



3.1 Financial Estimate

INSTRUCTIONS FOR THE FINANCIAL ESTIMATES WORKSHEET

The Financial Estimate Worksheet documents the estimated costs of a solution, taking into consideration both direct and indirect expenses (i.e., facilities and administration costs), startup and recurring costs and contributions (e.g., volunteer time and donations).

Note that in step 2, one worksheet was used to list all suggested solutions. For each solution that made it past the screening (step 2.2), complete: a financial estimates worksheet, an impact score worksheet and an uncertainty score worksheet. Be sure to add the suggested solution title to the top of each worksheet.

Explanation of each Row and Column

Row “Title for this suggested solution”: Transfer the title of the suggested solution from the Screening Worksheet (2.2). Complete this worksheet for each suggested solution.

Column A Costs - Items to consider that may have an associated cost are listed under 3 categories: startup (one-time) costs/contributions, annual (recurring) costs/contributions, and annual indirect costs, such as facilities and administration costs that will occur each year the program is implemented. Move down the worksheet to see the different categories. Keep in mind that there will likely be lines that do not apply to a specific suggested solution, and alternatively, you may need to add lines for additional items as necessary.

Column B Estimated Cost - Estimate the cost for each line item, or enter a “0” if not applicable. If using the Excel workbook with the formulas enabled, entering a numerical value is important for the sum or total to be automatically calculated.

Column C Estimated Contribution - Estimate the contribution for each line item, or enter a “0” if not applicable. If using the Excel workbook with the formulas enabled, entering a numerical value is important for the sum or total to be automatically calculated.

Tips on how to handle in-kind contributions can be found in the Further Details section. Additional resources on how to value non-monetary contributions can be found at www.eatrightFoundation.org/FSSToolkit.

Rows of calculated totals: If you are using the Excel workbook with the formulas enabled, the sum or total for each of the three categories (start up/one time, ongoing/annual and indirect) is automatically calculated. The final row is the sum of all costs and contributions; these values are used in the Prioritization Worksheet (4.1).

Further Details

Every suggested solution must account for some basic estimate of costs. Although estimating some costs is difficult, it



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is hard to justify a decision to move forward with a solution with no estimate of the costs involved. Leverage the knowledge and experience of other stakeholders or partner organizations to estimate costs, if necessary. The advisory panel should not allow suggested solutions with incomplete financial estimates to progress to the next step unless more information is collected.

In-kind contributions, which are any non-cash donations including goods (e.g.: computers, furniture), services (e.g.: meeting space, photocopy services) or expertise (e.g.: legal counsel, financial advice, volunteer time), require special consideration.

- If the in-kind contribution can be used at the discretion of the advisory panel for any suggested solution, then it should be included as a cost in the financial estimate since using this contribution (e.g.: a refrigerator or an hour of volunteer time) for one solution means that it can't be available for another, just like any other resource.
- However, if an in-kind contribution is tied to a specific solution and cannot be used elsewhere, do not include it as a cost in the financial estimate of that particular solution because its opportunity cost is zero, i.e. there are no alternative uses for that contribution.

However, even if those contributions are not included in the financial estimate, consider their effect in estimating the impact score, discussed next. More in-kind contributions to a specific solution are expected to lead to a greater impact, creating more value.

Additional resources can be found at www.eatrightFoundation.org/FSSToolkit.



3.1 Financial Estimate

Title for this suggested solution:

COSTS - STARTUP/ONE-TIME Enter "0" for any costs/contributions that are N/A	ESTIMATED COST	ESTIMATED CONTRIBUTION
Equipment		
Construction		
Facility renovation/modification		
Professional services		
Computer software		
Licenses and permits		
Other STARTUP/one time costs (please specify)		



3.1 Financial Estimate

Title for this suggested solution:

COSTS - ONGOING/ANNUAL Convert monthly or quarterly costs to an annual cost	ESTIMATED COST	ESTIMATED CONTRIBUTION
Personnel		
Fringe benefits		
Professional services		
Food purchases for meetings and educational events		
Educational materials		
Office supplies		
Copying/printing		
Postage		
Travel/transportation		
Storage		
Training, education and certification for employees		
Training, education and certification for community collaborators and volunteers		
Stipends for community collaborators/champions and volunteers		
Cash assistance to participants		
Food assistance to participants (includes food, coupons, rebates, vouchers)		
Transportation assistance to participants		
Incentive payments to participants		
Media (marketing and promotion)		
Monitoring and evaluation		
Other ongoing/monthly costs (please specify)		
Total ongoing/annual costs and contributions = 0		0



3.1 Financial Estimate

Title for this suggested solution:

COSTS - INDIRECT (FACILITIES AND ADMINISTRATION COSTS) Enter "0" for any costs/contributions that are N/A	ESTIMATED COST	ESTIMATED CONTRIBUTION
Telephone/internet		
Rent/mortgage		
Electricity		
Heating/air conditioning		
Other utilities		
Administrative support		
Accounting support		
Building repairs and maintenance		
Insurance		
Other indirect costs (please specify)		
Total annual indirect costs and contributions =	0	0
TOTAL costs and contributions (STARTUP, annual and indirect)	0	0



3.2 Impact Score

INSTRUCTIONS FOR THE IMPACT SCORE WORKSHEET

The impact score describes how a suggested solution may benefit a range of food security related indicators. Experts in the fields of food security and public health selected each criterion and its weight of relative importance. The Impact Score Worksheet assists the advisory panel in determining this score.

Note that in step 2, one worksheet was used to list all suggested solutions. For each solution that made it past the screening (step 2.2), complete: a financial estimates worksheet, an impact score worksheet and an uncertainty score worksheet. Be sure to add the suggested solution title to the top of each worksheet.

Explanation of each Row and Column

Row “Title for this suggested solution”: Transfer the title of the suggested solution from the Screening Worksheet (2.2). Complete this worksheet for each suggested solution.

Column A Criteria - The food security indicators selected by experts as the relevant determinants of the value of a suggested solution.

Column B Description - A definition of each of the criterion.

Column C Weight - Subject matter experts provided a value to weight each criterion to establish its relative importance in the final impact score. The weights of all criteria total 100.

Column D Rating - In each column, enter a rating from 0 to 3. A rating of 0 implies negative or no expected impact, and 3 implies there is a significant expected impact. The detailed rating scale is at the bottom of the worksheet.

If the advisory panel is unsure that of the expected impact for a particular criterion, use 0 as the default score as this is the assumption of no impact and is the most conservative. If using the Excel workbook with the formulas enabled, entering a numerical value is important for the sum or total to be automatically calculated.

Column E Score - The score is calculated by multiplying the criterion’s weight by the rating value previously selected (from 0 to 3). If using the Excel workbook with the formulas enabled, entering a numerical value is important for the sum or total to be automatically calculated.

Row with the Total Impact Score: The final row is the sum of the individual score for each criterion. If using the Excel workbook with the formulas enabled, that value is automatically calculated. The maximum possible score is 300. The higher the score, the more impact the proposed change is expected to have on the community. This impact score will be used in the Prioritization Worksheet (4.1).



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Further Details

When rating each criterion, the correct rating is the one the advisory panel would be comfortable justifying to any stakeholder. If the advisory panel is unsure that there will be an impact for a particular criterion, use 0 as the default score as this is the assumption of no impact and is the most conservative.

- Rating “0” – Negative or No Impact/Difference: The suggested solution will likely result in negative impact/difference or no impact/difference.
- Rating “1” – Small Impact/Positive Difference: The suggested solution will likely result in a small impact/positive difference. This may be a technical difference that would be noticeable only to those directly affected by the program.
- Rating “2” – Moderate Impact/Positive Difference: The suggested solution will likely result in moderate impact/positive difference. This may be a meaningful, noticeable change, but not considered transformational.
- Rating “3” – Large Impact/Positive Difference: The suggested solution will likely result in large impact/positive difference. This may be a significant and remarkable difference any stakeholder would notice.

Again, just as is the case for the financial estimate, assigning a rating for each criterion can be difficult, but it is hard to justify a decision to fund a solution without an estimate of how much it is expected to impact public health priorities.

If the advisory panel finds the criteria to be too technical or outside its expertise, they can adopt a more general, discussion-based approach to estimate impact; however, this will be more susceptible to bias. Also, the criteria and or weights of each criterion can be adjusted but adjustments need to be made before scoring any of the suggested solutions to minimize bias.

If additional assistance is needed, consider reaching out to a registered dietitian nutritionist (RDN) or public health nutritionist at local health departments, school districts or clinics/hospitals for help. Use the “Find an Expert” tool to locate an RDN: <https://www.eatright.org/find-an-expert>.

Additional resources can be found at www.eatrightFoundation.org/FSSToolkit.



3.2 Impact Score

Title for this suggested solution:

CRITERIA	DEFINITION	WEIGHT	RATING	SCORE
Positive impact on quantity of food available to families/households (severe food insecurity)	Impact of the intervention on the prevalence of severe food insecurity as measured by: 1) magnitude of the problem, 2) evidence-base for impact and 3) existence, utilization and quality of existing interventions	11		0
Positive impact on quality and variety of food available to families/households (mild/moderate food insecurity)	Impact of the intervention on the prevalence of mild/moderate food insecurity as measured by: 1) magnitude of the problem, 2) evidence-base for impact and 3) existence, utilization and quality of existing interventions	15		0
Positive impact on obesity	Impact of the intervention on the prevalence of obesity as measured by: 1) magnitude of the problem, 2) evidence-base for impact and 3) existence, utilization and quality of existing interventions	8		0
Positive impact on undernutrition	Impact of the intervention on the prevalence of undernutrition as measured by: 1) magnitude of the problem, 2) evidence-base for impact and 3) existence, utilization and quality of existing interventions	3		0
Positive impact on micronutrient deficiency	Impact of the intervention on the prevalence of micronutrient deficiency as measured by: 1) magnitude of the problem, 2) evidence-base for impact and 3) existence, utilization and quality of existing interventions	5		0
Positive impact on community preparedness for food emergencies resulting from natural and man-made disasters	Impact of the intervention on the ability of the community to provide food in emergency (natural and man-made disaster) situations as measured by: 1) magnitude of the problem, 2) evidence-base for impact and 3) existence, utilization and quality of existing interventions	3		0
Positive impact on equity	Impact of the intervention on the social and economic needs of the local communities and marginalized populations and inequalities in access to food as measured by: 1) magnitude of the problem, 2) evidence-base for impact and 3) existence, utilization and quality of existing interventions	11		0
Positive impact on partnerships	Impact of the intervention on the relationship with our local partners, including all local stakeholders	5		0
Good alignment with community priorities	Degree of alignment of this intervention with stated community priorities	8		0
Good alignment with funders' priorities	Degree of alignment of this intervention with stated funders' priorities	5		0
Potential for monitoring and evaluation	Extent to which it will be possible to monitor progress in the implementation of this intervention and measure ongoing impact	6		
Ease of implementation	Degree of expected resistance to the intervention; degree of expected capacity challenges (personnel and community and political conditions); feasibility of accomplishing all intervention tasks in the given timeframe	11		0
Sustainability of intervention	Potential for medium and long-term sustainability of the intervention in the community (consider the likelihood of long-term funding streams and potential for institutionalization through policy)	9		0

Total of all weights must equal 100= 100

TOTAL IMPACT SCORE 0

Rating Scale

0 = Negative or No Impact/Difference: The proposed intervention likely will result in negative impact/difference or no impact/difference; no alignment with community priorities or funders; very difficult to implement, monitor or evaluate; sustainability is very low.

1 = Small Impact/Positive Difference: The proposed intervention likely will result in a small impact/positive difference. This may be a technical difference that would be noticeable only to those directly affected by the intervention.
2 = Moderate Impact/Positive Difference: The proposed intervention likely will result in moderate impact/positive difference. This may be a meaningful, noticeable change, but not considered transformational.

3 = Large Impact/Positive Difference: The proposed intervention likely will result in large impact/positive difference. This may be a significant and remarkable difference any stakeholder would notice. Highly aligned with community priorities or funders; easy to implement, monitor or evaluate; sustainability is very high.



3.3 Uncertainty Score

INSTRUCTIONS FOR THE UNCERTAINTY SCORE WORKSHEET

The uncertainty score describes the confidence in the financial estimate and impact score. The Uncertainty Score Worksheet calculates this score from the advisory panel's confidence on how a suggested solution may impact key indicators.

Note that in step 2, one worksheet was used to list all suggested solutions. For each solution that made it past the screening (step 2.2), complete: a financial estimates worksheet, an impact score worksheet and an uncertainty score worksheet. Be sure to add the suggested solution title to the top of each worksheet.

Explanation of each Row and Column

Row: "Title for this suggested solution": Transfer the title of the suggested solution from the Screening Worksheet (2.2). Complete this worksheet for each suggested solution.

Column A Uncertainty factors - Factors, as selected by subject matter experts that are considered particularly important for the decision process.

Column B Description - Poses the question to consider in assessing the level of confidence for any given uncertainty factor.

Column C Rating - Enter a rating value from 0 to 3. A rating of 0 implies high confidence in the estimates used, and 3 implies no confidence. The detailed rating scale is at the bottom of the worksheet.

If the advisory panel knows that a particular cost or rating is only a best guess, use 3 as the default score, as this is the assumption that there is no confidence in a key estimate and is the most conservative. If using the Excel workbook with the formulas enabled, entering a numerical value is important for the sum or total to be automatically calculated.

Row with the Total Uncertainty Score: The final row is the sum of the ratings. If using the Excel workbook with the formulas enabled, that value is automatically calculated. The maximum possible score is 15. The higher the score, the more uncertainty there is with estimated impact ratings and cost estimates for that suggested solution. This uncertainty score will be used in the Prioritization Worksheet (4.1).

Further Details

When rating each uncertainty factor, the correct rating is the one the advisory panel would be comfortable justifying to any stakeholder. If the advisory panel knows that a cost estimate or a rating is only a best guess, use 3 as the default score, as this is the assumption that there is no confidence in a key estimate and is the most conservative.



3.3 Uncertainty Score

- Rating “0” – Very Confident/Little Uncertainty: The advisory panel is very confident in the estimates with little uncertainty for the selected impact rating or cost estimate; the panel believes it is based on sound evidence and observations.
- Rating “1” – Fairly Confident/Minimal Uncertainty: The advisory panel is fairly confident in the estimates with minimal uncertainty around the selected impact rating or cost estimate; the panel believes it is based on good evidence and observations that are unlikely to significantly change and are comfortable defending the impact rating or cost estimates to others.
- Rating “2” – Somewhat Confident/Moderate Uncertainty: The advisory panel is somewhat confident in the estimates with moderate uncertainty for the selected impact rating or cost estimate; the panel believes it is based on decent evidence and observations
- Rating “3” – No Confidence/Significant Uncertainty: The advisory panel is uncertain of the estimates with significant uncertainty for the selected impact rating or cost estimate, and, while it is the panel’s best estimate, the panel based it on inadequate evidence and observations and might have struggled significantly to select the impact rating or cost estimate.

The key indicators of uncertainty can be adjusted although some consideration of the confidence in the estimated impact and financial estimates should be included. Adjustments need to be made before scoring any of the suggested solutions to minimize bias.

Additional resources can be found at www.eatrightFoundation.org/FSSToolkit.



3.3 Uncertainty Score

Title for this suggested solution:

KEY INDICATORS	DEFINITION	RATING
Impact on severe food insecurity	What is the risk that the real impact on severe food insecurity will be significantly less than what is expected?	
Impact on mild/moderate food insecurity	What is the risk that the real impact on mild/moderate food insecurity will be significantly less than what is expected?	
Impact on equity	What is the risk that the real impact on equity will be significantly less than what is expected?	
Ease of implementation	What is the risk that it will turn out to be much more difficult to implement the intervention than what is expected?	
Cost	What is the risk that the real initial or operating costs will be significantly higher than what is expected?	
		TOTAL UNCERTAINTY SCORE 0

Rating Scale

- 0 = Very Confident/Little Uncertainty
- 1 = Fairly Confident/Minimal Uncertainty
- 2 = Somewhat Confident/Moderate Uncertainty
- 3 = No Confidence/Significant Uncertainty