of private sector and civil society as part of comprehensive multi-sectoral platforms.

Outputs: A range of private sector actors will be targeted, 250 in total, and this includes but is not limited to food producers, food processors, retailers and logistics companies.

Domain 3

Strategies: 1) Shift harmful social and gender norms that impact nutrition practices; 2) Strengthen the advocacy capacities of women's CBOs, CSOs and collectives; 3) Strengthen the capacities of nutrition-related service providers and systems.

Activities: To challenge harmful social norms, the programme will conduct Social Analysis and Action sessions (SAA) with community members, such as in mother-to-mother groups and fathers' groups paired with gender dialogues on nutrition practices. CASCADE will develop reflective sessions at household and community level around prevention of gender-based violence, human rights, balanced intra-household food allocation and harmful food taboos. The consortium will organise capacity strengthening and training opportunities for women's groups and organisations to

lead advocacy efforts and monitor implementation. The programme will also strengthen linkages between Primary Healthcare Centres (PHCs) and Community Based Services to support integrated nutrition and WASH practices, while also providing PHCs and schools with WASH facilities/infrastructure to serve children and women of reproductive age.

Outputs: CASCADE will work with 4 women led organisations and 12-16 CSOs per state. The consortium aims to strengthen capacities of 250 service providers.

Domain 4

Strategies: 1) Increase women's access to and control over resources; 2) Strengthen knowledge and skills of women small-scale producers; 3) Increase households' knowledge, attitudes and practices in nutrition and WASH.

Activities: The programme will engage with women producer groups, Cooperatives Societies, VSLAs and other associations, and various agro-enterprises to identify their needs, provide strategic market linkages and access to financial service providers. To enhance confidence and skills of the women, we will train women groups on gender dynamics, leadership skills and agro-business management using the FFBS approach, which will also incorporate climate smart agriculture and improved post-harvest technologies. To improve nutrition and hygiene practices, the programme will conduct cooking demonstrations at household and community level.

Outputs: 770,000 women will be targeted to produce and acquire healthy diets (earnings, livelihoods) and prepare and consume healthy diets.

Domain 5:

Strategies: 1) Collect, use and disseminate data for more impact; 2) Connect relevant nutrition-related programmes, networks and actors.

Activities: Leveraging SUN, the programme will convene meetings of government agencies, the private sector, civil society and donor/development partner communities to facilitate and coordinate multi-stakeholder planning and required actions to address malnutrition. To raise awareness of malnutrition and position nutrition security as a central issue, policy dialogues will be convened at state levels and outputs will be used to inform budgeting and planning for implementation of food systems transformations that will secure affordable, safe and nutritious food that will meet the needs of women and children in the different contexts.

Outputs: Data from sources such as the National Food Consumption and Micronutrient Intake survey, the national and state level Food Systems Dashboards and the State of the Nation Report on Large Scale Food Fortification will be used to synthesise the key policy challenges facing each implementation state and utilised to influence decision makers. Four dialogues will be convened in each implementation state to influence decision-makers to take more impactful decision related to nutrition programming.

3.3 Long-term outcomes

In Nigeria, the programme aims to improve diets of 375,000 people of whom 355,000 are women of reproductive age and children (as measured with indicator A.1 in a representative sample of people) and improve resilience to price- and climate shocks (as measured with indicator A.2 in a representative sample of people) of 425,000 people of whom 400,000 are women of reproductive age and children.

4. UGANDA THEORY OF CHANGE

4.1 Introduction

In Uganda, the policy focus is the Uganda Nutrition Action Plan II (UNAP). CASCADE will focus on West Nile-Adjumani; Eastern Uganda-Kamuli; Tooro Region (Kyenjojo, Kyegegwa); Karamoja (Kotido, Kabong, Karenga, Abim); and Acholi (Lamwo, Kitgum, Agago, Pader, Omoro, Gulu, Nwoya), because of the high levels of malnutrition, high poverty rates, displaced populations, and the high prevalence of sugar-cane value chains, which often make small-scale producers grow sugarcane at expense of food security. CASCADE will be aligned to the [Nutrition for Growth \(N4G\) commitments](#) and [UNFSS Uganda's pathways to transform food systems](#).

4.2 Main strategies, activities and outputs

Domain 1

Strategies: 1) Advocate for improving implementation and increased investment in nutrition; 2) Strengthen the capacities of nutrition-related policy makers and delivery systems; 3) Create opportunities for dialogue to improve accountability, quality and efficiency.

Activities: Among the activities, the programme will undertake advocacy activities at national and local government level for effective nutrition financing, in cooperation with SBN. It will support implementing agencies to integrate nutrition and WASH services in their delivery plans, and advocate for mainstreaming of nutrition interventions into social protection and humanitarian assistance safety-net programmes. It will organise policy dialogues to support the Ministry of Health to amend the food fortification regulations to include emerging issues.

Outputs: Government bodies that will be targeted for advocacy and capacity strengthening: 9 nutrition focal persons, 9 Permanent Secretaries, and 9 Ministry Department Agency (MDA) planners in each of the selected MDAs, local government officers (15 Chief Administrative Officers, 15 planners, 15 nutrition focal persons, 15 district production and marketing officers, 15 Community Development Officers, 15 District Commercial Officers, 15 Resident District Commissioners, 15 local council chairpersons, 15 District Speakers, 15 District Health Officers) in all the 15 programme areas.

Domain 2

Strategies: 1) Influence private service providers to offer accessible and affordable products; 2) Promote public-private partnerships for market-oriented solutions to provide services in agriculture.

Activities: The programme will advocate to increase participation of MSMEs in SUN and engage with private service providers. This will be linked with promotion of market-oriented solutions, especially around advocating for consumption of fortified foods which requires a buy-in of all the public and private actors, through the promotion of Public-Private Partnerships engagements/dialogues and awareness. The results in this domain will be complemented with social and behaviour change activities under domain 4.

Outputs: Map 800 (women-led/focused) SMEs, of which 150 will receive technical assistance. The targeted private service providers will include Private Sector Foundation Uganda, SBN and companies¹⁰ that provide nutrition services targeting women and girls; fortified food will become available for 150,000 persons (90,000 women and girls).

Domain 3

¹⁰ Uganda Grain Millers Association, International Baby Food Network, Fish processors association, and Uganda oil Processors Association

Strategies: 1) Shift harmful social and gender norms that impact nutrition practices; 2) Strengthen the advocacy capacities of women's CBOs, CSOs and collectives; 3) Strengthen the capacities of nutrition-related service-providers and systems.

Activities: The programme will work to strengthen the capacity of CBOs, Women-Rights, and Women-led Organisations (WRO/WLOs) to change social norms that affect food consumption, nutrition status and agriculture. It will strengthen advocacy capacities of community-based structures (i.e., parish development committees) for greater social mobilisation on nutrition interventions. Together with WROs/WLOs we will advance the agenda and increase demand for essential nutrition services, through gender-inclusive spaces at national and local levels. Alongside this, the programme will support local governments to increase access to inclusive WASH facilities.

Outputs: Shifts in social and gender norms affect 150,000 women and girls; capacities of Uganda Women Network-UWONET, Uganda Women's Council, National Youth Council, Uganda Women's Entrepreneur Association will be strengthened. CASCADE will strengthen capacities of WASH facilities in 15 districts within the 5 target regions.

Domain 4

Strategies: 1) Increase women's access to and control over resources; 2) Strengthen knowledge and skills of women small-scale producers; 3) Increase households' knowledge, attitudes and practices in nutrition and WASH.

Activities: The programme will work to integrate the farm planning model and the gender action learning system methodology into government models (i.e., parish development model) to increase women's entitlements and improve their access, control and use of resources. Moreover, we will support local agriculture extension systems with tools and modules promoting healthy diet preparation and consumption among female small-scale producers, as well as programmes aimed at improving nutrition outcomes of vulnerable populations and the organisation of behaviour change campaigns.

Outputs: 1) 115,000 of women targeted able to produce and acquire healthy diets; 2) 65,000 of women targeted able to prepare and consume healthy diets.

Domain 5

Strategies: 1) Collect, use and disseminate data for more impact; 2) Connect relevant nutrition-related programmes, networks and actors.

Activities: The programme will support the Office of the Prime Minister (OPM) on data management through operationalisation of the National Information Platform for Nutrition (NIPN), making data accessible to implementers and policy makers. CASCADE will support the SUN coordination office at OPM to operationalise the UNAP II multi-sectoral coordination framework and facilitate dialogues at national and sub-regional level to influence planning and budget processes.

Outputs: programme level NUT and WASH data to be developed to influence decision makers; 6 (1 National and 5 regional platform meetings) annually to influence agendas of decision-makers.

4.3 Long-term outcomes

In Uganda, the programme aims to improve diets of 530,150 people of whom 520,950 are women of reproductive age and children (as measured with indicator A.1 in a representative sample of people) and improve resilience to price and climate shocks (as measured with indicator A.2 in a representative sample of people) of 280,600 people of whom 246,100 are women of reproductive age and children.

5. KENYA THEORY OF CHANGE

5.1 Introduction

CASCADE will focus on improving the implementation of the Kenya Nutrition Action Plan (KNAP), the Agri-Nutrition Strategy and the Agricultural Sector Transformation and Growth Strategy. The programme will focus on the counties of Nakuru, Nyandarua and Nairobi, aligning with GAIN's A1 programming areas. CASCADE will build on successful projects in Nyandarua by CARE which have successfully implemented FFBSs that integrated gender-transformative interventions. CASCADE's efforts will be aligned with recommendations in the [2020 Joint-Assessment by the multi-stakeholder platform – Kenya](#) and [UNFSS Kenya's Pathway to Sustainable Food Systems](#).

5.2 Main strategies, activities and outputs

Domain 1

Strategies: 1) Advocate for improved implementation and coordination of selected nutrition-related policies between national and county governments; 2) Strengthen capacities of nutrition-related policy makers and delivery systems 3) Create opportunities for dialogue to improve accountability and efficiency of safety-net and nutrition related policies.

Activities: CASCADE will support technical teams to better coordinate policy implementation between national and county government and develop a policy implementation tracking/monitoring tool. The programme will conduct a budget analysis to improve allocation of funds for nutrition (with a gender lens), and increase coordination and accountability between national government, multi-stakeholder partnerships and county health systems management teams (CHMTs). CASCADE will also strengthen advocacy capacities of CHMTs to advocate for greater resource allocation. The programme will advocate to increase women's participation and leadership in different nutrition-related platforms.

Outputs: The programme will target 7,000 government officials for advocacy and 3,000 for capacity strengthening.

Government bodies to be targeted through advocacy and capacity strengthening include: the National Gender and Equality Commission; Ministry of Agriculture; State Department for Gender; County Based Nutrition Units from Nakuru, Nyandarua and Nairobi Counties.

Domain 2

Strategies: 1) Influence private service providers to offer accessible and affordable high quality, nutritious products; 2) Promote public-private partnerships to promote better nutritional status and food security levels.

Activities: The programme will encourage private sector involvement in nutrition services and policy implementation through the SBN and strengthen the capacities of the private sector to offer more nutritious foods, supporting women-led businesses to increase their participation and voice within the business sector and in policy advocacy. CASCADE will convene multi-stakeholder dialogue spaces to encourage quality standards and minimum investment for nutrition and food security in public provision.

Outputs: The programme will target 20 private service providers including MSMEs, reaching 80,000 people for whom fortified food has become available.

Domain 3:

Strategies: 1) Shift harmful social and gender norms that impact nutrition practices; 2) Strengthen advocacy capacities of women's CBOs, CSOs and collectives; 3) Strengthen capacities of nutrition-related service-providers and systems.

Activities: CASCADE will develop reflection using the Social Analysis and Action approach and capacity strengthening trainings with community members and their leaders to challenge social and gender norms related to food and income allocation that negatively impact nutritional outcomes. The programme will assess capacities of existing women's rights organisations, identify gaps and needs, and develop capacity building plans to support responsive policy advocacy on food and nutrition.

Outputs: The programme will target 4,000 women in each county (total of 12,000). Capacity strengthening efforts will include national based, county based and grassroots level CSOs/CBOs with an average of 20 per target county.

Domain 4

Strategies: 1) Increase women's access to and control over resources; 2) Strengthen knowledge and skills of women small-scale producers; 3) Increase households' knowledge, attitudes and practices in nutrition and WASH.

Activities: Through VSLAs the programme will support women small-scale producers to increase their access and control over agricultural assets and productive resources. CASCADE will strengthen capacities of women small-scale producers on agriculture, markets, finance and business development, and growing nutritious and climate resilient crops through the establishment of FFBSs. The programme will conduct training-of-trainers sessions for extension services' workers and community based trainers to cascade the FFBS approach. Furthermore, the programme will conduct targeted sessions on nutrition and hygiene to community members.

Outputs: The programme will target 10,000 households in each of the 3 counties (210,000 people, of which 140,000 are women) to produce and acquire healthy diets (earnings, livelihood), and will target 10,000 households in the 3 counties (70,000 people, of which 45,000 women) to prepare and consume healthy diets (behavioural change).

Domain 5

Strategies: 1) Collect, use and disseminate data for more impact; 2) Connect relevant nutrition-related programmes, networks and actors involved in the SUN Movement initiatives in Kenya.

Activities: The programme will work alongside a research institute to collect information on the success and gaps of nutrition-related policies focusing on gender and nutrition and disseminate relevant information with support of the media. Moreover, it will engage with the SUN Movement to improve coordination of nutrition programmes. Also, the programme will participate on the caucus on nutrition and quarterly council of governors incorporating the Gender Round Table at the Council of Governors to advocate for food and nutrition security and strengthen investment, planning and implementation with a gender transformative approach.

Outputs: The programme will conduct research on nutrition and food security in the targeted counties. CASCADE will engage with the following actors and platforms: Government line ministries and institutions such as Horticultural Crop Directorate (HCD), KEPHIS, State Department for Gender, SUN Movement, government (Ministry of Health, Ministry of Agriculture), county governments, parliament, council of governors, private sector, Gender Round Table working group, Gender Development partners group and National gender and equality commission.

5.3 Long-term outcomes

In Kenya, the programme aims to improve diets of 385,000 people of whom 355,000 are women of reproductive age and children (as measured with indicator A.1 in a representative sample of people) and improve resilience to price and climate shocks (as measured with indicator A.2 in representative a sample of people) of 210,000 people of whom 190,000 are women of reproductive age and children.

6. ETHIOPIA THEORY OF CHANGE

6.1 Introduction

CASCADE will focus on improved implementation of: 1) The National Food and Nutrition Policy (NFNP), 2) The Nutrition and Dietary Guidelines that complement the NFNP Policy, 3) The Productive Safety Net Program (PSNP). The government of Ethiopia identified 5 central goals to achieving food systems transformations in their [UNFSS national pathway](#) and [SUN's 2020 Joint-Assessment by the multi-stakeholder platform for Ethiopia](#) defines a set priorities. The consortium will align CASCADE programme efforts with these existing goals and priorities. The programme will be implemented in 4 woredas of South Gondar Zone in Amhara region as this area is experiencing the highest levels of malnutrition in the country and has been affected by the recent conflict, and is the target of the government-led productive safety-net programme and GAIN's A1 programme.

6.2 Main strategies, activities and outputs

Domain 1

Strategies: 1) Advocate for the improved implementation of NFNP at subnational level; 2) Strengthen the capacities of nutrition-related policy makers and delivery systems; 3) Create opportunities for dialogue to improve accountability and the quality and efficiency of policies and services.

Activities: CASCADE will advocate for and support cascading of the NFNP to regional, woreda and kebele level for increased awareness of components of improved nutrition and diets. We will create opportunities for dialogue between government service providers and communities using the Community Score Card at regional, zonal and woreda level to improve the quality of nutrition services and availability of supplies. We will promote women's participation and women in leadership positions in different platforms and provide Gender Equality and Diversity trainings for key government sectors.

Outputs: Government bodies that will be targeted through advocacy and capacity strengthening include: 31 National Nutrition Programme signatories at Regional/Zonal/Woreda/Kebele; 4 representatives from South Gondar zone of Amhara region; the Ministry of Finance and the Ministry of Agriculture. 93 nutrition coordination and technical committees will be capacitated on Gender Equality and Diversity, the NFNP, dietary guidelines and making the PSNP more nutrition sensitive; 1,500 individuals will be capacitated through the Community Score Card approach.

Domain 2

Strategies: 1) Influence private service providers to offer accessible and affordable products and services that promote healthy diets and resilience to shocks and stresses; 2) Promote public-private partnerships in agriculture, WASH, health, social protection, climate change and environment.

Activities: The consortium will partner with SBN Ethiopia to assess and raise awareness among private service providers about nutrition challenges and related business opportunities in nutrition services. CASCADE will engage with the Public Private Consultative (PPC) Forum to promote inclusion of nutrition specific strategies and private sector engagement for nutritious accessible, affordable and desirable products and services regionally, including linking to the PSNP.

Outputs: 30 private service providers will be capacitated to make nutritious food more available in the region; 2 PPC forums (one national level and one regional level) will be strengthened.

Domain 3

Strategies: 1) Shift harmful social and gender norms that impact nutrition practices; 2) Strengthen the advocacy capacities of women's CBOs, CSOs and women's collectives; 3) Strengthen the capacities of nutrition-related service-providers and systems.

Activities: Women and youth associations will be empowered to participate meaningfully in advocacy efforts through training on advocacy skills, public speaking, communication and networking skills. To shift harmful social and gender norms that impact nutrition practices, the Men and Boys Engagement manual will be adapted to the specific context. Government Food Nutrition Plan signatories and youth associations will be trained on the Men and Boys Engagement approach and implementing government partners will receive support to cascade this approach. Social Analysis and Action (SAA) training-of-trainer sessions will be provided to health extension workers, development workers and women association leaders for implementation. CASCADE will provide Adolescent, Maternal, Infant and Young Child Nutrition (AMIYCN) and Community Based Management of Acute Malnutrition (CMAM) training for different actors.

Outputs: 31 health extension workers, development agents, and women association leaders will get SAA trainings; 4,500 community groups will get SAA trainings cascaded by the government partners. AMIYCN training will be provided to 72,148 health, agriculture, and women and social affairs agents; 136 female health extension workers will receive CMAM training to cascade the training to Health Development Armies.

Domain 4

Strategies: 1) Increasing women's access to and control over resources; 2) Strengthening knowledge and skills of female small-scale producers; 3) Increasing households' knowledge, attitudes and practices in nutrition and WASH.

Activities: To increase women's access to and control over resources, CASCADE will use CARE's VSLA training and entrepreneurship manuals to conduct training-of-training sessions for VSLA leaders and agriculture officials. Knowledge and skills of female small-scale producers will be strengthened by providing FFBS training to agriculture offices and by supporting development agents in the promotion of nutrition sensitive and climate smart agriculture techniques. CASCADE will organise community events on AMIYCN to increase knowledge and skills and include promotion of fortified and biofortified foods. The programme will also improve the impact of safety-net programmes for women and children by supporting targeted distribution of resources to households' beneficiaries of the Productive Safety Net Programmes (PSNP).

Outputs: 31 VSLA leaders and agriculture officials will participate in training sessions; 260 agriculture officers and 60 agriculture officials will be capacitated on FFBS, 180 Development Agents will receive FFBS training, 26 national and regional media personnel will be trained to disseminate key messages on maternal and child nutrition, and 1,200 households will benefit from improved safety-net programmes.

Domain 5

Strategies: 1) Collect, use and disseminate data for more impact; 2) Connect relevant nutrition-related programmes, networks and actors.

Activities: CASCADE will facilitate better understanding and application of the Food System Dashboard at national and regional level. The programme will also bi-annually collect, use, and disseminate Food System Dashboard data for strengthened coordination and promotion of synergies. CASCADE will organise an annual evidence-based stakeholders conference, to influence key decision makers, and facilitate multi-stakeholder groups at regional level on nutrition related issues (state, market and civil society). The programme will also support the rollout of Government of Ethiopia's Comprehensive Integrated Nutrition Services implementation guideline.

Outputs: Relevant digital data will be disseminated biannually to all Food System government, private sector, and civil society stakeholders. One publication will be disseminated to improve understanding and application of the Food System Dashboard. Three annual data dissemination workshops will be organised in the targeted region.

6.3 Long-term outcomes

In Ethiopia, the programme aims to improve diets of 464,158 people of whom 451,443 are women of reproductive age and children (as measured with indicator A.1 in a representative sample of people) and improve resilience to price and climate shocks (as measured with indicator A.2 in a representative sample of people) of 257,781 people of whom 180,460 are women of reproductive age and children.

7. MOZAMBIQUE THEORY OF CHANGE

7.1 Introduction

CASCADE will contribute to the implementation of the Multi-sectoral Action Plan for the Reduction of Chronic Undernutrition (PAMRDC) by supporting coordination mechanisms of the PAMRDC at the district level as well as implementing activities that will support the multi-sectoral contributions to the strategy. The programme will focus on Nampula Province, in the districts of Nacala Velha, Monapo and Naracoa, chosen because of high malnutrition rates and poor food security and to enable alignment with GAIN's A1 programme. CASCADE interventions will align with the [2020 Joint-Assessment by the multi-stakeholder platform – Mozambique](#) and [UNFSS Mozambique's Food Systems Transformation Pathway](#).

7.2 Main strategies, activities and outputs

Domain 1

Strategies: 1) Strengthen the capacities of nutrition-related policy makers and delivery systems; 2) Create opportunities for dialogue to improve accountability, quality and efficiency.

Activities: CASCADE will advocate for improved nutrition service delivery and provide training and support to government teams, community health workers, community activists and volunteers to provide timely and efficient nutrition counselling. We will conduct gender awareness workshops for local governments and health care coordination bodies. To improve coordination between safety-net and nutrition programmes, CASCADE will support the referral and follow-up of eligible households for enrolment in social protection schemes.

Outputs: The programme will strengthen capacities of the following bodies at district level: SETSAN, SDSMAS (The District Health, Women and Social Action Service), US (Health Units), CMC (Co-Management Committees) and CHCs (Community Health Committees), reaching around 900 members from these institutions.

Domain 2

Strategies: 1) Influence private service providers to offer accessible and affordable products and services that promote healthy diets including fortified foods; 2) Promote public-private partnerships to improve the quality and demand for fortified products.

Activities: The programme will support the dissemination of standards on food fortification among the private sector, provide technical assistance on food processing/fortification and offer grants for the acquisition of fortification equipment. Moreover, it will develop marketing campaigns to influence the consumption of fortified foods and implement a monitoring information system to assess the quality of fortified products.

Outputs: The programme will reach at least 10 SMEs in the maize sector and at least 500,000 individuals for whom fortified food has become available.

Domain 3

Strategies: 1) Shift harmful social and gender norms that impact nutrition practices; 2) Strengthen the advocacy capacities of women's CBOs, CSOs and collectives; 3) Strengthen the capacities of nutrition-related service-providers and systems.

Activities: The programme will convene community dialogues and SAA processes to challenge negative gender norms and behaviours related to intra-household distribution of food, resources and assets. We will also conduct gender awareness workshops for influential groups on topics related to gender, equity and diversity, early marriage, gender-based violence and protection against sexual exploitation and abuse. The programme will also strengthen capacities of WROs/CBOs to advocate for improved food environments. Finally, the programme will seek to improve the quality of nutrition-related services through the application of the Community Score Card.

Outputs: The programme will target around 3,120 people (approximately 1,560 women), and will provide support to 12 CBOs, CSOs and WROs.

Domain 4

Strategies: 1) Increase women's access to and control over resources; 2) Strengthen knowledge and skills of women small-scale producers to promote high quality, nutritious and climate resistant crops, and on techniques to decrease post-harvest losses; 3) Increase households' knowledge, attitudes and practices in nutrition and WASH.

Activities: To improve women's access and control over resources, CASCADE will establish and/or strengthen VSLA groups and support them with training on life skills, financial literacy, nutrition and business skills. The programme will also establish FFBS to promote production of nutritious and climate resilient crops and promote affordable techniques to reduce post-harvest losses. Based on successful previous experiences, the programme will form "mother-to-mother" groups and other care groups structures involving fathers and adolescents to improve household practices on infant and young children feeding (IYCF), deworming, WASH, micronutrient supplementation and nutritious cooking. The programme will organise workshops and campaigns to encourage safe and nutritious cooking and improved hygiene practices.

Outputs: The programme will target 3,120 women with livelihood support to produce and acquire healthy diets, and 55,340 women to prepare and consume healthy diets.

Domain 5

Strategies: 1) Collect, use and disseminate data for more impact; 2) Connect relevant nutrition-related programmes, networks and actors.

Activities: The programme will contribute to development and use of a national food system dashboard with sub-components at provincial and district level to collect information on production, processing and distribution, as well as at central government departments that enable the food system. CASCADE will collaborate with other food programmes linked to the SUN Movement platform to improve coordination of actions and will disseminate the

UNFSS recommendation and support national stakeholders to implement the national food security and nutrition agenda.

Outputs: The programme will 1) support the collection of data related to production type and quantity of food products produced and processed, suppliers, distributors, retailers and wholesalers (availability of food products stock), as well as of main government departments that support and enable the food systems dynamic; and 2) provide least 60 training/workshops and advocacy meetings over five years.

7.3 Long-term outcomes

In Mozambique, the programme aims to improve diets of 1,170,378 people of whom 825,707 are women of reproductive age and children (as measured with indicator A.1 in a representative sample of people) and improve resilience to price and climate shocks (as measured with indicator A.2 in a representative sample of people) of 780,252 people of whom 550,471 are women of reproductive age and children.

8. TRANSNATIONAL ACTIVITIES

8.1 Advocacy

To ensure a strong link between CASCADE's work in-country and global advocacy, GAIN and CARE will mobilise their respective expertise and networks. Several key advocacy events are planned in the coming years, such as the UNFSS stocktaking in 2023, the annual UNFCCC COPs and the N4G Summit in 2024. The six countries will all be engaging in these, providing both points of reflection and opportunities to advance policy initiatives. GAIN's Memoranda of Understandings with FAO, WHO and WFP and close collaboration with the World Bank, IFAD and the Southern African Development Community will help maximise the opportunity to use them to strengthen national delivery. The private sector branch of the SUN Movement, SBN, co-facilitated by GAIN and the WFP, is another important transnational entity through which we can influence policy change. GAIN will also continue to engage with and influence transnational private sector networks, such as the World Business Council on Sustainable Development and N4G Business Constituency Group, in their work related to nutrition and food systems. CARE hosts and/or is active in several local SUN CSAs and participates in the SUN CSN Steering Group as the network's representative to the SUN Executive Committee. Through this multi-lateral leadership, CARE guarantees that civil society can actively engage with the government-led initiatives to improve nutrition at national and regional level while also shaping global governance and support structures. CARE's membership in both CSN and the International Coalition for Advocacy on Nutrition provides the necessary oversight to track and advocate that donor, multilateral organisation and philanthropist commitments for nutrition are based on the needs of SUN countries. Monitoring and accountability measures to hold commitment-makers to account are related to the N4G and UNFSS processes, in which GAIN and CARE are involved. Partnership with the Access to Nutrition Initiative will be explored to support this, drawing on their expertise in private sector accountability. Our leadership in initiatives emerging from the UNFSS, such as the [Healthy Diets Coalition](#) and the [Coalition for Action: Making Food Systems Work for Women and Girls](#) allows us to engage transnationally with stakeholders on topics relevant to CASCADE. Activities, insights and best practices developed through these Coalitions will be integrated into the programme where relevant. GAIN and CARE are also supporting the development of the UNFSS Hub and the Food Systems Transformation Support Facility. The latter aims to support food systems transformation at country level. Our close connection to such initiatives enables us to create synergies and avoid duplication of efforts.

8.2 Research

To augment the team's expertise and ensure that it is contextualised, we have taken a decentralised approach to our knowledge and research work. We will prioritise working with local researchers in the countries in which we work and the Africa region, and seek to build and connect networks of researchers on the continent. We will act by supporting country planning to prioritise research agendas, connect to national nutrition professional and academic communities, and build capacity in evidence dissemination and uptake. While the specifics will vary across countries, there are certain broad actions that will be helpful in all countries. These include a) conducting a formal situation analysis for the status of knowledge translation activities, capacities, gaps and constraints in the country; b) developing a prioritised roadmap with active involvement of government, partners, the professional nutrition community and the private sector; and c) creating clear expectations, timelines and accountabilities within and among these sectors and institutions concerning the roles each will play. To support this, we have engaged Dr Anna Larrey to act as a senior research advisor for the programme, sitting on the Advisory Board. Dr Larrey brings experience in research, as Professor of Nutrition at the University of Ghana, and former President of the International Union of Nutrition Sciences, as well as of policy, as former Director of Nutrition at the FAO. She is well connected to African research networks including the African Nutrition Society and African Nutrition Leadership Programme, and is committed to connecting local research to meaningful policy change in Africa. Building on her networks and decades of experience, Dr Larrey has agreed to assist with peer-to-peer learning across the countries, providing advice to the consortium's research and policy teams on maximising research to policy linkages. Evaluation of programmatic impact will be managed separately with an academic thought partner and through competitive tenders to ensure the independence of the assessment, though we will expect the research networks we engage with in the programme to provide a source for evaluators and Dr Larrey to provide strategic support.

ANNEX III – ACTIVITY PLANNING

Activities	Countries/HQ	Lead Organisation(s)	Q1	Q2	Q3	Q4	Y2	Y3	Y4	Y5
Start-up and partnerships set-up										
Meetings with MFA to facilitate rapid start-up	HQ	CARE and GAIN	x	x						
Finalise staff hiring, onboarding, complete training on Gender, Equity and Diversity and Prevention of Sexual Exploitation and Abuse	HQ, Country teams		x	x	x					
Conduct technical training for staff by sector	HQ, Country teams	CARE and GAIN	x	x	x	x				
Revise detailed stakeholder mapping per country to deepen existing analyses	HQ, Country teams	CARE and GAIN	x	x						
Organise and conduct planning meetings with target government departments, private sector, SUN Network and key stakeholders at national and sub-national and local levels	HQ, Country teams	CARE and GAIN	x	x						
Development of detailed workplans per country, co-created together with MFA Embassy, government, private sector and SUN network	HQ, Country teams	CARE and GAIN	x	x	x					
Selection of local implementing partners in countries, where applicable	Country teams	CARE and GAIN	x	x						
Conduct organisational capacity assessments of local partners	Country teams	CARE and GAIN	x	x						
Establish Monitoring, Evaluation and Learning System and Results Framework										
Refine results framework, indicators, yearly targets, life of programme targets, and synergies with programme implementers	HQ, Country teams	CARE and GAIN	x	x						
Develop the ToRs for the baseline survey, select the implementing firm, and finalise survey tools	HQ, Country teams	CARE and GAIN		x						
Baseline evaluation to assess initial data on indicators of the results framework, feeding into the impact evaluation	HQ, Country teams	CARE and GAIN			x	x				
Design and test systems for data management, monitoring, analytics, participant feedback and adaptive management	HQ, Country teams	CARE and GAIN			x	x				
Train MEL team on metrics, data collection / reporting.	HQ, Country teams	CARE and GAIN		x	x	x				
Learning exchanges and sessions to improve programming and policy implementation	HQ, Country teams	CARE and GAIN					x	x	x	x
Hold annual programme review and reflection sessions with government, private sector and other key stakeholders	HQ, Country teams	CARE and GAIN				x	x	x	x	x
Mid-term evaluation to assess data on indicators of the results framework, feeding into the impact evaluation and conduct contribution and pathways analysis, and verify ToC assumptions	HQ, Country teams	CARE and GAIN						x		
Final evaluation to assess data on indicators of the results framework, feeding into the impact evaluation and conduct contribution and pathways analysis, and verify ToC assumptions	HQ, Country teams	CARE and GAIN								x
Apply Gender Marker against programme plans, indicators and progress	HQ, Country teams	CARE		x			x	x	x	x

Domain 1: Government Bodies										
Conduct detailed policy review of gaps and blockages and associated political economy analysis	Nigeria, Kenya	CARE and GAIN				x				
Undertake nutrition budget analysis/broader analysis to inform policy advocacy	Benin, Nigeria, Kenya	GAIN and CARE				x	x	x	x	x
Engage in advocacy and lobby processes to influence policy implementation and increased investment, cascading policies and greater focus on women and children	Benin, Nigeria, Uganda, Ethiopia, Kenya, Mozambique	CARE and GAIN			x	x	x	x	x	x
Hold policy dialogues, develop advocacy briefs and tools to influence policy	Nigeria, Uganda	CARE and GAIN				x	x	x	x	x
Develop multi-stakeholder implementation plan and tracking tool at local level for decentralisation of target nutrition policies	Nigeria, Uganda, Kenya, Ethiopia	GAIN			x	x				
Support capacity strengthening for policy implementation within government, including on gender integration	Nigeria, Kenya, Ethiopia, Mozambique	CARE and GAIN			x	x	x	x	x	x
Improve/develop government standards (such as for rice fortification) or quality improvement frameworks	Benin, Nigeria, Uganda	GAIN					x	x		
Train government and media to support advocacy and create awareness through the media	Benin, Nigeria	CARE			x	x	x	x	x	x
Strengthen social safety-nets to include greater focus on nutrition and greater targeting of women and children	Benin, Nigeria, Uganda, Ethiopia	CARE	x	x	x	x				
Strengthen women's representation within policy decision-making structures at national, sub-national and local levels	Benin, Nigeria, Kenya, Ethiopia	CARE					x	x	x	x
Support local government in development and implementation of common results frameworks for policy implementation	Benin	CARE					x	x		

Domain 2: Private Sector										
Strengthen participation of private sector providers in the SUN Business Network and SUN movements to better align with nutrition strategies for better products and services	Nigeria, Uganda, Kenya, Ethiopia, Mozambique	GAIN					x	x		
Convene policy dialogues and business round tables at local level on the role of private sector in nutrition to develop market-oriented solutions in nutrition	Nigeria, Uganda, Kenya, Ethiopia	GAIN			x	x	x	x	x	x
Improve knowledge about food fortification standards and best practices by the private sector, including implementation of monitoring protocols and tools	Benin, Nigeria, Mozambique	GAIN				x	x			
Train SMEs to produce accessible, affordable, desirable, safe and nutritious foods	Nigeria, Kenya, Mozambique	GAIN					x	x		
Develop nutrition awareness campaigns to increase demands for nutritious foods	Nigeria, Mozambique	GAIN					x	x	x	x
Identify and support SMEs, including women-led and women-owned businesses, to scale-up private sector investment in nutrition	Uganda, Kenya, Nigeria	GAIN				x	x	x		
Identify and train nutrition champions from the private sector to position better nutrition practices in the business community	Kenya	GAIN					x	x	x	x

Domain 3: CBOs, CSOs, Women's Collectives, Community Members, Service Providers										
Undertake gender analysis to understand gender dynamics within households and communities, and in relation to the government and private sector	Nigeria, Kenya, Ethiopia, Mozambique	CARE	x	x	x	x				
Organise reflective sessions with community members and traditional leaders (e.g., religious, chiefs) to address harmful social norms and religious and cultural barriers that negatively impact women and children	Benin, Nigeria, Kenya, Mozambique	CARE					x	x		
Support engagement of men and boys (and other family members) to challenge harmful social, gender and cultural norms that negatively impact nutrition status	Benin, Kenya, Ethiopia	CARE				x	x	x		
Strengthen capacities of civil society (including CBOs, WROs) partners to advocate and lobby for improved nutrition-policy implementation and investment in women	Benin, Nigeria, Uganda, Kenya, Ethiopia, Mozambique	CARE				x	x	x	x	x
Advocate for increased representation of women at the community level for the implementation of advocacy actions	Benin, Uganda	CARE					x	x	x	
Evaluate the performance of nutrition services at the community level through the "Community Score Card" tool to improve the quality of nutrition-related products and services	Benin, Kenya, Ethiopia, Mozambique	CARE and GAIN				x	x	x	x	x
Develop awareness sessions related to gender-based violence prevention, Gender, Equity and Diversity and Prevention of Sexual Exploitation and Abuse	Nigeria, Mozambique	CARE				x	x	x	x	
Strengthen provision of nutrition services in health centres and capacities of community health workers in topics including: infant and young children feeding practices, dietary diversity, proper hygiene/sanitation behaviour, Community Based Management of Acute Malnutrition through training and campaigns	Benin, Nigeria, Uganda, Kenya, Ethiopia, Mozambique	CARE				x	x	x	x	x
Support the rollout of nutrition implementation guidelines to implement high-impact nutrition interventions for children, adolescents, and pregnant and lactating women	Ethiopia	CARE					x	x	x	
Support local governments to increase access to inclusive WASH facilities	Uganda	CARE					x	x		
Develop participatory outcome mapping to monitor changes in gender norms at the community	Kenya	CARE					x	x		

Domain 4: Women and Children											
Develop strategies (e.g., VSLA, GALs, linkage to markets) that increase equitable access and control over agricultural assets and productive resources (e.g., land, finance) by women small-scale producers	Nigeria, Kenya, Mozambique	Uganda, Ethiopia	CARE			x	x	x	x	x	x
Provide training on technical skills, business skills and financial skills to women small-scale producers at farmer's training centres to improve their income generating activities	Benin, Mozambique	Kenya	CARE and GAIN					x	x	x	x
Organise sessions and campaigns on healthy and safe cooking, infant and young children feeding practices, dietary diversity and improved hygiene practices	Benin, Kenya, Mozambique	Ethiopia	CARE and GAIN					x	x	x	x
Support the establishment of Farmer Field and Business Schools (FFBS) to promote nutritious and climate resilient crops and promote affordable techniques and improved post-harvest technologies, with a focus on small-scale women farmers	Nigeria, Ethiopia, Mozambique	Kenya	CARE			x	x	x	x	x	x
Direct support to children, pregnant women and vulnerable families in management of acute malnutrition (food kits, etc)	Benin		CARE					x	x	x	
Conduct a gender sensitive analysis to map supply and demand for Nutrition & WASH products and services	Kenya		CARE	x	x						

Domain 5: Synergies between all relevant actors											
Convene policy dialogues or participate in existing government meetings and national platforms to advocate for improved budgeting, planning and implementation for food systems' transformations and implementation of international commitments (e.g., UNFSS, N4G commitments)	Benin, Uganda, Ethiopia, Mozambique	Nigeria, Kenya	CARE and GAIN	x	x	x	x	x	x	x	x
Support the SUN movements to better coordinate nutrition-related strategies and programmes with other stakeholders (e.g., governments, CSOs)	Benin, Uganda, Mozambique	Nigeria, Kenya	CARE and GAIN	x	x	x	x	x	x	x	x
Develop research on the current nutrition and food security situation with focus on gender relations and social/cultural/religious barriers	Benin, Uganda, Ethiopia, Mozambique	Nigeria, Kenya	CARE and GAIN		x	x	x				
Collect, use, and disseminate data through Food System Dashboard and other management information systems (MIS) for strengthened coordination and promotion of synergies between private sector actors and governments	Uganda, Ethiopia, Mozambique	Kenya	GAIN				x	x	x	x	x
Develop and disseminate communication materials related to healthy diets, improved nutrition and improved WASH practices, with support from media channels	Benin, Uganda, Ethiopia, Mozambique	Nigeria, Kenya	CARE and GAIN					x	x	x	x
Conduct multi-stakeholder annual conference/symposium/community of practice to share programme's outcomes and achievements	Benin, Uganda, Ethiopia, Mozambique	Nigeria, Kenya	CARE and GAIN				x	x	x	x	x

