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Scaling Up
NUTRITION

Civil Society Network

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ADVOCACY TOOLKIT

A How To Guide



Kyrgyz child eats food with Gulazyk

Front Cover: © BRAC - Bangladesh

Table of contents

Preface	2
How to use this toolkit	2
Glossary	3
How to write an advocacy and communications strategy	4
Resources	11
How to work on the sustainable development goals and post-2015 2030 agenda	13
How to get other sectors interested in nutrition	17
Key Points to Consider	17
Resources – multisectoral approaches	18
Resources – sector specific	18
How to measure the impact of advocacy and communications	20
Resources	21
How to work with parliamentarians for nutrition	22
How to find nutrition champions	27
Key points to consider	27

How to undertake budget advocacy: When to advocate during the financial year	30
A year in the life of.....	30
Financial year	30
Advocacy opportunities across the financial year	31
Analysing the budget.....	33
How to engage media	36
Key points to consider.....	36
Resources.....	37
How to include people and close the feedback loop	39
Compendium of resources	42
Calendar for 2016.....	49
Annex A: Template for advocacy strategies.....	51
Annex B: Identifying and analysing barriers to change.....	52
Annex C: Examples of how HANCI evidence can be utilised for national policy advocacy	53

Case studies

Case study: Mali – OMAES & SUN Civil Society Alliance use the PROFILES tools.....	7
Case study: Allies all around	8
Case study: Key messages for electoral candidates in Peru, Malawi and Zambia.....	10
Case study: Ideas from other CSAs on actions for the Global Day of Action.....	11
Case study: The Uganda Civil Society Coalition, UCCO-SUN sector specific fact sheets	18
Case study: Monitoring media coverage: Kenya CSA.....	21
Case study: Tanzanian case study: How to employ evidence based policy advocacy to mobilise parliamentarians on hunger and nutrition in Tanzania: some lessons from HANCI	23
Case study: Lessons on how to engage with parliamentarians in the Zimbabwean context.....	26
Case study: How Kenya works with nutrition champions	29
Case study: Malawi Civil Society Alliance (CSONA) experience of budget analysis and advocacy...	34
Case study: Uganda and media	36
Case study: Social auditing in Guatemala for nutrition accountability.....	39
Case study: Developing an ombudsman model in Nepal.....	41

Preface

The SUN Civil society network comprises over 2000 organisations committed to improving access to good nutrition through working strategically with other stakeholders. We know that the impact of civil society work in the area of advocacy has been tremendous and wanted to bring together some examples from the network members of what has worked for them. Within the SUN civil society network, we firmly believe that everyone has the right to food and good nutrition. Good nutrition is about access to nutritious and healthy food which is not only about ensuring our physical needs but also ensuring equitable access for everyone, everywhere no matter their gender, religion, ethnic group or physical ability – essentially nutrition justice. The furthest behind must be supported first. Today, across the world over 2 billion people experience micronutrient

deficiencies, 161 million children under the age of 5 are stunted – too short for their age, and 51 million are wasted – too light for their height. Additionally, 1.9 billion adults are obese or overweight. In some countries, children growing up properly nourished are in the minority. This is a not just a global tragedy but a global injustice. The impact that this lack of nutrition in our early years can have in later life is astounding – poor nutrition limits health, education and economic outcomes. Please treat this advocacy toolkit as your document. If you want to change something please let us know, equally if you have experiences to share please send them on. The more advice and reflection we can include the better. This should be a living, breathing resource for the network.

How to use this toolkit

This toolkit is designed to be a practical resource. It is not meant to be read cover to cover but should be picked up and used as and when useful as a reference and signposting document. Each section has been kept short and snappy so that it can be read quickly and resources found in a matter of minutes. It is not a definitive and exhausted guide but intended as a springboard with an outline of the minimum information required in order to tackle the topic.

We welcome your feedback on this resource and would be grateful for additional case studies, information and suggestions on areas for inclusion. We want this document to be yours and for you to shape it.

Please send any thoughts and suggestions to: sun.csnetwork@savethechildren.org.uk

Thank you to contributors Angela Pereira (ACTION Secretariat), Asma Lateef (Bread for the World), Claire Blanchard (SUN Civil Society Network), Jen Thompson (Concern Worldwide), Jordan Teague (WASH Advocates), Miriam Yiannakis (World Vision Worldwide), Titus Munungu (Action Contre Faim) and Victoria Calderon (WASH Advocates).

Please reference this document as SUN Civil Society Network (2015) Advocacy Toolkit - A How To Guide.



**More than 2000 Civil Society Organisations
engaged in the network**



Pictures created by schoolchildren in Bangladesh for the Global Day of Action 2014.

Glossary

Advocacy: Practically using knowledge in order to bring about social change. The framework, activities and strategy employed to enable this change.

Campaign: Working in an organized way towards a goal. In the context of advocacy work we tend to use this to refer to public campaigning and social mobilization activities.

Lobbying: Attempting to influence decisions made by legislators in a government. Some donors may be reluctant to fund lobbying activities. However, in practice targeted and transparent lobbying is likely to be a legitimate means of achieving change. Nonetheless, it should be noted that lobbying of political figures is a sensitive activity and one which comes with its own risks and challenges.

Target audience: The people and organisations that you want to communicate with and influence through your advocacy work.

Decision-makers: These are individuals or groups who make decisions about nutrition policies. This could include the president, the prime minister, the cabinet, relevant sectoral ministers, parliamentarians, funding agencies and community leaders.

Influencers: These are the individuals or groups who have access to decision-makers and who may be able to influence them. Influencers may become partners in the advocacy plan and are likely to include yourselves and other members of the alliance. This group will include nutrition professionals, faith-based groups, opinion leaders, the media, international leaders, entertainment and sports personalities, teachers, professors and researchers.

How to write an advocacy and communications strategy

Cara Flowers, SUN Civil Society Network

A great advocacy and communications strategy is based on five key elements:

1. Identifying the problem and collect relevant data – know the issue and what you want to change
2. Analysing the context – know who can help you change it and what evidence is available
3. Bringing others on board – Who else is working on the issue and might be a supporter? How can you engage them too?
4. Making the change happen – Writing your strategy
5. Recognising successes and failures – what will indicate things have worked? What will demonstrate you need to take a different approach?

Identifying the problem and collecting relevant data

In order to develop a credible strategy it is key to understand what it is you want to change. Obtain the most accurate data you can. UN agency reports and surveys, NGO reports and government documents as diverse as ministry policies, district health surveys, minutes of parliamentary meetings and laws and legislation being debated all provide a picture of the situation in your country as well as a key body of evidence from which you can draw facts and figures in order to make your advocacy work rich and evidence based. Many UN agencies such as UN REACH, UNICEF, FAO, WFP and IFAD others pull together data from a variety of sources and assess the evidence available on food and nutrition nationally. It is impossible to list all sources of information in each country within which the SUN CSN is present. However, having the information is not sufficient. Analysis and identifying the problem is important. Data is necessary for this but not the end result. Identifying opportunities to use the information collected is key.

There are some essential global information sources which you may wish to consult and reference as well as use to provide a benchmark of where your country sits in achieving key nutrition related indicators such as stunting, wasting and obesity.

10 Essential Reading Sources for Nutrition Advocates

1. The Global Nutrition Report

The definitive report on global nutrition.

2. Hunger and Nutrition Commitment Index

This index compiled by the Institute for Development Studies in the UK tracks national government commitments to reducing hunger and malnutrition through 22 indicators relating to expenditure, policy and legal frameworks.

3. The Copenhagen consensus

The Copenhagen Consensus team has undertaken research assessing the estimated economic returns on nutrition investment both globally and on a country by country basis and concludes that nutrition is one of the most effective investments that can be made.

4. The Cost of Hunger, Africa

5. ACTION for Results – Following the funding nutrition for growth spending scorecard

6. International Coalition for Nutrition Advocacy Call to Action

7. World Health Organisation posters and briefings on the World Health Assembly Targets

8. Babymilk Action Policy Basics

Essential reading if undertaking advocacy around the promotion of breastmilk substitute marketing.

9. International Food Policy Research Institute's Global Hunger Index (GHI)

This index tracks hunger globally and country by country. Each issue has a thematic focus – the last one on hunger and conflict.

10. The Access to Nutrition Foundation's Access to Nutrition Index (ATNI)

An index which focuses on food and beverage manufacturers commitment and progress towards enabling access to nutritious food.

International and regional commitments

Source: Ward & Goulden (2015) *Accountability for nutrition in the SUN CSN*

There are many international agreements that exist where SUN Movement governments have signed up to commitments related to nutrition. These include:

- The Second International Conference on Nutrition (ICN2), Declaration on nutrition and Framework for action,
- The Nutrition for Growth Compact in 2013 (to be followed up in 2016),
- The 2012 Sixty-Fifth World Health Assembly (WHA) targets on maternal, infant and young child nutrition,
- Every Woman Every Child commitments,
- The Zero Hunger Challenge launched by UN Secretary-General Ban Ki-moon in 2012, and
- The Committee on Food Security (CFS) declarations.

Relevant regional agreements also include reference to nutrition such as:

- The African Union 2003 Maputo Declaration,
- The 2014 Malabo Declaration, or
- The African Leaders Malaria Alliance (ALMA 2030)

These all provide further opportunities for CSAs to hold actors at the national level to account.



Children call on their authorities to follow through on their commitments to reducing undernutrition in Niger in 2014. The banners read 'Budget for the Strategic Plan for Nutrition' 'Increase the budget for nutrition' 'Reduce iron deficiency' and 'Reduce severe malnutrition'

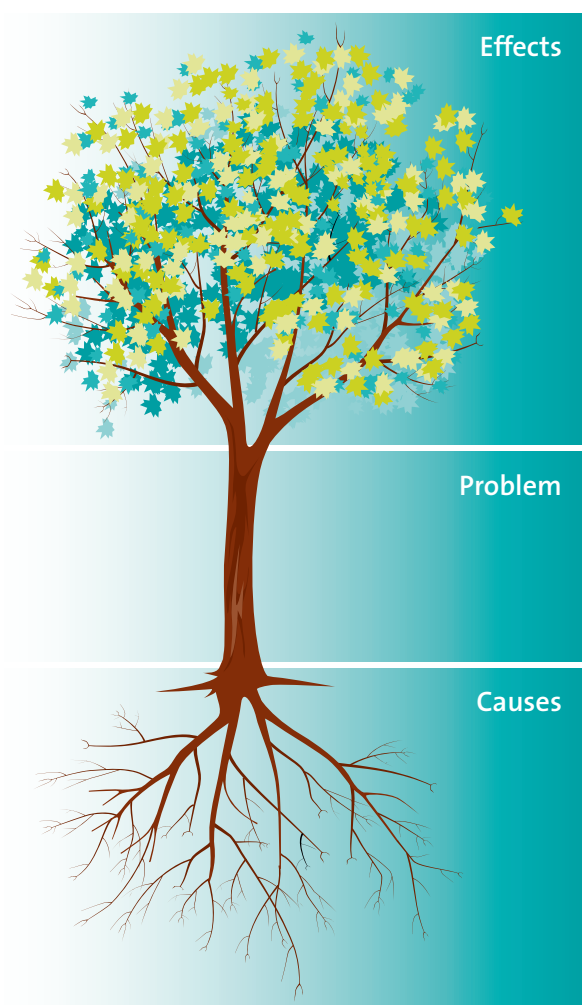
The Niger CSA organized a call from the children of Niger which was read out on the occasion of the Global Day of Action for Nutrition.

“Dear Authorities, Realising commitments for nutrition will enable without doubt conquering malnutrition in Niger. That will allow us, the children of Niger to live better and grow up healthy » On the occasion of the National Day of Action for Nutrition, 21st May 2014.”

1. Analysing the context

Once you have the information an analysis of the data collected, available evidence, environment, politics and viewpoints of other actors will be useful in order to triangulate the information you have collected and

identify key opportunities to present the information or use it to influence. You will need to dig deeper into data you've found to try and identify who the most affected groups are and the drivers of malnutrition that you are able to influence as a coalition.



Using a Problem Tree for analysis

A problem tree is a simple visual tool for exploring a problem, the causes and effects.

1. Draw a tree, roots and branches
2. Write the problem on the trunk.
3. Write some of the key causes of the problem on post-it notes creating a root for each cause. If on post-it notes you can then move the causes around and group them if useful.
4. Do the same for effects – what will be the effects if the causes are tackled?
5. When the tree is complete you will have many roots. Now begin thinking about solutions from both a technical and political perspective. What can tackle these causes both politically and practically?

Further information on the problem tree approach as well as other approaches to contextual analysis such as PESTLE and mapping of political processes can be found [here](#):

Figure 1. Problem tree picture. Source: <https://github.com/igorlima/problem-tree>

Delving deeper into the data will also help in identifying key objectives and targets. Questions to ask might include, who are the most malnourished people? Is there a particular group disproportionately affected, such as young girls or a specific ethnic group? Do they suffer from a certain kind of malnutrition? Are certain districts or localities in your country worse affected? If so why? Is land tenure a problem? Is food fortification an issue? You may find more detail and complexity when delving into your context but this is ok in the first

instance in order to set the scene and begin to build a narrative that others can share on the problem.

It could be useful to adopt a rights based analysis for this too in order to pull out those who are furthest behind in the fight against malnutrition and some of the institutional barriers. Some tools which might help with this are:

[Methods to Monitor the Human Right to Adequate Food Volume 1, FAO.](#)

The Rapid Framework to analyse evidence, gaps and linkages:

The RAPID framework uses 28 questions in order to determine the external environment, political context, what evidence there is and links between issues as well as what the gaps are. This tool can be found [here](#):

Another useful tool designed specifically for measuring political commitment to nutrition and food is the rapid

assessment tool 'Implementation of a rapid assessment approach to measure political commitment and opportunities to advance food and nutrition security among the joint programmes of the Millennium Development Goals Achievement Fund'. Whilst designed for monitoring the MDGs it could also be applied to hunger and nutrition indicators too, [here](#).

Case study: Mali – OMAES & SUN Civil Society Alliance use the PROFILES tools

In addition to influencing policy and programmes through participation in technical groups, the CSA in Mali marked 2014 with the update and adoption of the Profiles tool (led by the CSA in close collaboration with government, UN agencies and CSOs). The PROFILES nutrition advocacy tool is a data based approach to nutrition advocacy and policy development and quantifies the health and economic impact of malnutrition in a report oriented to policymakers. It informed the development of advocacy tools, strategies, and campaigns. It builds on national data and supports advocacy to decision makers on the importance of investing in nutrition for the development of the country. The Mali CSA plans to ensure similar exercises are conducted based on sub-national data and for sub-national advocacy efforts in nutrition.

More information on PROFILES can be found [here](#).

Prioritisation

If you have lots of information and emerging priorities ensure that you consider how you will prioritise. What can the SUN CSA add to the issue that others haven't done already? What are you well placed to influence? A suggested process to follow might be:

- a. Is the problem measurable?
 - By the CSN
 - By the burdened
- b. Is the problem urgent as well as important?
 - Important issues tend to become urgent when there is a window of opportunity for change.
- c. Does someone/an organisation have it in their power to solve the problem?
 - Can you name a person or organization who can resolve your issue. Or can you conceive of knowing that person once you have sufficient information and analysis undertaken?¹

Stakeholder analysis

A stakeholder analysis is a key element of advocacy planning. This will enable you to look at who can influence the outcomes you want to see and their interest in the issue. You may want to undertake this exercise collectively as a coalition or individually in the first instance then allow the coalition or alliance to add to or comment on the content. It is worth noting:

- a. This should not be a map that only includes who you like and want to work with
- b. It's not a map of who you know already
- c. It's not a map of people's jobs descriptions (don't default only to people who are paid to deliver on nutrition)
- d. Be ambitious!²

¹ Kirsty McNeill's strategy for advocates training

² *ibid*

Some tools for this are here:

Stakeholder analysis, Save The Children UK

Conducting a stakeholder analysis and creating an influence map, The Pressure Group

Mapping stakeholders, Stakeholdermap.com

Power analysis tools:

Stakeholder power analysis, International Institute for Environment and Development (FR, EN, SP, PO available)³

The Power Cube

This tool has several different dimensions including forms of power, force field analysis and the power cube. There are useful workshop tools which could be helpful when working in a group.

Force field Analysis:

Force field analysis can be useful to ascertain the pressures for and against change in any given context.

Mind Tools Force Field Analysis

Some key questions to ask might be:

1. What partners do governments consider indispensable to their functioning?
2. Who do the targets dine with, holiday with, socialise with, live with, who will they automatically pick up the phone to?
3. Who are the policy community e.g. key public academics? Who would be invited to challenge a minister?
4. Who are the media? E.g. named reporters, named editors, named proprietors, named opinion formers. Will the decision maker read their work? Will a large sub-set of the group the decision maker cares about read them?
5. Public and communities. For example, faith leaders, traditional leaders, mothers, farmers, educators. Which sub-set of the public does the decision maker really care about? Which is most important for their vote?⁴

Case study: Allies are all around

In one country, the CSA built a relationship with the driver for the health minister. They requested a moment to speak with the Minister through approaching the driver who agreed to raise the question at an opportune moment. This resulted in a meeting with the minister and an ongoing relationship with him leading to greater inclusion of CSA priorities in health policies.

2. Bringing others on board - consultation and collaboration

An essential step in the process will be consulting and collaborating with other NGOs, coalitions and stakeholders and members of the alliance. This should be before you even sit down to write the strategy so that you have your key messages agreed or roughly outlined. It will be useful to have as many different diverse individuals from your alliance or coalition in the room as possible to ensure that you have a broad range of perspectives. You may want to test ideas with key decision makers and influencers too in order to ensure that that your initial thoughts are likely to

resonate with them. You will want to collect additional contextual information and develop an idea of how activities might be divided up between different individuals/organisations. It will also be important to get a good sense of the key areas of agreement and disagreement. What can each organisation contribute? What are the relative advantages of each? Given the challenge of ensuring cohesiveness within a coalition it may be that you need to think strategically about which organisations you collaborate with in order to achieve your goals. You might want to consult the SUN CSN guidance note on good governance for advice on putting in place decision making processes: [EN](#), [FR](#), [SP](#). At this stage it may also be useful to demarcate some of the opportunities for different kinds of actions. For

³ Mayers, J. 2005. **Stakeholder power analysis**. Power tools series. International Institute for Environment and Development, London, UK

⁴ Kirsty McNeill's strategy for advocates training

example, direct behaviour change communication such as encouraging certain eating habits or behaviours like breastfeeding versus indirect actions which could be related to encouraging members of the public to lobby or advocate for certain policy changes. There will be cost implications with each approach that it will also be crucial to consider. Effective behaviour change campaigns can be expensive.

3. Making change happen – writing your strategy

The key thing to summarise here is how you will engender the change you want to see. Advocacy strategies require clear objectives, indicators, targets, and a stakeholder analysis and this is where you can bring all of these aspects together.

A simple, clear structure will make the document easy to review. It doesn't have to be long or unwieldy and should be easy to understand for anyone who picks it up for the first time. You may want to consider structuring your document with the following key headings which are outlined in the SUN CSN advocacy strategy template in Annex A and in the dropbox link [here](#).

1. What are we trying to change? (briefly in 1–4 bullets)
2. What process could deliver that? i.e. how will this change happen? Via policies or practices?
3. What is the strategic approach? What are the barriers and how can we overcome them? For a short exercise on identifying barriers and solutions (see annex B).
4. Who are our targets and who are our allies? Who do we want to influence and who can we join forces with?
5. Timeline? When will things happen and by when? What are the key dates?
6. Priority activities and outputs: What can we do? What can others do and how will we organise ourselves?
7. Risks and mitigation: What are the risks and how can we mitigate against them?

You may also find it useful to look at other CSA advocacy strategies. For example, The Tanzania CSA, PANITA has a comprehensive advocacy strategy which can be accessed [here](#).

Key messages

Later sections in this toolkit give examples of specific tactics, approaches and key areas to focus on. However, as a general rule having a short list of key messages is vital to communicating directly and with impact. It is important to ensure messages reflect the needs of those affected by malnutrition and give greater attention to their voice as well as resonating with key decision makers and influencers you are targeting. Ultimately the information must be presented in a way that speaks to the priorities of those we want to influence whether mothers or heads of state. It will be necessary to agree on messaging collectively within the coalition or alliance so that all members are happy with the content and are able to use them in their work. The aim is to speak as one voice.

Your period of consultation with other actors and development of key messages should have given a basis for thinking about what tactics and approaches will work best. For example, will you have a public facing element to your work? Will your main tactic revolve around private influencing? Your means of achieving change should be explicitly and clearly linked to the problem. For example, if you want to ensure nutrition is mentioned in all ministry policies you will need to have ministers and their advisors as targets in your work. Your tactic for appealing to them will be different from members of the public. Short briefings and one to one meetings may be your main focus.



Global Day of Action 2014 © Zambia Civil Society Organisation Scaling Up Nutrition (CSO-SUN) Alliance.

Case study: Key messages for electoral candidates in Peru, Malawi and Zambia

In Peru, Presidential candidates were asked by the Child Malnutrition Initiative (IDI) in 2006 to sign a commitment document in which they pledged to reduce within 5 years, malnutrition in children under 5 years by 5%. They IDI developed 10 recommendations for the first 100 days of the presidency, including the development of a plan and budget allocations, the strategic positioning of nutrition within the governmental structure, and produced yearly reports on how Government was doing against these commitments and recommendations. This was then repeated in 2011 for electoral candidates, this time with a revised commitment to reduce chronic malnutrition by 10% and anaemia by 20% (see pages 17-20 of the [SUN In Practice: Social Mobilization, Advocacy & Communication for Nutrition](#)).

In Malawi, pledge forms were created for parliamentarian and councilor candidates to sign. These committed parliamentarians to ensuring high visibility for nutrition, ensuring that sectoral plans included nutrition and crucially ensuring sufficient resources for plans and policies to be executed. Examples of these can be found [here](#) (click to access document online).

The SUN CSA in Malawi, CSONA also created information posters to ensure citizens were aware of the nutrition situation and encouraging them to ask councilors what they intended to do. An example of a poster can be found [here](#).

In Zambia, the CSO-SUN Alliance has developed 10 key asks. These are a set of recommendations that were developed consultatively with civil society, cooperating partners and the government. The key asks are a multi-disciplinary effort to identify key areas for action across sectors that are required to effectively address the nutrition situation in Zambia. They encompass practical recommendations from coordination issues to staffing needs and funding gaps.

The Ten critical steps to address Child Under-nutrition in Zambia are:

1. Build political will to tackle under-nutrition;
2. Ensure effective high-level national coordination;
3. Increase spending to address the nutrition crisis;
4. Address the serious gaps to ensure adequate human resources at all levels;
5. Create transparent financial mechanisms to protect nutrition funding;
6. Reform existing programmes to increase their effect on nutrition;
7. Provide clear public data and information on emerging evidence and strategy;
8. Ensure effective decentralized coordination at Provincial and District Level;
9. Provide financial incentives to engage the private sector to tackle under nutrition; and
10. Engage Civil Society as a partner in the fight against under-nutrition,

These initiatives have led to renewed commitment and attention to nutrition at national levels.

4. Recognising successes and failures – what will indicate things have worked? What will demonstrate you need to take a different approach?

Finally, it is essential to consider how you will know you have succeeded – what are the key measures of success along the road to change?

How will you record information so that you can track change and progress? What will you use to demonstrate your impact on your advocacy targets? Effective monitoring requires advocacy plans with clear objectives, indicators, targets, and a stakeholder analysis. In addition, it's a good idea to track examples of what hasn't worked so that you can reflect on how you have changed direction or provide evidence for a shift in focus for your approach. Section 7 on How to measure the impact of advocacy and communications gives more information on this.

Resources

Case study: Ideas from other CSAs on actions for the Global Day of Action

[Ghana: CSOs Forum on SUN Holds High-Level Policy Debate on Scaling Up Nutrition](#)

[Nepal Nutrition Foundation Meeting: 'SUN Movement with Food for Everyone'](#)

[Tanzania: SUN Civil Society Coalition Event](#)

[Uganda: Civil Society Coalition on Scaling Up Nutrition Event](#)

[Zambia: CSO-SUN Alliance Holds Nutrition for Development Concert](#)

A suggested four page advocacy strategy format can be found in annex A.

The ROMA Framework

The ROMA framework is another useful tool that covers the process of diagnosing the problem, developing a strategy and designing a monitoring and evaluation plan.

UNICEF Advocacy Toolkit

Advocacy Matters: Helping children change their world

This is particularly useful if you plan on actively including children and young people in your advocacy work.

World Vision Advocacy Toolkit

ACF Advocacy Toolkit

Save The Children Open Access Advocacy and Campaigning course

Advocacy Building Skills for NGO Leaders. The Centre for Development and Population Activities. Volume IX

PATH Advocacy and Policy Resources

PATH Advocacy and Policy Resources (Scroll down to "For Advocates")

Guide for Advocates, The Aspen Institute

The guide contains practical approaches and information for advocates before, during, and after an advocacy campaign for planning for evaluation, monitoring benchmarks and indicators, and conducting impact and summative evaluations.

1000 Days Briefing Notes

Key nutrition related resources focused on the first 1000 days of life.

Scaling up Nutrition In practice brief on Social Mobilisation, Advocacy and Communications



Global Day of Action 2014 © Zambia Civil Society Organisation Scaling Up Nutrition (CSO-SUN) Alliance.

How to work on the sustainable development goals and post-2015 2030 agenda

Jen Thompson, Concern Worldwide & Asma Lateef, Bread for the World

Background

In September 2015, member states came together in New York and adopted the Sustainable Development Goals (SDGs). Building on the lessons of its predecessor, the Millennium Development Goals (MDGs), the process for developing the SDGs has spanned over three years and included wide consultation in over 100 countries, a High Level Panel of Expert report, a 30 member Open Working Group process, and

Intergovernmental Negotiations held between January and June 2015. In addition to a Declaration⁵, the four part sustainable development agenda consists of: Sustainable Development Goals (17), targets (169) and indicators; means of implementation and global partnership for sustainable development; and a follow-up and review framework. In order to review global implementation, a High Level Political Forum was established in 2013.



Figure 2. Sustainable Development Goals, United Nations

⁵ Footnote TBC

A short video explaining the SDGs can be watched [here](#).

The SDGs build upon the ambition of the MDGs by including nutrition among the pivotal goals and targets of the SDGs. Goal 2 includes nutrition as follows: Goal 2 - *'End hunger, achieve food security and improved nutrition and promote sustainable agriculture'* and target 2.2 builds on this: *"by 2030 end all forms of malnutrition, including achieving by 2025 the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women, and older persons."*

September 2015 marked a new era for nutrition— for the first time child undernutrition is in the global development framework formally starting 1 January 2016.

Influencing at the national, regional and international levels

Once the main framework was adopted in September, the focus moved to how the goals and targets will be measured, and to the agreement of the global set of indicators. Considering that the SDGs targets will frame the global development agenda and policies for the next 15 years, it is of the upmost importance that decision makers ensure this inspirational global agenda for sustainable development is complimented and monitored by statistically robust indicators.

The Indicators Framework for the Post-2015 Agenda 2030

- The Statistical Commission is the body in charge of developing the global indicator framework with a report by the end of December and adoption in March 2016.
- As the Statistical Commission meets once a year it was also agreed to establish an Inter-Agency Expert Group-SDG (IAEG-SDG) with the UN Statistical Division acting as secretariat.
- 27 countries are IAEG members. The group met twice in 2015 and will meet in March 2016. Meetings are webcast and documents are online [here](#):
- Data revolution is an important part of this process: there is a need to be innovative in data collection and civil society has been promoting the importance of ensuring that the communities and individuals most affected are part of the data gathering and analysis process and their grounded experience and knowledge forms part of the monitoring and review process.
- Indicators are a combination of well-established and solid methodologies (that also offer comparability at national level) and some which need more methodological development.

Timeline:

29th October – 20th November

- A 3 day consultation on the indicators with consensus and established methodologies ('green' in the process), took place in early November.

30th November – 7th December

- Draft report to the Statistical Commission was circulated to IAEG members

7th – 16th December

- The report for the Statistical Commission was finalized for submission

8th December

- Goal 13 climate change indicators (currently 'grey') updated following discussions at the Paris COP21.

1st December – 15th February

- Work on 'grey' indicators including further consultation.

January 2016

- The IAEG co-chairs will participate in the meeting of the High Level Group on SDG implementation.

March 2016

- The next, 3rd, meeting of the IAEG which will follow the meeting of the Statistical Commission.

Lobbying and wider influencing on Post 2015 over the coming months and beyond

The SDGs will influence government planning and donor priorities over the coming decade and beyond. Institutional donors have already started to use the SDGs to shape funding flows, and according to the SDGs framework, national governments should develop national level action plans to integrate action on the goals and to contextualize targets and indicators.

The SDGs are, however, a voluntary mechanism, with no obligation for states to implement or report against progress. Civil society will therefore have a key role to play in ensuring their governments develop and deliver on the SDGs. That advocates such as a number of CSAs and the International Coalition for Advocacy on Nutrition have pushed for the WHA targets to be included in the Post 2015 Development Agenda is a significant opportunity to increase political and technical attention to this issue for accelerated action.

In addition, the Post-2015 targets will be part of a review, monitoring and accountability framework with mechanisms at the national and global levels, both focused mainly on support to country level. The coming months and immediate years will need new systems, capacity building and spaces for civil society to hold governments to account for targets such as relevant targets for nutrition in the SDGs framework.

Lobbying priorities and some practical steps that can be taken are outlined below:

- The **IAEG-SDGs Indicators and UN Statistical Commission meetings** present a vital opportunity to influence and react to the proposed global indicators. Engagement with member state representatives is vital. During the Second IAEG meeting in October 2015 there was a significant success as a critical mass of countries ahead of the meeting supported the inclusion of wasting in the indicator list and Tanzania championed it at the IAEG meeting which led to agreement. Other WHA targets however remain absent with still no indicator on breastfeeding, maternal anaemia or low birth weight, particularly under Goal 3 on health.

The UN Statistical Commission and the IAEG SDGs have been reaching out to and engaging with Central Statistics Offices and statistical experts in country. It is important to find out who the relevant person / contact point is and engage with them.

On a practical level, there may be a need to confirm who the Government Post 2015 focal point is if this is unknown and engage with them.

Please refer to the International Coalition for Advocacy on Nutrition position promoting 8 nutrition indicators, consistent with the already agreed 2012 WHA maternal and child nutrition targets.

For a summary of these see [here](#).

Begin working towards ensuring that the inclusion of ambitious targets in stunting and wasting in the Sustainable Development Goals as well as the wider nutrition ambition in the Post 2015 Development Agenda is leveraged for implementation and accelerated action at national and international levels from the earliest possible moment.

Actions could include asking your government to⁶:

- Develop a national sustainable development strategy. This should be done in a participative and inclusive manner.
- Call upon decentralized administrations and local government to work closely with civil society and other relevant actors to ensure ownership of the goals at national and sub-national levels.
- Ensure that national and local resources are allocated to the implementation of the SDGs.
- Establish public, participatory and inclusive monitoring and reporting mechanisms for the implementation of the goals that are led by an inclusive national review body.
- Reorient now towards Nutrition for Growth (N4G) in Rio in 2016 and beyond: In order to realise the ambition of the SDGs, the requisite financial and political commitments will have to be secured. The High Level N4G event in early August 2016 presents a significant opportunity to secure such commitments. 28 SUN countries made commitments at the N4G event in London in 2013. In addition to working with those countries to ensure they are accountable for delivering on their commitments, civil society can work with additional SUN countries to develop new commitments to be announced in Rio. (Compact from N4G 2013 in London: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/207271/nutrition-for-growth-commitments.pdf)

⁶ Beyond 2015. From Policy to Action Toolkit

Principles for Engaging (adapted from Sustainable Development Goals: action towards 2030; Cafod 2015)

Making connections – find out who is interested in action towards realizing the goals. See if national or local platforms already exist.

Strengthen participation – real dialogue on implementation of the goals is needed. Public dialogues and debates within communities, parliament and local government is one way of doing this. National conferences, public forums and meetings with decision makers to discuss implementation and share best practice can strengthen impact.

Reflections:

How do you think the global goals can strengthen your advocacy?

How can we ensure implementation of the global goals puts the poorest people first?

Who else is working on this at the national level that you can join with?

Which issues are the government prioritizing initially?

A key point to note and bear in mind going forward is that the UN System, governments, donors and others will align efforts to the SDGs, and for the nutrition targets elements of the central global development framework there should be more attention, planning and resources to the issue. This is still going to require advocates to keep up the profile of nutrition in SDGs processes and spaces nationally and internationally. There is a wide range of goals and targets – more so than the MDGs. Only those elements with movements around them will see the progress that should happen to achieve real momentum. Now is the time for advocates to intensify pressure for action in the frame of the universal agenda that is the SDGs.

Useful websites and documents:

Post-2015 outcome document (Agenda 2030)

available in all six UN languages.

Sustainable Development Knowledge Platform

containing relevant IGN documents.

Sustainable Development Indicator Website

An IEAG meeting summary and work plan has been posted [online](#).

Post 2015 toolkit on SUN blog

Eldis blog on nutrition and the SDGs, and essentially an assessment of the Outcome Document in relation to nutrition.

How to get other sectors interested in nutrition

Miriam Yiannakis, World Vision International & Jordan Teague, WASH Advocates

“If you talk to a man in a language he understands, that goes to his head. If you talk to him in his language, that goes to his heart.”

Nelson Mandela

Language isn't just about which dialect or spoken and written language we use to communicate with others. It is also about knowing the terminology and way in which people communicate. This is particularly relevant when speaking to other sectoral experts who may not know or understand nutrition terminology. Speaking a common language on food and nutrition is an important first step.

Scaling up coverage of nutrition-specific interventions in high burden countries will contribute to the reduction in global burden of stunting by 20%. Therefore, nutrition-sensitive interventions from a wide variety of disciplines are required to sustainably eradicate malnutrition.

Nutritionists and those working to eradicate malnutrition must be effective bridge builders between all relevant sectors to ensure a coordinated effort that will result in the reduction in malnutrition needed.

Key points to consider

- Other sectors may be equally keen for coordination and participation!
 - The climate change community are currently fighting for food security and nutrition to be mentioned with the agreement text. There are opportunities at a national level for ensuring nutrition and food security feature in National Adaptation Programmes of Action (NAPAs). Signing the ACF climate and hunger call to action might be a start: [EN](#) and [FR](#).
 - The SUN movement and Sanitation and Water for All partnership recently joined forces to host a WASH and Nutrition conference. More information can be found [here](#).
- Understanding the contribution of other sectors to the eradication of malnutrition is the first step to linking with other sectors. It is also important to have an understanding of how each sector can coordinate with nutrition to have the desired impact on malnutrition.
- Poor growth in children is the result of multiple factors from conception to poor maternal diet and care, inadequate health services, heavy burden of disease especially from lack of safe drinking water or sanitation, inequity, soil degradation, food insecurity, conflict, education and many others. All sectors are needed in the joint effort to eradicate malnutrition.



SUN Global Gathering 2015 © Scaling Up Nutrition.

Case study: The Uganda Civil Society Coalition, UCCO-SUN produced sector specific fact sheets with other stakeholders in order to explain simply the relevance of malnutrition to each issue. Take a look for inspiration on how to speak to other sector interests:

Health, Agriculture, Economic development, Education.

Resources – multisectoral approaches

Improving Nutrition Through Multi-sectoral Approaches

World Bank

This report provides operational guidance to maximize the impact of investments on nutrition outcomes for women and young children. The recommendations in this document build on evidence to date on issues of malnutrition, with the aim of providing concrete guidance on how to mainstream nutrition into agriculture, social protection, and health.

The document includes priority objectives for enhancing nutrition in agricultural programs, social protection efforts, and through the health sector.

Multi-sectoral Approaches to Nutrition

UNICEF

A short 4-page summary on key nutrition specific and nutrition sensitive interventions to scale up to result in improved nutrition. Key sectors covered are social protection, agriculture, development and poverty reduction, education, women's empowerment and health.

Addressing Malnutrition Multisectorally

MDG Achievement Fund Secretariat

This document details the case studies of country-level reductions in malnutrition in Peru, Bangladesh, and Brazil, including how advocacy and multi-sectoral approaches were developed and implemented for results in nutrition.

Resources – sector specific

Water, Sanitation, and Hygiene (WASH)

WASH specific resources in the dropbox.

Greater Investment in Water, Sanitation and Hygiene is Key to the Fight Against Undernutrition

ACF International

“Despite the number of children who die every year as a consequence of undernutrition, and the research demonstrating the major impact that Water, Sanitation and Hygiene (WASH) interventions have on undernutrition, the WASH sector is still sometimes overlooked when it comes to setting international priorities, and is thus accorded varying degrees of importance within national strategic objectives.

In order to overcome this situation: 1. the WASH sector must be funded at levels that reflect its impact on undernutrition; 2. strategies and programmes for fighting undernutrition must incorporate a long-term multisector component and include WASH targets and indicators.”

SuSanA Working Group 12: WASH and Nutrition

Sustainable Sanitation Alliance

The main aim of this online working group is to examine the widely neglected and underestimated adverse nutritional impact of lack of safe WASH particularly in emergency and chronic situations.

Integrating Water, Sanitation, and Hygiene into Nutrition Programming

USAID/WASHplus

This brief provides key practices and guidance for WASH and nutrition integration in order to achieve larger impact on nutrition. Guidance includes nutrition assessments, targeted health activities, nutrition counselling and promotion, community services, and maternal and neonatal programs.

The Impact of Poor Sanitation on Nutrition

SHARE Consortium

Gender

Gender and Nutrition

FAO

This 2-pager highlights key facts on gender and nutrition, why gender matters and key strategies for improving nutrition.

A Foundation for Development: Nutrition and Gender

UNSCN

This 4-page brief highlights the foundations of gender in nutrition and includes policy aspects on improving both women's empowerment and nutrition.

Climate

Nutrition and Climate Change eGroup

The Nutrition and Climate change eGroup is an ad hoc online discussion forum, created with the aims of bringing a nutrition lens into climate change issues and increasing the participation of interested sectors to discuss how this can be done and what the priorities.

Security implication

This issues of SCN News approaches the topic of nutrition and climate change from a few different angles, including impacts on food security, effects on the quality of food crops, links to access to safe water, health benefits of climate change mitigation, human rights, epigenetics and food availability, AIDS etc. The report also provides information about ongoing community-based climate change adaptation and mitigation activities.

Climate change and hunger

WFP

Climate Impacts on Food Security and Nutrition: A Review of Existing Knowledge

WFP & The MET Office, Hadley

Hunger and Climate resources (French and English)

Action Contre Faim

Climate change and hunger information site with lots of information relevant to international climate change negotiations as well as resource materials relevant for national contexts.

Education

Foundation for Development: Nutrition and Education

UNSCN

This 4-page brief highlights key facts on the links between nutrition and education including how education performance can be improved through nutrition and how by improving nutrition, education goals can be better reached.

Agriculture and Food Security

The Zambia Civil Society Alliance guidance on integrating with agriculture

Global Strategic Framework for Food Security and Nutrition

CFS

The purpose of the GSF is to improve coordination and guide synchronized action by a wide range of stakeholders in support of global, regional and country-led actions to prevent future food crises, eliminate hunger and ensure food security and nutrition for all human beings. The GSF offers guidelines and recommendations for coherent action at the global, regional and country levels by the full range of stakeholders, while emphasizing the central role of country ownership of programmes to combat food insecurity and malnutrition.

Zero Hunger Challenge

World Vision International

The Zero Hunger Challenge has a goal of a world free from hunger and is in line with World Vision's focus on child well-being and work on alleviation of suffering and deprivation. This resource pack provides an example of linking a global campaign with field based interventions to eradicate malnutrition.

Maximizing the Nutritional Impact of Food Security and Livelihoods Interventions: A manual for field workers

ACF International

This manual aims to provide practical guidance to field workers in order to maximise the nutritional impact of food security and livelihoods (FSL) interventions. This requires the systematic use of a 'nutrition lens' at each step of the project cycle and a close collaboration between sectors.



© Colin Crowley/Save the Children.

How to measure the impact of advocacy and communications

Jordan Teague & Victoria Calderon, WASH Advocates

While advocacy efforts within international health and development have been increasing, efforts to measure and evaluate advocacy lag behind. Many advocates find measuring the impact of their advocacy to be difficult, due to its unpredictable and complicated nature and the difficulty of measuring and attributing change. However, evaluating advocacy is an important part of any advocacy strategy and can contribute to strategic learning and improvement of advocacy efforts, as well as demonstrating the impact of advocacy. If planned at the start of a project, it can strengthen the project outcomes through explicitly recognizing the experiences of participants in an advocacy project. Monitoring doesn't have to be cumbersome and should help to refine and adapt the project as it develops given that advocacy work often has to have an iterative and continuously developing element to it.

Key points to consider

- Monitoring and evaluation of advocacy efforts should be built in to any advocacy planning from the beginning
- Effective monitoring requires advocacy plans with clear objectives, indicators, targets, and a stakeholder analysis
- Monitoring requires collection of data – how will this be done and who will be responsible? What methodology will you use?
- Monitoring of advocacy may need to occur in a variety of ways, through quantitative and qualitative indicators as well as proxy indicators
- Monitoring of advocacy should focus on both assessment of progress and of impact, including activities and their outputs, interim outcomes, achievement of goals and impact.

Some key steps whilst not exhaustive are listed below. These include:

1. **Developing a theory of change.** This is what change you want to see and how you view the process by which change will happen. It involves articulating what intermediate changes you will see that signify long-term changes will occur:
https://en.wikipedia.org/wiki/Theory_of_change.
It is often expressed as a logic model or log frame but can also be explained in a narrative:
https://en.wikipedia.org/wiki/Logic_model.
2. **Outcomes.** The Theory of change should include outcomes. These are the key results you want to see. However, these should be demarcated at different stages of the project e.g what outcome do you expect in year 1. It can be hard to get this right as choosing outcomes that are likely too close to the start – or end – of a project will make evaluation hard.
3. **Indicators and evidence.** Once outcomes have been defined, indicators which relate to the outcomes can be developed and consideration of the most useful evidence to show these indicators have been met can be defined. Indicators are a check that things are progressing as you expect. What evidence will be most useful is for you and other members of the advocacy project to decide.
4. **When, how and with what?** When will you collate evidence and share it and how will you do this? Who is responsible? When will you report on progress and to whom? How can the process for monitoring changes and collecting evidence be as inclusive and useful as possible? Critically, what resources do you have for this? If your resources are limited you may want to focus on one key area of change you can monitor well over trying to achieve more than is feasible.

Case study: Monitoring media coverage: Kenya CSA

Monitoring media coverage is one way in which progress towards change and advocacy impact can be measured. The Kenya CSA monitors their media coverage through the following tool. This enables them to demonstrate media impact to donors, communities and members of the alliance as well as track their media coverage. [Media Monitoring Report, 2015](#)

Resources

1. [A Guide to Measuring Advocacy and Policy](#)

The Annie E. Casey Foundation

Each section of the manual contains instructive and practical information for those involved in many different aspects of advocacy and policy change work, including creating an overall strategy to evaluate advocacy and policy change efforts, determining what to measure to demonstrate the results of advocacy work, and planning for implementing evaluation of advocacy and policy change outcomes.

2. [A Handbook of Data Collection Tools: Companion to “A Guide to Measuring Advocacy and Policy”](#)

The Annie E. Casey Foundation

This handbook provides practical tools and processes for collecting useful information from several outcome areas of policy and advocacy efforts.

3. [Storytelling for change. The most significant change storytelling method.](#)

The method requires participation from as many stakeholders as possible and a regular and organized information collection method that focuses on the change that has taken place:

4. [Process Tracing](#)

Oxfam

This blog has several useful links, including to Oxfam’s Process tracing methodology:

5. [Logic models](#)

Wikipedia

This Wikipedia page offers a useful introduction to logic models (such as log frames, theories of change or programme matrixes) and some tools for constructing them.

6. [Monitoring and Evaluating Advocacy: Companion to the Advocacy Toolkit](#)

UNICEF

This document outlines basic steps in planning monitoring and evaluation for advocacy, including key questions to ask, data collection tools, and case studies.

7. [Speaking for Themselves: Advocates’ Perspectives on Evaluation](#)

The Annie E. Casey Foundation

This report includes results of a survey of organizations involved in advocacy, and identifies example benchmarks for success and makes recommendations for organizations pursuing evaluation of advocacy and policy change efforts. Of particular interest might be indicators of success which advocates have identified on page 13.

8. [The Advocacy Progress Planner](#)

The Aspen Institute

This is a logic model builder for advocates thinking about advocacy planning and evaluation. The planner helps to clarify the goal, audience, and tactics of advocacy strategies to support meaningful and measurable advocacy.

9. [Save the children has an online open access](#)

monitoring, evaluation, accountability and learning course which can be accessed [here](#).

How to work with parliamentarians for nutrition

Kat Pittore, Institute of Development Studies, UK

Hunger spending is [...] strongly sensitive to electoral cycles, in contrast to nutrition spending. This suggests that politicians anticipate that people vote on the basis of having their stomach filled, but limited knowledge and active physical experience of chronic undernutrition makes it harder to translate this into political currency.

HANCI 2013 report

Use International Evidence and rankings but adapt to local context

In our experience of working with parliamentarians, using international rankings can be a useful way of engaging MPs around the issue and highlighting where their country is doing well, and how they rank compared to other countries in the region. Comparisons to countries that are viewed as similar can be particularly effective. Using multiple forms of evidence, especially evidence which connects directly to a MPs constituency, can be very effective.

Ask MPs for something specific, don't simply sensitize

Often advocacy strategies include the aim of sensitizing MPs to the issues of nutrition, but do not include a specific demand or request. When engaging with MPs, who are busy and often have multiple competing priorities, it is critical to have something very specific and clear that you are asking them to do. As one colleague described, imagine that your meeting with a busy MP has just been cancelled, but you have the opportunity to ride the elevator downstairs together, what is your one minute pitch, what do you want them to do? In the Tanzanian case study described here, the key ask which gained traction with the MPs was one which had a specific, tangible goal, to get the MP to speak to the party leadership and get nutrition included in the manifesto. Even an MP who you have already convinced about the importance of an issue needs something specific they can take action on.

Make it easy for MPs to engage

As stated above, in addition to having a very clear ask, it is important to make it easy for MPs to remember what you want them to do. Tools like one page overviews or the booklet with the nutrition recommendations described in the case study can be used to reinforce messages and can be useful to remind MPs what you are asking for, and set yourself apart after a long day of meetings.

Resources

HANCI Index

All of the reports are on the website. Also, there are interactive tools where you can play around with the data and change priorities and weighing for the various indicators and see how your country drops or climbs in ranking.

Interparliamentary Union

Details regional parliamentary meetings and thematic areas of focus: <http://www.ipu.org/strct-e/futrmets.htm> and their guide for parliamentarians on Maternal and Newborn Child Health: <http://www.ipu.org/english/handbks.htm#mnch>

The Hunger and Nutrition Commitment Index (HANCI) uses 22 indicators of political commitment to tackling hunger and undernutrition to rank the performance of 45 high burden countries. HANCI separately analyses commitment to hunger reduction (10 indicators) and commitment to addressing undernutrition (12 indicators). The index provides CSOs with a comparable international ranking, individual country scorecards and is backed up by expert survey data and audio-visual documentation of community perspectives in five countries (Tanzania, Malawi, Zambia, Bangladesh and Nepal).

Case study: Tanzanian case study: How to employ evidence based policy advocacy to mobilise parliamentarians on hunger and nutrition in Tanzania: some lessons from HANCI

Fran Seballos, Dolf te Lintelo and Kat Pittore at IDS, and reviewed by Tumaini Mikindo, executive director, PANITA.

This case study shares experiences from a collaboration between Partnership for Action on Nutrition in Tanzania (PANITA) and the Institute of Development Studies (IDS, UK), using HANCI evidence to support policy advocacy with the Tanzanian Parliamentary Group for Nutrition, Food Security and Child Rights (PG-NFSCR). The lessons - shared below- are intended to help other CSOs think through the ways in which they can utilise and apply HANCI data in their own in-country advocacy work.

Meet the key players:

1. The Partnership for Nutrition in Tanzania (PANITA)

An independent civil society platform with over 300 NGO and CSO Members, PANITA is a credible, respected and well networked partner representing civil society in the Scaling Up Nutrition (SUN) movement and member of the Government of Tanzania's High Level Steering Committee for Nutrition (HLSCN).

PANITA aims to advance advocacy efforts for:

- increased prioritisation of nutrition in development plans,
- improved coordination for nutrition,
- strengthened nutrition outcomes

2. The Parliamentary Group for Nutrition, Food Security and Child Rights (PG-NFSCR)

Formed in 2011 by MPs from across party political groups, PANITA and Save the Children International have been working with the PG-NFSCR to advocate for prioritisation of nutrition in development plans and budgets at national, district and community levels. The PG has published a Strategic Plan (2013-2017) to coordinate its efforts.

Key objectives of the PG include:

- raise public awareness and education;
- strengthen parliamentary oversight on Nutrition, Food Security and Child Rights;
- influence budgets for nutrition in Councils and Ministries;
- mainstream and coordinate issues across sectors.

Hunger, nutrition and political commitment in Tanzania

Tanzania ranks 18th in the HANCI 2014 index (down from 8th in 2012 and 7th in 2013). Although former President Kikwete has championed nutrition, perception surveys with 42 Tanzania based experts conducted

in 2013 indicate that political commitment to action on nutrition is weaker than political commitment to hunger. The survey also highlighted that:

- Budget lines for nutrition are small and financing mechanisms are weak.
- Policy is not well implemented and there is poor coordination between district and national authorities.
- Implementers have weak incentives to deliver better nutrition outcomes.
- Despite strong top level political leadership, the majority of politicians do not fully understand underlying causes and potential solutions to address hunger and undernutrition.
- Political party manifestoes give insufficient attention to hunger and nutrition.

How it all began: Co-constructing evidence-informed policy advocacy messages

In June 2013 researchers from the Institute of Development Studies (IDS) met with members of PANITA's CSO network to share the HANCI 2012 data and emerging lessons from the community voices work. The objective was to identify if and how HANCI findings could offer useful evidence for ongoing advocacy CSO representatives stressed the importance of nurturing key strategic relationships with government officers as well as Members of Parliament (MPs), and suggested a need for a one-page Tanzania-specific overview of the index, as well as the development of bespoke targeted messages in Swahili.

In preparation for a follow-up outreach and dialogue event with members of the Parliamentary Group on Nutrition, Food Security and Child Rights (PG-NFSCR) and PANITA members, IDS and PANITA worked together to identify which aspects, out of a rich set of HANCI evidence, could best support national policy advocacy. A joint review of PANITA's advocacy strategy (2012-2014) revealed two key areas. PANITA then shared the objectives of the Parliamentary Group strategy and the 2013 Presidential Call to Action on Nutrition with the group and mapped these key objectives and issues onto the two key areas. The partners then interrogated the HANCI secondary data (outlined in the HANCI 2013 Tanzania Scorecard) and primary data from expert perception surveys to identify key pieces of supporting evidence. Emergent messages were further cross-referenced with the Tanzanian Nutrition Landscape Analysis (WHO, 2012) and a Policy Mapping exercise PANITA had commissioned. The process of starting from PANITA's position and cross-referencing with other locally grounded agendas and research allowed PANITA and IDS to craft four policy advocacy messages that aimed to appeal to the PG agenda, and that was sensitive to the political context. The four advocacy messages were devised in Swahili and English which highlighted nutrition problems; why they matter; solid evidence for these. Critically the messages did not propose any specific solutions or 'asks' as PANITA considered that this would trigger self-directed action and result in the members of the PG-NFSCR taking ownership of the 'next steps'.

Three advocacy messages tackled the topics of Budgets for Action; Policy Coordination for Mainstreaming; Evidence for Policy. The fourth policy advocacy message particularly highlighted the issue of political commitment in relation to the Tanzanian political and policy agenda setting process. It was based on the 2013 HANCI survey of 42 Tanzania-based experts which had revealed that political party manifestos weakly referenced hunger and nutrition as goals, while these manifestos were recognised as influential shapers of future policy direction. With elections on the horizon (in October 2015) this message highlighted the need for party political manifestoes to more strongly declare the importance of acting on hunger and undernutrition.

Using evidence informed advocacy messages to generate new commitments

In November 2013 the outreach event with the Parliamentary Group, which included two deputy-ministers, and members of the PANITA network took place. PANITA members were able to show their support for the parliamentary nutrition champions and challenge the MPs to take action that counts. In turn MPs were supported to debate the key research findings, advocacy messages and propose their own set of actions. Set outside the formal parliamentary spaces and in the spirit of tackling a common agenda, both parliamentarians and CSO representatives were able to join forces to work towards shared solutions.

This approach generated clear commitments to action which provided a basis for PANITA to target their continued support to the Parliamentary Group and upon which PANITA can hold them to account. PANITA's media partners, members of the Tanzanian Association of Journalists for Children (TAJOC), assisted in this process by reporting on the event and putting the commitments into the public domain.

Commitments made by the MPs included:

- Taking the lead in ensuring that nutrition is included as a key development issue in the next set of party political manifestoes (2015-2020).
- Championing nutrition in their regions and districts by embedding nutrition as a permanent agenda item in sub-national political committees and council meetings.
- One MP committed to preparing a private motion for Parliament to demand regular and improved collection, reporting and use of data on nutrition interventions from the district level to enable MPs to hold policy implementers better to account and to incentivise them to perform better.

Mobilising action for change: embedding nutrition in the party political manifestos for the 2015 general elections. With elections due to take place in October 2015 PANITA was able to secure funding from Irish Aid and UN REACH to support the Parliamentary Group to take forward the pledge on inclusion of nutrition in the next set of political manifestos - a time-bound action with a clear and defined target. Consultants were hired to carry out a series of interviews with key stakeholders to develop a set of politically neutral 'Nutrition Recommendations', which were then presented to and approved by the Parliamentary Group. The recommendations detailed the type of actions for nutrition that should be included in all parties' political manifestos.

The recommendations, produced as a booklet in English and Swahili, were formally launched in February 2015 on behalf of the PG-NFSCR by Pindi Chana, deputy minister for Community Development, Gender and Children – an event covered by the TAJOC journalists. Following the formal launch the Chair of the Parliamentary Group, a member of the current ruling party in Tanzania, Chama Cha Mapinduzi (CCM), championed the recommendations in personal interactions with MPs leading Parliamentary Committees, secretaries to political parties, as well as with the drafting committee for CCM's manifesto. In addition she ensured it was shared with the registrar for political parties who would ensure that those parties who do not have an MP also received the nutrition recommendations. Having a committed parliamentary champion was critical in disseminating the nutrition recommendations across parliament.

Alongside this PANITA continued its own efforts to engage with political parties, inviting opposition parties to a regional nutrition event in May 2015: the East Africa launch of the Global Nutrition Report 2014. The aim was twofold: to sensitise them to the issue of nutrition and the role of PANITA, and specifically to share with them the process of working with the cross-party parliamentary group on the nutrition recommendations. The Chair of the parliamentary group presented and debated the Nutrition Recommendations, and highlighted these as a good practice example of CSO and parliamentarian partnership.

Reflections from practice

At the national level HANCI's relative global ranking provided a clear comparison of Tanzania's political commitment with other countries. The MPs were motivated by the global ranking and the [Tanzanian scorecard](#), wanting to know what other countries who ranked higher had achieved that Tanzania could potentially emulate.

While scorecard indicators revealed strengths as well as areas that can and should be improved on, HANCI

overall underpinned the notion that hunger and nutrition need greater attention in political agendas, notably in Tanzania in the political party manifestoes. The key message on political commitment was a wake-up call to the parliamentarians in the room - and critically it was something that they were able to engage with directly. The goal was tangible and the timescale was realistic. This focused the energy from the event into a shared agenda for the future. Further information on using HANCI for advocacy and policy can be found in Annex C.

It was produced as part of the IDS Reducing Hunger and Undernutrition theme funded by UK aid from the UK Department for International Development. The opinions expressed are those of the authors and do not necessarily reflect the views of IDS, PANITA, or the UK government's official policies.

Case study: Lessons on how to engage with parliamentarians in the Zimbabwean context:

Chis Mwembe, ZCSOSUNA Zimbabwe Civil Society Organisations in Scaling Up Nutrition Alliance; Ward & Goulden (2015) *Accountability for nutrition in the SUN CSN.*

Reflecting on this process, seven main lessons have been identified on how to work effectively with MPs in this context:

- 1. Build a strong partnership with government:** ZCSOSUNA first developed a concept note outlining how they planned to engage with parliamentarians and shared this with the Food and Nutrition Council (the Government SUN Focal point), the Nutrition Department in the MoHCC, the Clerk of Parliament and the two secretaries of the parliamentary portfolio committees on health and agriculture. This meant that key Government and parliamentary officials were involved in the earliest stages of planning for this activity with MPs, and helped to make sure that they felt strong ownership of the process and commitment towards it. Their support was secured through several planning meetings with the Deputy Director of Nutrition Services in the MoHCC, who subsequently delegated senior technical officials to present and respond to questions from MPs during the event.
- 2. Observation of government procedures in engaging MPs is paramount:** In this instance to secure the participation of the secretaries, an official invitation letter was submitted by the ZCSOSUNA secretariat to the Clerk of Parliament who then assigned the secretaries to work with them. ZCSOSUNA secretariat then followed all the right protocols proposed by the secretaries of the two government committees. The secretaries in turn played an important role in motivating MPs to attend the event.
- 3. Timing is critical:** ZCSOSUNA chose a week when Parliament was holding its sessions. This meant that most members of both committees would already be in Harare. This also kept costs down since transport and accommodation allowances for MPs were not required; costs were covered by Parliament since they were on Parliamentary business.
- 4. Getting commitments to action in writing:** where possible, ask parliamentarians to sign a position with clear timeframes on what they commit themselves to address.
- 5. Using such events to engage wider networks:** inviting other stakeholders, such as the UN, donor community and business, can help increase pressure for action by MPs.
- 6. Engaging the press:** A press conference for media houses - state and private ones, both electronic and print – increases awareness of the initiative, and so can further encourage MPs to take action. The statement from the event was published in the daily newspaper on 12th of May 2015. In addition, the media produced related stories on food security and nutrition which were widely reported on national TV, radio stations and print media.
- 7. Strengthening the engagement of civil society coalition members:** Prior to the event, the ZCSOSUNA secretariat had drafted a statement with policy recommendations on nine accountability issues⁷. They actively sought input from ZCSOSUNA Members to strengthen this statement, which in turn helped to build the broader alliance's ownership to the process. At the event, alliance members were present and actively involved; for example, Regis Matimati, the Africa AHEAD Country Director and ZCSOSUNA Vice Chairperson, moderated some of the discussions, and this wider coalition involvement helped to add legitimacy to the event.

⁷ The policy recommendations included: progress on Nutrition for Growth commitments; increase resource allocation - adhering to the AU Abuja Declaration (at least 15% on Health) and the AU Maputo Declaration (at least 10% on Agriculture); and the need to review outdated policies through a nutrition lens.

How to find nutrition champions

Cara Flowers, SUN Civil Society Network

Champions can help your cause to reach a wider audience as well as bring in new allies. Champions can play different roles to reach different communities, including government, Parliament or the broader public. Effective champions do not just talk about nutrition—they have the potential to influence decisions or decision-makers. Once you know what messages you need to communicate and what needs to be done to move your goals forward, you can then think strategically about who might be best placed to amplify and communicate these messages. Champions should:

- Have a high level of influence with your target audience
- Be effective communicators and supporters for your cause
- Have a high level of influence with your target audience
- Ideally, have expertise, knowledge or personal experiences to share

Key points to consider

1. Thinking strategically

Thinking strategically about the kind of individuals who can support and what it is you would like to achieve from their engagement is important. For example,

1. Do you want a specific person for a key event?
2. Do you want a long-term champion who you can call upon for key events and media opportunities?
3. What kind of champion are you looking for? A local traditional leader who will bring communities on board or a politician who will appeal to other politicians and the electorate.

2. Preparing champions

You should be ready to give the champions the tools they need to be effective, which may include talking points, briefings, opinion pieces or visual aids. You should be able to make being a nutrition champion easy for them.

3. Recognizing champions

In the nutrition community, Transform Nutrition organizes awards for nutrition champions:

[Transform Nutrition](#)

Regionally, the [Africa Nutrition Leadership Programme](#) supports leaders in taking on the nutrition challenge.

4. Seeking inspiration

Some successful international campaigns that make use of champions include:

[One engaged famous musicians in Africa to launch a song for agriculture in order to lobby the African Union for better policies for smallholder farmers.](#)

Examples from civil society alliances:

Graça Machel has prioritised nutrition in her work and worked with civil society alliances such as CSONA in Malawi to raise the profile of their work. An article about a visit in 2015 can be found [here](#).



Graça Machel supports the Civil Society Alliance in Malawi - CSONA.

His Majesty King Letsie III of the Kingdom of Lesotho. More information can be found [here](#).

In Ghana the musician Nobel Nketsiah has committed to donating 20% of the proceeds of his new album to the First 1000 days of the child campaign led by the Ghana Coalition of Civil Society Organizations for Scaling up Nutrition (GHACCSSUN). More information can be found [here](#).

He also wrote a song for the CSA about child survival. To download the song click [here](#).

In Ethiopia, Mrs. Makda Haile a well known TV actress from a drama series called betoch (the Amharic term for houses) has supported the Ethiopia Civil Society Coalition.

In Uganda, the civil society alliance approached King Oyo, the King of Toro, a traditional leader for the Kingdom of Toro in Uganda. His support for child health issues meant that he was a natural choice to approach regarding nutrition. Given that child malnutrition is above average in his kingdom this also provided an incentive for his support to the UCCO-SUN campaign.



Makda Haile, TV star in Ethiopia and Nutrition Champion.

Case study: How Kenya works with nutrition champions

Titus Mung'ou, Kenya SUN Civil Society Alliance & Action Contre Faim.

Kenya joined the Scaling Up Nutrition (SUN) Movement in 2012 and embarked on various processes to ensure different stakeholders take up their role in tackling malnutrition. In order to reach out to diverse members of the community and to mobilise support to SUN activities, the role of nutrition champions has been prioritised.

At least four media personalities in Kenya have been active in profiling of nutrition issues, through programmes on health, current affairs and entertainment.

Right, Anne Kiguta, a media nutrition champion

Through SUN Civil Society Alliance (CSA) nutrition advocacy workshops and trainings, more nutrition champions were identified and empowered to advocate for scaling up nutrition at the county level. At least three County First Ladies have been identified as nutrition champions, and have participated in health events and SUN workshops.

Positioning nutrition at the highest political level in Kenya has been the goal of all SUN networks. Various initiatives have been made to ensure nutrition is a development agenda and coordination of multi-stakeholders to scale up nutrition is done by an office with convening powers, such as the Office of the President. The SUN Government Focal Point Ms Gladys Mugambi (right) is coordinating SUN networks to develop adequate structures, policies, strategies and resources to improve the status of nutrition at all levels of national and county governments.

In February 2015, a major stride was made when the First Lady of the Republic of Kenya H.E. Margaret Kenyatta (right) accepted to be the SUN Patron. She was unveiled as the Patron during a National Nutrition Symposium held in Nairobi. The First Lady is spearheading a maternal and child health programme called Beyond Zero Campaign, which has integrated nutrition issues. Through the media, she has also expressed her opinion on nutrition and appealed for support from the decision makers.



Anne
Kiguta



Gladys
Mugambi



H.E.
Margaret
Kenyatta

How to undertake budget advocacy: When to advocate during the financial year

Hugh Bagnall-Oakley, Save The Children UK

You've undertaken your budget analysis or have access to a budget analysis for nutrition undertaken by someone else and now you want to use it. What are the next steps?

A year in the life of...

Different sectors have different years. The agricultural year goes with the seasons. Crops are planted in spring, with increasing sunlight and the start of the rains. The Health year is again seasonal, as the onset of cold weather or the rain is likely to see an increase in Malaria (wet season) or nose colds (cold weather)- so too is the financial year which is key to understand for budget advocacy!

Financial year

With budget analysis we are interested in where the annual budget is developed, published and debated in parliament as well as the half yearly budgetary reviews. This is called the "Financial year". This section discusses when to advocate during the financial year, what type of advocacy may be appropriate and where to advocate. The "how" question will be dealt with tangentially, but will depend on your on-going advocacy strategy and the relationships you have built with key stakeholders. Government budgets are published annually. Most budgets cover a one-year period, with an annual requirement for parliamentary approval. Some countries, such as Uganda have a Medium Term

Expenditure Framework⁸ and are able to budget two to five years in advance. A budget is not legitimate until it has been reviewed in the country's respective process and adopted.

For reasons of simplicity and hereinafter the Government accounting period will be described as the "financial year" or "FY".

Figure 3 outlines a general Government Financial year. For a specific Government Financial year, questions will need to be asked of respondents, based on some of the key moments cited in Figure 8. There are no dates listed on the figure as every country has different times, but the sequence is broadly similar.

These processes start at different times for different countries. There is a need to determine the financial or Government accounting year. Some countries end their financial year on 4th April at 24.00 hrs (Midnight). The new accounting period or financial year starts at 00.01 on 5th April. There is no part of the financial year which is not covered by either the previous or forthcoming financial year or accounting period.

One of the first tasks is to map the financial year or Government accounting period. The key questions to ask:

- What is the Government's or Country's financial year?
- From start (time and date) to completion of Government financial year (time and date).
- Once the start and completion dates are known, the other data, listed in Figure 3 can be shown.

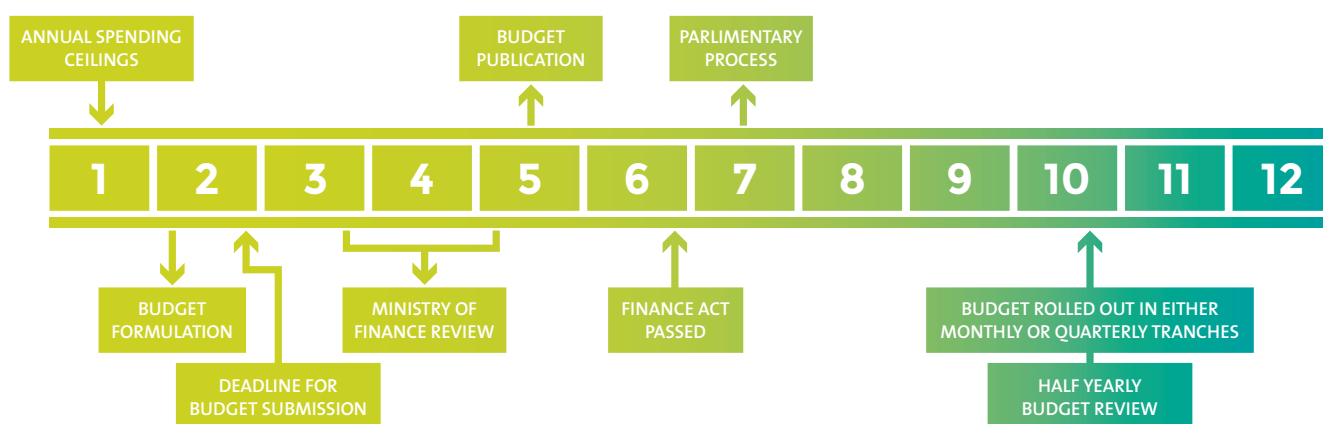


Figure 3. A government Financial Year (example)

⁸ Medium Term Expenditure Framework (MTEF) is a transparent planning and budget formulation tool; to allocate public funds to Government strategic priorities see: <http://siteresources.worldbank.org/INTPEAM/Resources/OPMMTEFReview.pdf>



Dollo Ado, Ethiopia. October 2011. © Jan Grarup/Noor for Save the Children.

At the end of the financial year there are five possible things that might happen to a budget allocation:

- **The budget allocation will neither increase nor decrease.** So no account for inflation or currency changes has been made.
- **The budget allocation has increased.** By how much? Is this above or below that of any inflationary increase (or deflationary decrease)?
- **The budget allocation has decreased.**
- **The budget allocation has been stopped.** Care is required, as the usual budget allocation has been added into another Department's or Ministry's budget. It is important to find out why the budget has been stopped as it may be the result of a re-organisation or rationalisation.
- **The budget allocation against a budget line may be entirely new;** it is important to find out why the new budget line has been created. Why has the budget line been created, where does it fit into the sector strategy? Or sector policy?

Advocacy opportunities across the financial year

From an advocacy perspective, we use budget increases, decreases, as well as continuations of budget allocations from year to year to advocate for particular issues we wish to see governments further emphasise. Nutrition is frequently emphasised as a priority area in a sector policy and strategy; however, the budget allocation may be insufficient. Thus advocacy will

emphasise the priority nutrition is accorded in the strategy, the paucity of funding compared with the economic return gained by funding nutrition. Following the FYI in Figure 1, the budget process and associated advocacy opportunities in each phase are explored further below.

Annual spending ceilings

These are Ministry specific spending ceilings, as the maximum permitted spend within the current budgetary conditions (tax revenue etc.) and economic performance. These ceilings are set and dictated by the Ministry of Finance (or Treasury). The spending ceilings will be determined by a number of factors that include the annual tax revenue, taxation rates, borrowing and donor support.

There is an advocacy opportunity around the setting of the spending ceilings. There could be commentary around a budget ceiling, asking the Government or putting politicians on notice that civil society is expecting an increase in the nutrition budget or similar.

Budget formulation

Individual ministry budgets are formulated over a 3 – 4 week period, against a Ministry of Finance (MoF) imposed submission deadline. In some ministries, there are dedicated budget offices. These offices are there to formulate the budget against the sector priorities set by the incumbent Government (Minister) and the priorities articulated in the sector policy, sector strategy and in the overall economic development plan.

If legally permitted, advocacy during the budget formulation period is a key opportunity. Interaction, with Government during this period will need to be a key component of any advocacy strategy. A range of possibilities are open:

- Writing individual letters to the Permanent Secretary (PS) of target ministries. These letters should be addressed to the PS in person. The letter must briefly outline what has been achieved in the previous financial year. The “ask” will build on these achievements by suggesting specific, low cost activities that the target ministries can undertake, with an enhanced impact.
- Holding a public meeting to laud what has been achieved in the previous financial year and to outline, in economic terms, what can be achieved with either increased budget allocation, targeted at a specific and preferably narrow set of opportunities.

Note: Please check legislation, as some countries do not permit civil society to lobby civil servants or to advocate for specific activities with civil servants at this period of the financial year. Similarly, some donors, including international governments or foundations, do not allow funding to be used for lobbying efforts, though advocacy activities can be supported. Please verify that you do not infringe the law or donor policies.

Ministry of Finance review

There is a 2 – 3 month period when the Ministry of Finance (MoF) collates all the different Ministry agency and Quasi-Autonomous Non-Governmental Organisations (QUANGO) government budgets. The MoF will ensure that no spending ceilings have been exceeded. The MoF will question individual Ministry’s on the necessity and viability of some budget allocations. Some budget allocations will be increased or decreased after discussion.

The advocacy opportunities during this period are limited. Interfering or advocating during the budget formulation period can be risky. Some Governments declare a period of “budget purdah”. The “budget purdah” is a UK parliamentary term, which covers the period after the forthcoming annual plans have been prepared, but are before the Minister of Finance’s annual budget announcement. It is likely that other governments will have a period of “budget purdah” for varying lengths of time, coupled with a legal obligation of disallowed lobbying or advocacy during the budget compilation and/or collation period.

Budget publication and speech

The budget speech is a key moment in the financial year. The budget is published; the Finance Minister’s speech outlines the achievements to date and his governments’ priorities going forward, both in the short-term and in the longer term. The budget speech is surrounded by political theatre, that is in itself an advocacy opportunity. The Budget estimates are usually published immediately after the budget speech. Consequently the budget speech is an opportunity to obtain a copy and begin analysis of the current financial spending plans.

Parliamentary process

The budget speech is also the start of a parliamentary process to approve (vote on), the current financial years spending plans which are enshrined in the finance act for the forthcoming financial year. All public money, the revenue gained from taxation is subjected to a democratic and parliamentary process. The budget estimates are an integral part of the finance bill/act. In most parliamentary democracies the finance bill, like other draft legislation is subject to the following process:

- 1st Reading
- 2nd Reading
- Committee Stage
- 3rd Reading
- Consideration of amendments
- Presidential Assent

If the parliament consists of 2 houses (for example the Kenyan parliament has a National Assembly and a Senate), the above legislative process will apply to both houses in sequence.

The parliamentary process will last for about 4 weeks. Any advocacy strategy needs to focus on the debates at the 1st, 2nd and 3rd Readings, to prime MP’s to ask pertinent questions around the budget spend, as well as injecting useful financial and relevant statistical evidence into any speeches made. Writing parts of MP’s speeches may be required. Care needs to be taken, to ensure that the speech is delivered as written. The objective is to elicit comment or agreement from the Government benches that the budget allocation for nutrition needs to be increased or for a decrease in another unrelated allocation so that the nutrition budget can be increased.

Another very good advocacy opportunity is to present evidence at the committee stage.

The budget through the rest of the financial year

Half way through the financial year the budget performance (i.e how the budget has been used) is reviewed. By that time, some budget lines may have a budget performance of greater than 60%, others may be less than 5%. A high budget performance may be the consequence of a measles epidemic causing a sudden run on hospital admissions or clinical consultation. Low performance of less than 5% means that the expected demand or spend did not materialise. Consequently the MoF and Ministries may wish to re-assign different budget allocation, reducing the budget allocations with a low budget performance and increasing those budgets with high budget performance.

The mid-term budget review is a further opportunity to hold the Government to account. Emphasising the poor funding for budget lines of interest and compared to budget lines for programmes less relevant to nutrition. During this period, there is nothing to stop the SUN CSA advocating for greater nutrition funding as long as the campaign is part of an on-going advocacy strategy.

Analysing the budget

A budget analysis provides a range of outputs showing the Government's financial performance compared to its sector strategy. It also provides information of the monetary allocation per head of population. The figure can be used to demonstrate that spending is adequate or inadequate. The analysis can be broken down by Ministry, and/or administrative units (Sub- National). It is essential to use the output of the process.

The output must be Ministry specific, as the parliamentary committees are usually by sector (Agriculture, Health etc.) to use the analysis of different parts of the budget to make or to build a case or convincing argument. Data can be used to draw graphs showing the budget allocation over time or figures calculated on a per capita basis. The data can also be used to frame questions, based on solid evidence, coming from the budget analysis and other sources, for Parliamentary Committee Members (MP's) to ask of the Minister, his/her permanent secretary and Ministry staff. One challenge is to analyse the budget, composed,

in some cases of up to 3,000 pages. Not all of these pages are relevant, but to cover nutrition specific and nutrition sensitive interventions, there will be a need to analyse and understand the following Ministry or Department budgets:

- Agriculture
- Social protection
- Health (including nutrition if separate)
- Education
- Gender and Women's affairs
- Water Development
- Local Government and Rural Development
- Other Ministries deemed to be relevant.

With an analysis of a sector budget (Agriculture, Health, Education and sometimes nutrition) different programmes and/or budget lines will be identified with different sets of activities. For example, a budget line marked as nutrition may be for nutrition specific interventions only. To find out what any budget line funds, it is essential to seek an interview with the budget holder. All programmes and budget lines have officials within a Ministry who will have a person who has responsibility and who is answerable to the Permanent Secretary (essentially the Administrative Head of a Ministry). The Permanent Secretary is accountable to Parliament for all budget lines under his or her Ministry's charge.

Analysis requires organisation and the willingness to allocate significant computer and human resource over the short term (probably about 2 weeks). The SUN – CSA umbrella organisation will need to ensure that people are trained. The SUN – CSA management will need to allocate the analysis of different ministries or departmental budgets to different SUN – CSA platform members. In the space of 2 - 3 days, 5 days at the most, it is possible to analyse the salient features of the forthcoming year budgets. Some of the bigger Ministries, like Agriculture will require additional resources, smaller ministries like Gender or Water Development can be analysed very quickly. But it will depend on how the different budgets are presented.

Case study: Malawi Civil Society Alliance (CSONA) experience of budget analysis and advocacy

Although there have been improvements in maternal and child malnutrition in Malawi, under-nutrition remains high with 47% of children stunted, 14% underweight and 4.1% wasted. Malawi has shown strong leadership in nutrition by being an early riser country to launch the SUN Movement in 2011. In addition it made bold financial and policy commitments at the Nutrition for Growth (N4G) summit in June 2013. These commitments are outlined in the figure below (Figure 4).

Through published Budget Estimates, the Civil Society Organization Nutrition Alliance (CSONA) carried out a budget analysis exercise of 6 Ministry budgets – Agriculture, Department of Nutrition HIV and AIDS (DNHA), Education, Health, Local government and Gender. The aim of the exercise was/is to continuously generate evidence to inform CSONA’s advocacy work as well as develop recommendations to government and Members of Parliament (MPs) on gaps that exists in the implementation of policies and delivery on the N4G commitments. CSONA held engagement meetings with parliamentarians in order to triangulate budget and district health survey information held. The work CSONA has undertaken has opened a window of opportunity to restore nutrition back on the political and development arena. A pledge CSONA developed has been signed by many MPs and in recognition that malnutrition is crippling Malawi’s economy the Chairman of the Parliamentary Committee on Budget and Finance extended an invitation to CSONA to present at its next meeting – another opportunity to advance nutrition.

Malawi’s N4G Commitments

Financial & Policy Commitments

- Proportion of total annual government expenditure allocated to nutrition will rise from **01.% to 0.3% by 2020**
- Nutrition will **be mainstreamed in sectorial budgets** which have a role in fighting malnutrition (education, health, agriculture and gender)
- Malawi will **increase accountability by rolling out the nutrition financial tracking** tools and the national monitoring and evaluation framework by 2014
- Develop a **Nutrition Act by 2016**

Figure 4. Malawi’s Nutrition For Growth Commitments

Key questions which the Malawi CSA asked of members of parliament

As Members of Parliament, how will you ensure that malnutrition is addressed and there is political will within your constituents? What role will you play in ensuring good dialogue across all sectors of society?

How can Civil Society and Members of Parliament work together to ensure a healthy and productive future of Malawi?

And how can we maintain this relationship?

As Members of the Parliamentary Committee on Nutrition, how will you actively follow-up on the Nutrition for Growth commitments to ensure gradually increase in the percentage of the national budget allocated to nutrition from 0.1% to 0.3% by 2020?

Moving forward how do you see yourself championing nutrition in your respective district councils?

What role will you play in ensuring there is integration of high impact nutrition interventions in sector policies and strategies and within our development goals?

Key Resources

Conducting a budget analysis

An initial guide by Hugh is available [here](#).

Scaling up nutrition process for budget analysis documents available [here](#).

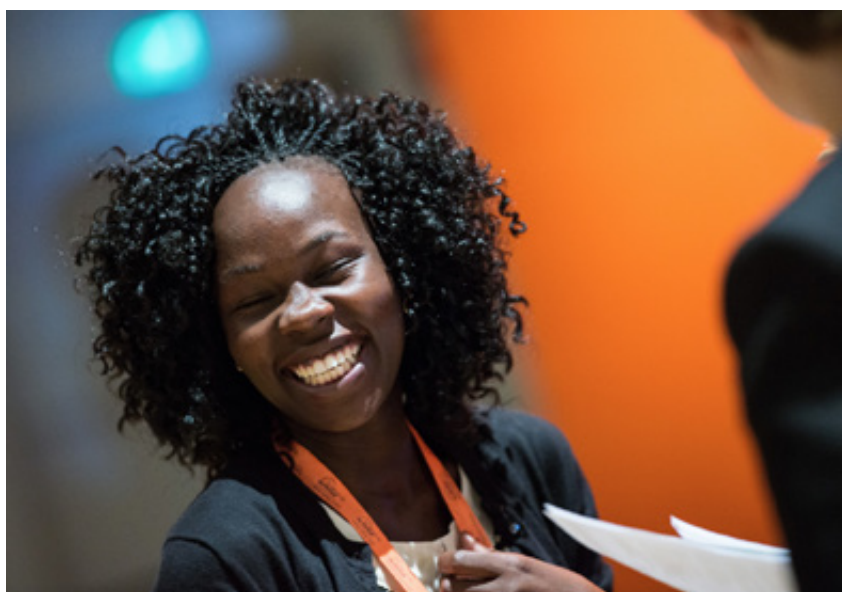
FAO Guide to analysing budgets with a right to food lens

A useful guide to using budget analysis and tracking in order to provide evidence of violations of the right to

food, inequity and exclusion. You may want to skip to chapter two on applying budget analysis to food issues if you are already aware of the principles behind the right to food and nutrition:

Save The Children UK guide to health budget advocacy

Guide to analysing budgets in sexual and reproductive health



Christine Muyama, Former SUN CSA - UCCOSUN coordinator in Uganda. SUN Global Gathering 2015 © Scaling Up Nutrition.

How to engage media

Angela Pereira, ACTION Secretariat

The media both reflects and shapes not only public opinion, but also how decision makers perceive and prioritize issues. Engaging the media is therefore a key tool in the advocacy toolbox – but how to do it effectively can be seen as a mysterious art form. Just remember that journalists are busy people who need YOU to link them to the new information, key experts, and interesting stories that will help them produce interesting nutrition stories. Your ability to provide accurate, timely, and locally-relevant information and tips to journalists, when they need it, will ensure journalists see you as an indispensable resource in their work and will help you foster a long-term and mutually beneficial relationship.

Key points to consider

- Media planning should be integrated into advocacy efforts from the beginning, and include clear objectives and evaluation metrics.
- Building relationships with journalists depends on your credibility, and also your ability to present new information in a clear and compelling way.
- Don't lose the humanity behind statistics and data points. Help journalists find compelling stories about real people that convey not only the problem, but also solutions.

ON THE ONE HAND, JOURNALISTS ARE:	ON THE OTHER HAND, THEY ARE ALSO:
<ul style="list-style-type: none"> • Overworked • Underpaid • Underappreciated • On deadline • Stretched thin • Threatened 	<ul style="list-style-type: none"> • Passionate • Hardworking • Motivated • Smart • Well-informed • Influential

Above all, journalists are PEOPLE just like you and me, trying to do their jobs on a daily basis! They need YOU to link them to the new information, key experts, and interesting stories that will help them produce interesting nutrition stories.

Case study: Uganda and media

In Uganda, the chair of the civil society alliance, UCCO-SUN is a journalist. This has led to increased media coverage for nutrition and a strong media presence. For an example of their media reports see [here](#).

The alliance also produced a short guide for the media in order to explain the problem and offer ways that the media can support their work. Click [here](#) to read the guide.

GOOD WAYS TO BUILD TRUST	GOOD WAYS TO BURN BRIDGES
Praise	Critique
Gratitude	Demands
Support	Spam
Accurate Information	Inaccurate information
Human stories	Jargon

Your ability to provide accurate, timely, and locally-relevant information and tips to journalists, when they need it, will ensure journalists see you as a key resource in their work and will help you foster a long-term and mutually beneficial relationship.

News values

News values determine how much prominence a **news** story is given by a media outlet, and the attention it is given by the audience. The more **news values** a story has, the more journalists are likely to be interested in covering it. You should be emphasizing news values in all your correspondence with journalists, whether it's an email, a press release, a phone call, or others.

- **Timely:** Recent events have higher news value than earlier happenings.
 - Some examples could include: A new report on nutrition is being released, a new therapeutic food is being introduced, a nutrition summit is happening.
- **Impact:** The greater the consequence, and the larger the number of people for whom an event is important, the greater the newsworthiness (*These statistics are still best brought to life with the story of one child*).
 - Example: In some places in East Africa, up to 1 in 2 children are malnourished
- **Prominent:** Involving celebrities, politicians, or other prominent people
 - For example, journalists will probably be more inclined to come to a press conference if an important government minister is attending.
- **Proximity:** Closeness of the occurrence to the audience of the news outlet.
 - Often audiences are concerned with what's going on in their community or country. A journalist may not care about the UK's announcement of funding for nutrition unless you can directly show what impact that announcement will have in your country.
- **Bizarre/Unique:** The unusual, unorthodox, or unexpected attracts attention.
- **Conflict:** Controversy and open or perceived disagreements or clashes are newsworthy
- **Currency:** Occasionally something becomes an idea whose time has come. The matter assumes a life of its own, and for a time assumes momentum in news reporting

- For instance, maybe "government accountability" has been a main focus of national news in your country, and is regularly on the front pages. You can find a way to link your own issues with this current trend by talking to journalists about how your government must be accountable for the commitments they have made to fund nutrition and to increase their own spending on health systems.
- **Human Interest:** Human interest stories appeal to emotion. They aim to evoke responses such as amusement or sadness.
 - For example, to tell the story of the importance of breastfeeding, you could tell the story of a mother who has protected her newborn from disease by ensuring the baby was put immediately to the breast after birth, receiving all the antibodies contained in the mother's 'first milk'.

How to Tailor Your Pitch (whether in an email, phone call, press release, etc)

- Use news values
- Know your reporter (do your research, find out what they are interested in and what they need)
- Tell a story
- Use a specific example
- Demonstrate the local payoff
- Put things in context
- Recruit local allies

In East Africa, several civil society alliances joined forces in order to launch the global nutrition report 2014. You can read more on their information sheet [here](#).

Resources

Latest news from SUN CSAs can be found on our storify page [here](#).

How To: Connect with Journalists. ACTION

Media professionals are overworked, underpaid, and inundated with requests. Reaching out to the right person with the right pitch is central to your success: an off-key email to the wrong reporter will simply be ignored.

Jargon Buster Worksheet. ACTION

Journalists can't stand (and don't understand) nutrition jargon! Use this worksheet to brainstorm the technical words and phrases you use in your work and come up with simple and clear alternatives. Test out your suggestions on non-expert family and friends.

Engaging with the media. A companion to the Advocacy Toolkit for Influencing the Post-2015 Development Agenda.

David Thomas Media Ltd Under the Sustainable Development 2015 Programme, May 2014:

Power prism – Guidance on media for advocacy.

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This includes useful templates and guidance on contacting the media, writing an op-ed or press release amongst other aspects of media engagement:

NGO Media Outreach: Using the Media as an Advocacy Tool.

Produced by the Coalition for the International Criminal Court, September 2003



SUN Global Gathering 2015 © Scaling Up Nutrition.

How to include people and close the feedback loop

Dr Claire Blanchard, SUN Civil Society Network

CIVICUS has a vision of a global community of active, engaged citizens committed to the creation of a more just and equitable world. This is premised on the belief that the health of societies exists in direct proportion to the degree of balance between the state, the private sector and civil society.

CIVICUS

Direct participation of people most vulnerable to malnutrition in the development, implementation and monitoring of nutrition-related policies and actions is essential for effective advocacy and strong accountability, tracking progress and impact of interventions and investments based on nutrition data collected by the communities themselves. This is because without involvement and accountability from the very communities affected by malnutrition our work will lack credibility or relevance.

It is key for advocacy efforts to close the feedback loop and create spaces for active, direct and true participation of citizens to:

- Create demand from citizens to duty bearers
- Collect citizen-generated data to monitor development progress, demand accountability from duty bearers (ranging from governments to service providers to civil society organisations themselves) and campaign for transformative change
- Budget tracking, monitoring and social auditing efforts to ensure the investments reach service providers and interventions are delivered all the way to the hardest to reach
- Champion nutrition all the way down to the household and community level.

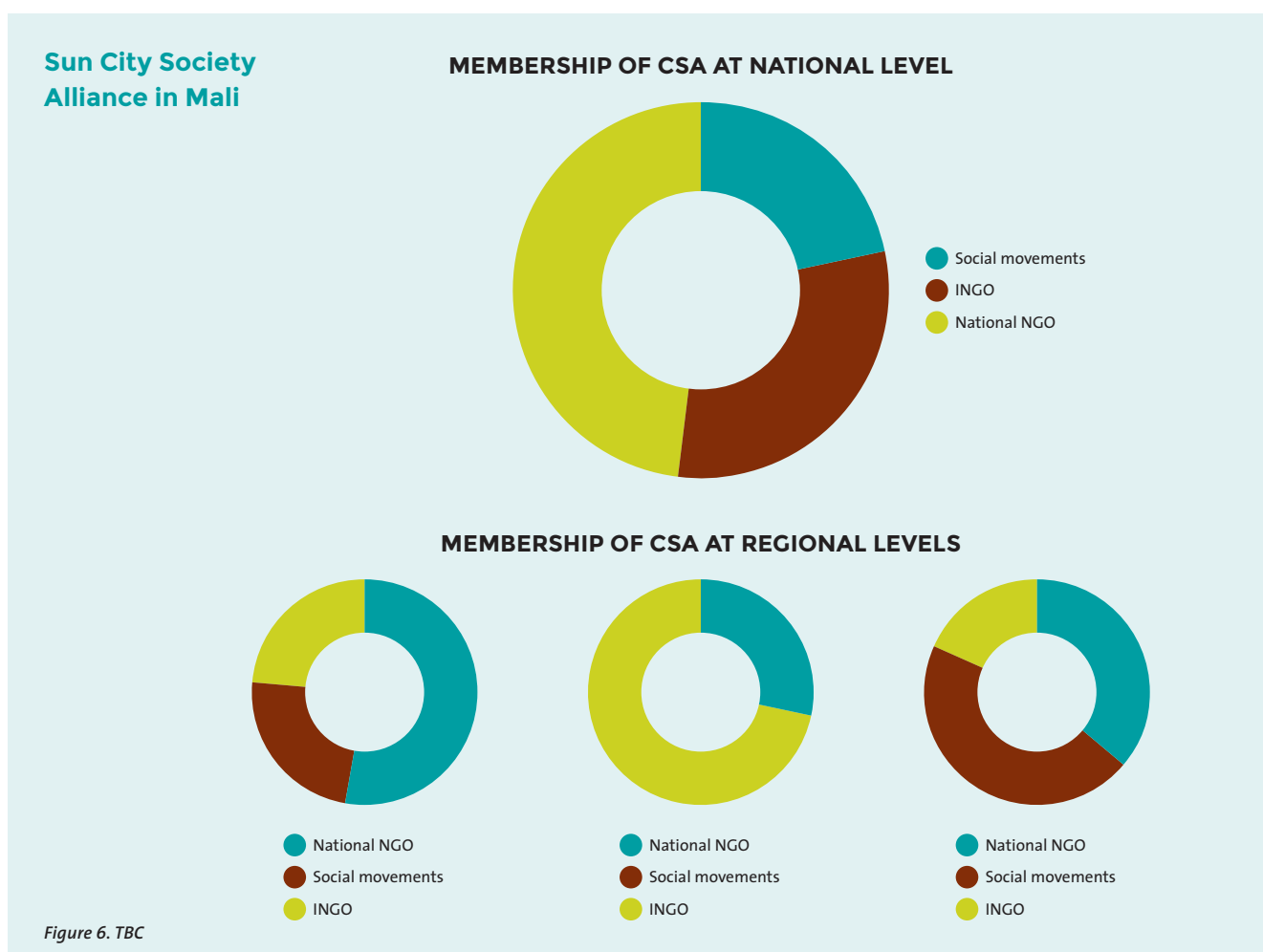
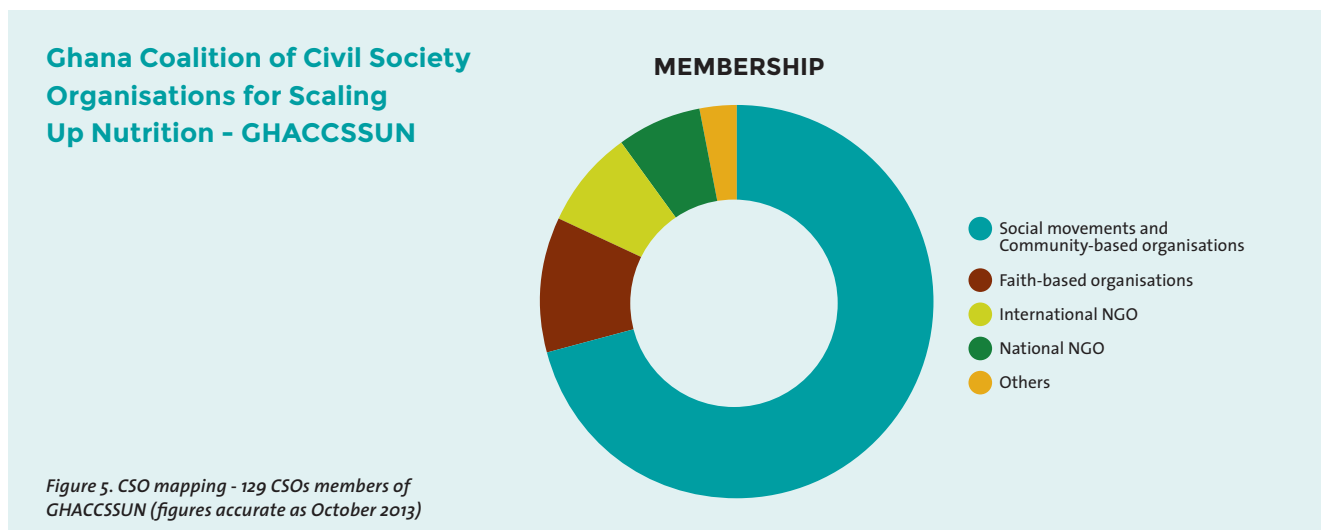
Case study: Social auditing in Guatemala for nutrition accountability

Source: Ward & Goulden (2015) *Accountability for nutrition in the SUN CSN*

Social auditing is a tool for participatory monitoring of an organisation or programme in order to improve its performance. In the case of SUN it can be applied to a plan, an organisation or department, or to a single initiative. For example, in Guatemala the National Centre for Economic Research in collaboration with the Alliance for Nutrition - an alliance of CSOs, businesses and academia - have been monitoring the Action Plan 2012 for the Zero Hunger Pact. The plan's two main goals are: to reduce chronic infant undernutrition by 10% in a 4-year timeframe; and prevent and mitigate seasonal acute hunger, including deaths. To achieve these goals a 10-point, multi-sector, multi-pronged strategy and action plan were developed and set in motion, under the umbrella of the First Thousand Days, with a specific focus on the poorest districts in Guatemala. To verify whether they were on track with the actions in their plan, the Alliance for Nutrition partnered with a research centre, and has to date undertaken three social audits on progress at the municipal level for a sample of municipalities. Surveys have collected data on the number of hours that health posts were open, staffing at those posts, quality and cleanliness of infrastructure, the level of knowledge of health workers on different nutrition-related issues, amongst other areas. The first survey they carried out in May 2013 as a baseline, with follow-on surveys in November 2013 and November 2014 to see what changes had occurred. This data and analysis (in Spanish) was then presented to government with recommendations on how to improve the impact of the national nutrition action plan.

Some ways to ensure greater participations can be through, but not limited to:

- **Expanding CSA memberships** to include more local civil society groups ensuring direct participation of people most vulnerable to malnutrition⁹, in all efforts to scale up nutrition. For example Ghana and Mali Civil Society Alliances have large parts of their membership being local organisations and social movements:



⁹ The SUN CSN uses the definition of civil society as used in the [FAO strategy for Partnerships with Civil Society organisations](#). These include but are not limited to small-holder farmers, fisherfolk, pastoralists and herders, forest dwellers, rural workers, urban poor, indigenous peoples, human rights defenders, women's groups, humanitarian and aid assistance agencies, advocacy and research entities, consumer groups, trade unions, faith and community-based organisations and many others.

- **Having spaces for citizen participation.** These can take many forms:
 - In Peru, the consensus-building round tables involving Government and civil society in collectively reviewing progress, budgeting and expenditure. These consensus-building round tables are at all levels from national to regional to municipalities to community level and focus on poverty reduction. These are great forums for getting candidates to sign commitments, which are then ratified upon election and efforts monitored through these platforms with annual balance exercises to challenge where commitments have not been delivered and address possible bottlenecks. The Peru case reveals the importance of everyone knowing that nutrition is everyone's responsibility, and of building trust in order to be able to agree between state and civil society which actions are needed to be taken to address issues that are identified. The system is in turn based on a transparent and regularly updated information system, with indicators of annual progress related to nutrition outcomes and activities, and the financial resources that are assigned, covering both national and subnational levels.
 - In Zimbabwe the Civil Society Alliance organises Meet your MP sessions and trains community members to demand accountability.
 - In Niger, the CSA (Tous Unis pour la Nutrition - TUN) member Alternative espace citoyen presents government budgets to citizens

Many more models exist and any model developed needs to be locally adapted and context specific.

- **Engaging citizens in data collection to monitor development progress, demand accountability and campaign for transformative change.** This is what the [CIVICUS DataShift](#) initiative aims to do. Some very interesting case studies like the [Promise Tracker in Brazil](#) provide some really good ideas for innovation in your country.

Protecting citizens

- Civil society alliances can also play an important role in ensuring the protection of citizens through ensuring rights are being enshrined in national constitutions, monitoring the enforcement of the international code for the marketing of breast milk substitutes, and protection of whistle-blowers through strong multi-stakeholder multi-sectorial prevention and management of conflicts of interests policies and mechanisms.

Key Resources

- [CARE Community Scorecards](#)
- [Mesa de Concertación para la Lucha contra la Pobreza](#)
- [CIVICUS DataShift](#)
- In Peru, for example, a partnership between CARE, ForoSalud - a Peruvian health rights movement - and the office of the Peruvian Ombudsperson trained indigenous Peruvian women to serve as “citizen monitors” of health services. This model not only increased demand for and quality of services at local level, but has been included in national Ministry of Health guidelines for Citizen Health Monitoring. It was also cited as one of eight best practice examples at international level by the Independent Expert Review Group (iERG) for Information and Accountability for Women's and Children's Health (see page 27 of the following document [here](#)).

Case study: Developing an ombudsman model in Nepal

Save the Children and the Civil Society Alliance for Nutrition, Nepal (CSANN) is also currently developing an Ombudsperson Model, that will be applied to track and monitor the progress in implementation of National Multi-Sector Nutrition plan. The model will be tested in one district, and cover both budgetary issues, as well as monitoring donor and government commitments & accountability for nutrition.

Compendium of resources

General Nutrition Advocacy

The Copenhagen consensus – economic returns on nutrition investment and cost-benefit assessment:

<http://www.copenhagenconsensus.com/research-topic/hunger-and-malnutrition>

The Cost of Hunger, Africa:

<http://www.costofhungerafrica.com/>

ACTION for Results – Following the funding nutrition for growth spending scorecard:

<http://www.action.org/resources/item/following-the-nutrition-funding>

International Coalition for Nutrition Advocacy Call to Action:

http://action-100days.nationbuilder.com/sign_the_petition

World Health Organisation posters and briefings on the World Health Assembly Targets:

http://www.who.int/nutrition/topics/nutrition_globaltargets2025/en/

Guide social media for World Breastfeeding Week:

<https://www.dropbox.com/s/89oisho1qfirghj/WBW2015-Social%20Media%20Toolkit%20FINAL2.pdf?dl=0>

Methods to Monitor the Human Right to Adequate Food Volume 1, FAO:

<http://www.fao.org/3/a-io349e.pdf>

The Rapid Framework to analyse evidence, gaps and linkages:

<http://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/8854.pdf>

Rapid assessment tool 'Implementation of a rapid assessment approach to measure political commitment and opportunities to advance food and nutrition security among the joint programmes of the Millennium Development Goals Achievement Fund'. Whilst designed for monitoring the MDGs it could also be applied to hunger and nutrition indicators too:

http://www.aecid.es/Centro-Documentacion/Documentos/Divulgaci%C3%B3n/Measuring_political_commitment_FINAL.pdf

PROFILES Tool for nutrition advocacy:

<http://www.fantaproject.org/focus-area/country-level-nutrition-advocacy>

SUN CSN guidance note on good governance for advice on putting in place decision making processes:

EN:

http://scalingupnutrition.org/wp-content/uploads/2015/05/SUN-CSN_Enabling-Good-Governance-in-CSA_EN_FinalWeb.pdf

FR:

http://scalingupnutrition.org/wp-content/uploads/2015/05/RSC-SUN-Favoriser-une-bonne-gouvernance-dans-les-ASCs_FR_Final-Web1.pdf

SP:

http://scalingupnutrition.org/wp-content/uploads/2015/05/RSC-de-SUN_propiciar-una-buena-gobernanza-en-ASCs_ES_Final-Web1.pdf

Examples of pledge forms from Malawi, CSONA can be found here:

[https://www.dropbox.com/s/a2e86yzaovz5000/Parliamentarian%20Pledge%20form%20copy%20\(2\).jpg?dl=0](https://www.dropbox.com/s/a2e86yzaovz5000/Parliamentarian%20Pledge%20form%20copy%20(2).jpg?dl=0)

Malawi, CSONA information posters:

https://www.dropbox.com/s/ln7b4c41q53ep6j/Poster1_Community_Elections.jpg?dl=0

A suggested four page advocacy strategy format:

https://www.dropbox.com/s/4m38koa63u1eb99/Adv.Strat.Temp._SUNCSN.docx?dl=0

The ROMA Framework:

<http://www.roma.odi.org/introduction.html>

UNICEF Advocacy Toolkit:

http://www.unicef.org/evaluation/files/Advocacy_Toolkit.pdf

Helping children change their world:

<http://www.savethechildren.org.uk/resources/online-library/advocacy-matters-helping-children-change-their-world>

World Vision advocacy toolkit guide:

<https://www.dropbox.com/s/vbt9y4xloor75sg/Strengthening%20WV%20Policy%20Advocacy%20A%20guide%20to%20developing%20advocacy%20strategies.pdf?dl=0>

ACF advocacy toolkit guide:

<https://www.dropbox.com/s/lb6fovcqsai1ceqo/ACF%20Advocacy%20Toolkit%20June%202013.pdf?dl=0>

Save The Children open access advocacy and campaigning course:

<http://www.open.edu/openlearnworks/course/view.php?id=1690>

Advocacy Building Skills for NGO Leaders. The Centre for Development and Population Activities. Volume IX:

http://www.cedpa.org/files/666_file_advocacy_english_all.pdf

PATH Advocacy and Policy Resources. PATH Advocacy and Policy Resources (Scroll down to “For Advocates”)

<http://sites.path.org/advocacyandpolicy/resources/>

Guide for Advocates, The Aspen Institute:

<http://fp.continuousprogress.org/advocates>

1000 Days Briefing Notes:

<http://thousanddays.org/about/resources/>

Scaling up Nutrition In practice brief on Social Mobilisation, Advocacy and Communications:

http://scalingupnutrition.org/wp-content/uploads/2014/09/Green_External_InPractice_no03_ENG_20140904_web_pages.pdf

International and Regional Commitments

The Second International Conference on Nutrition (ICN2), Declaration on nutrition:

<http://www.fao.org/3/a-ml542e.pdf> and Framework for action: <http://www.fao.org/3/a-mm215e.pdf>

The Second International Conference on Nutrition (ICN2) [Framework for Action](#)

The Nutrition for Growth [Compact](#) in 2013 (to be followed up in 2016)

The 2012 Sixty-Fifth World Health Assembly (WHA) [targets](#) on maternal, infant and young child nutrition

Every Woman Every Child [commitments](#)

The [Zero Hunger Challenge](#) launched by UN Secretary-General Ban Ki-moon in 2012

The Committee on Food Security (CFS) declarations

Relevant regional agreements, such as:

The African Union 2003 [Maputo Declaration](#)

The 2014 [Malabo Declaration](#), or The African Leaders Malaria Alliance ([ALMA 2030](#))

IFPRI's Global Nutrition Report ([GNR](#))

The Institute for Development Studies' Hunger and Nutrition Commitment Index ([HANCI](#)¹⁰)

IFPRI's Global Hunger Index ([GHI](#))

The Access to Nutrition Foundation's Access to Nutrition Index ([ATNI](#)).

¹⁰ See for example this [IDS paper](#) on using the HANCI in Tanzania to support in-country advocacy with MPs.

Context, Stakeholder and Power Analysis

Planning advocacy

Includes problem tree, PESTLE and political process mapping guidance

<http://inspiredindividuals.org/wp-content/uploads/2012/06/Section-4-Planning-Advocacy-email.pdf>

Undertaking stakeholder analysis

https://www.savethechildren.org.uk/sites/default/files/images/Toolkits_tool_12.pdf

Conducting a stakeholder analysis and creating an influence map.

The Pressure Group

<http://thepressuregroup.org/wp/wp-content/uploads/2014/12/Mini-Guide-4-Stakeholder-Analysis.pdf>

Mapping stakeholders

Stakeholdermap.com

<http://stakeholdermap.com/stakeholder-analysis.html>

Power analysis tools

Stakeholder power analysis (2004) International Institute for Environment and Development (FR, EN, SP, PO available).

<http://www.policy-powertools.org/Tools/Understanding/SPA.html>

The Power Cube

This tool has several different dimensions including forms of power, force field analysis and the power cube. There are useful workshop tools which could be helpful when working in a group.

<http://www.powercube.net/>

Forcefield Analysis

Forcefield analysis can be useful to ascertain the pressures for and against change in any given context.

https://www.mindtools.com/pages/article/newTED_o6.htm

Monitoring and Evaluation

A Guide to Measuring Advocacy and Policy, The Annie E. Casey Foundation:

<http://www.aecf.org/resources/a-guide-to-measuring-advocacy-and-policy/>

A Handbook of Data Collection Tools: Companion to “A Guide to Measuring Advocacy and Policy”. The Annie E. Casey Foundation:

http://orsimpact.com/wp-content/uploads/2013/08/a_handbook_of_data_collection_tools.pdf

Process Tracing, Oxfam

This blog has several useful links, including to Oxfam’s Process tracing methodology:

<http://policy-practice.oxfam.org.uk/blog/2013/02/lessons-learned-from-a-year-of-advocacy-impact-evaluation>

Logic models, Wikipedia

https://en.wikipedia.org/wiki/Logic_model

Monitoring and Evaluating Advocacy: Companion to the Advocacy Toolkit. UNICEF:

http://www.unicef.org/evaluation/files/Advocacy_Toolkit_Companion.pdf

Speaking for Themselves: Advocates’ Perspectives on Evaluation. The Annie E. Casey Foundation:

http://www.innonet.org/client_docs/File/advocacy/speaking_for_themselves_web_basic.pdf

The Advocacy Progress Planner, The Aspen Institute:

<http://planning.continuousprogress.org/>

Save the children has an online open access monitoring, evaluation, accountability and learning course which can be accessed here:

<http://www.open.edu/openlearnworks/course/view.php?id=1641>

Nutrition Champions

Transform Nutrition:

<http://www.transformnutrition.org/2015/07/nominations-invited-for-nutrition-champions-2015/>

Regionally, the Africa Nutrition Leadership Programme supports leaders in taking on the nutrition challenge:

<http://www.africanutritionleadership.org/>

Sustainable Development Goals

Post-2015 outcome document (Agenda 2030) available in all six UN languages:

<https://sustainabledevelopment.un.org/post2015/transformingourworld>

Sustainable Development Knowledge Platform containing relevant IGN documents:

<https://sustainabledevelopment.un.org/post2015>

Sustainable Development Indicator Website:

<http://unstats.un.org/sdgs/>

An IEAG meeting summary and work plan has been posted online:

<http://unstats.un.org/sdgs/files/meetings/iaeg-sdgs-meeting-02/Outcomes/Meeting%20summary%20and%20work%20plan.pdf>

Post 2015 toolkit on SUN blog:

<http://suncivilsocietynet.wix.com/suncsnblog#!post2015-tool-kit/cw1t>

Eldis blog on nutrition and the SDGs, and essentially an assessment of the Outcome Document in relation to nutrition:

<http://www.eldis.org/go/blog/posts/nutrition-and-the-sdgs#.VjjxvYcnxMs>

Improving Nutrition Through Multi-sectoral Approaches

World Bank, Improving nutrition through multi-sectoral approaches:

<http://documents.worldbank.org/curated/en/2013/01/17211210/improving-nutrition-through-multisectoral-approaches>

UNICEF, Brief Nutrition Overview:

http://www.unicef.org/eapro/Brief_Nutrition_Overview.pdf

MDG Achievement Fund Secretariat, Addressing Malnutrition Multi-sectorally:

http://www.aecid.es/Centro-Documentacion/Documentos/Divulgaci%C3%B3n/Addressing_malnutrition_multisectorally_MDG_F_Item1_Final-links.pdf

Resources – Sector Specific

Water, Sanitation, and Hygiene (WASH)

WASH specific resources in the dropbox:

<https://www.dropbox.com/sh/v4tc2ocmxbluzou/AABrTGgtcWfoUYTPsdur-bnTa?dl=0>

Greater Investment in Water, Sanitation and Hygiene is Key to the Fight Against Undernutrition

ACF International

<http://www.coalition-eau.org/wp-content/uploads/WASH-Advocacy-En.pdf>

SuSanA Working Group 12: WASH and Nutrition

Sustainable Sanitation Alliance

<http://www.susana.org/en/working-groups/wash-and-nutrition>

Integrating Water, Sanitation, and Hygiene into Nutrition Programming

USAID/WASHplus

http://www.washplus.org/sites/default/files/wash_nutrition2013.pdf

The Impact of Poor Sanitation on Nutrition

SHARE Consortium

<http://www.sharesearch.org/research/impact-poor-sanitation-nutrition>

Gender

Gender and Nutrition

FAO

<http://www.fao.org/docrep/012/a184e/a184e00.pdf>

A Foundation for Development: Nutrition and Gender

UNSCN

http://www.unscn.org/files/Publications/Briefs_on_Nutrition/Brief7_EN.pdf

Climate

Nutrition and Climate Change eGroup

http://www.unscn.org/en/nutrition_and_climate_change/

Action Contre Faim

<http://faimetclimat.com/en/hungerandclimate.html>

UNSCN News Climate Change: Food and nutrition security implication

http://www.unscn.org/files/Publications/SCN_News/SCN_NEWS_38_03_06_10.pdf

WFP Climate change and hunger

<https://www.wfp.org/climate-change>

Climate Impacts on Food Security and Nutrition: A Review of Existing Knowledge

World Food Programme and The MET Office, Hadley Centre for Climate Science and Services

<https://www.wfp.org/content/climate-impacts-food-security-and-nutrition-review-existing-knowledge>

Hunger and Climate resources (French and English)

Action Contre Faim

<http://faimetclimat.com/en/hungerandclimate.html>

Education

Foundation for Development: Nutrition and Education

UNSCN

http://www.unscn.org/files/Publications/Briefs_on_Nutrition/Brief2_EN.pdf

Agriculture and Food Security

The Zambia Civil Society Alliance guidance on integrating with agriculture:

<http://www.eldis.org/go/blog/posts/making-policies-nutrition-sensitive-in-zambia#.Vke3D-knzIU>

Global Strategic Framework for Food Security and Nutrition

CFS

http://www.fao.org/fileadmin/templates/cfs/Docs1213/gsf/GSF_Version_2_EN.pdf

Zero Hunger Challenge

World Vision International

<http://www.wvi.org/resilience-and-livelihoods/publication/zero-hunger-challenge-resource-pack>

Maximizing the Nutritional Impact of Food Security and Livelihoods Interventions: A manual for field workers

ACF International

http://www.fao.org/fileadmin/user_upload/fsn/docs/Food_security_indicators/ACF_Manual_Maximising_the_Nutritional_Impact_of_FSL_Interventions_FINAL.pdf

Workshop facilitation

VSO guide to participator approaches:

<http://community.eldis.org/.59c6ec19/>

Academic papers on nutrition advocacy:

Eldis nutrition site:

<http://www.eldis.org/go/topics/resource-guides/nutrition>

The Lancet series on child and maternal nutrition:

<http://www.thelancet.com/series/maternal-and-child-nutrition>

Community management of acute malnutrition:

<http://www.cmamforum.org/Pool/Resources/Nutr-advocacy-stunting-2013.pdf>

Engaging Parliamentarians

HANCI Index

<http://www.hancindex.org/>

Interparliamentary Union .Details regional parliamentary meetings and thematic areas of focus:

<http://www.ipu.org/strct-e/futrmets.htm> and their guide for parliamentarians on Maternal and Newborn Child

Health: <http://www.ipu.org/english/handbks.htm#mnch>

Regional and country specific

SUN country resources:

<http://scalingupnutrition.org/sun-countries>

FAO CAADP Nutrition Country Papers. West Africa:

<http://www.fao.org/food/fns/ateliers/pdaa-nutrition/afrique-de-louest/papiers-pays/en/#c145187>

East and Central Africa:

<http://www.fao.org/food/fns/workshops/caadp-nutrition/east-and-central-africa/country-outputs/en/>

Southern Africa:

<http://www.fao.org/food/fns/workshops/caadp-nutrition/southern-africa/country-outputs/en/>

Plataforma para la seguridad alimentaria y nutricional:

<http://plataformacelac.org/en>

Budget Advocacy

Conducting a budget analysis. An initial guide by Hugh is available here:

http://media.wix.com/ugd/a1d6d9_6e5c5ee1ecda44be9cod1337f2b32557.pdf

Scaling up nutrition process for budget analysis documents available here:

<http://scalingupnutrition.org/resources-archive/financial-tracking-resource-mobilization/budget-analysis>

Guide to analysing budgets with a right to food lens:

<http://www.fao.org/3/a-io717e.pdf>

Save The Children UK guide to health budget advocacy:

<https://www.savethechildren.org.uk/sites/default/files/docs/Health-Sector-Budget-Advocacy-low-res.pdf>

Guide to analysing budgets in sexual and reproductive health:

<https://www.ippfwhr.org/en/publications/handbook-for-analyzing-public-budgets-in-sexual-and-reproductive-health>

Engaging the media

<https://www.dropbox.com/s/qwjfyzo7duyub8a/Connecting%20with%20Journalists.docx?dl=0>

Jargon Buster Worksheet. ACTION:

<https://www.dropbox.com/s/csnt925azhzmwmg/Jargon%20Buster%20Worksheet.docx?dl=0>

Engaging with the media. A companion to the Advocacy Toolkit for Influencing the Post-2015 Development Agenda. David Thomas Media Ltd Under the Sustainable Development 2015 Programme, May 2014:

<http://www.stakeholderforum.org/fileadmin/files/Engagingwiththedia.pdf>

Power prism – Guidance on media for advocacy. © Copyright 2011-2014 Lori Fresina, c/o M+R. All rights reserved. M+R • 400 TradeCenter, Suite 4930 • Woburn, MA 01801:

<http://powerprism.org/media-advocacy.htm>

NGO Media Outreach: Using the Media as an Advocacy Tool. Produced by the Coalition for the International Criminal Court, September 2003

http://www.amicc.org/docs/NGO-media_training.pdf

Involving people and closing the feedback loop

CARE Community Scorecards:

http://www.care.org/sites/default/files/documents/FP-2013-CARE_CommunityScoreCardToolkit.pdf

Mesa de Concertación para la Lucha contra la Pobreza

CIVICUS DataShift

Expert Review Group (iERG) for Information and Accountability for Women's and Children's Health (see page 27, [here](#)).



Global Day of Action 2015 © Zambia Civil Society Organisation
Scaling Up Nutrition (CSO-SUN) Alliance.



SUN Global Gathering 2015 © Scaling Up Nutrition.

Calendar for 2016

January	<p>20th – 23rd January 2016 World Economic Forum, Davos-Klosters, Switzerland http://www.weforum.org/events/world-economic-forum-annual-meeting-2016</p> <p>26th January – 3rd February 136th WHO Executive Board session, Geneva, Switzerland http://apps.who.int/gb/ebwha/pdf_files/EB137/B137_10-en.pdf</p>
February	<p>20th February World Day of Social Justice https://www.un.org/en/events/socialjusticeday/</p>
March	<p>8th March International Womens Day http://www.internationalwomensday.com/</p> <p>8th – 11th March 47th Session of the UN Statistical Commission (UNSC) for agreement on SDG indication http://unstats.un.org/unsd/statcom/commission.htm</p> <p>20th March International Day of Happiness http://www.dayofhappiness.net/</p>
April	<p>6th April International Day of Sport for Development and Peace http://www.un.org/wcm/content/site/sport/home/unplayers/unoffice/idsdp</p> <p>11th – 12th April UNGA High-level Thematic Debate: Implementing Commitments on Sustainable Development, Climate Change and Financing: http://www.un.org/pga/70/wp-content/uploads/sites/10/2015/08/2015_Nov_04_High-level-Thematic-Debates-in-2016-4-November-2015.pdf</p> <p>22nd April International Mother Earth Day http://www.un.org/en/events/motherearthday/</p>
May	<p>11 – 13 May World Economic Forum Africa, Kigali, Rwanda http://www.weforum.org/events/world-economic-forum-on-africa-2016</p> <p>20th May Food Revolution Day http://www.foodrevolutionday.com/</p> <p>23 – 28 May World Health Assembly, Geneva http://www.who.int/governance/calendar/2016/en/</p>
June	
July	<p>18th July Nelson Mandela International Day http://www.mandeladay.com/</p>

August	<p>1st – 7th August World Breastfeeding Week http://worldbreastfeedingweek.org/</p> <p>5th – 21st August Rio Olympics http://www.rio2016.com/en</p> <p>12th August International Youth Day http://www.un.org/en/events/youthday/</p>
September	<p>7th – 18th September Rio Paralympic games http://www.rio2016.com/en/paralympics</p> <p>13th – 17th September 71st Session of the UN General Assembly (UNGA 71) http://www.un.org/ga/search/view_doc.asp?symbol=A/INF/67/1</p>
October	<p>16th October World Food Day http://www.fao.org/world-food-day/home/en/</p> <p>Date tbc World committee for Food Security, FAO, Rome http://www.fao.org/cfs/cfs-home/en/</p>
November	
December	



Annex A: Template for advocacy strategies¹¹

Ideally an advocacy strategy is under 4 pages long. Please find below each bold heading some guidance notes on filling in each section.

1. What are we trying to change? (in 1 – 4 bullets)

Please be clear regarding the change we are trying to create (our aim) and any objectives that need to be secured in order for the change to occur. For example:

Our aims are that

- Every child is well nourished by 2030
- No-one goes hungry

In order to achieve those aims our change objective is

- An increase in government investment in nutrition services (of £X, by xYear)
- 40% reduction in the number of children who are stunted by 2025

2. What process could deliver that?

Will this change be delivered by changing policy or by changing behaviour? If the former, are we trying to get policy implemented / enforced, or are we trying to get policy created? If the latter, will it be created via a budget, a bill, a policy announcement or a negotiating position?

3. Strategic approach

If writing a strategy on a policy theme, think about which of the 5 barriers to change apply in this case? (System doesn't know, system has no incentive to act, system has powerful vested interests in another direction, we face competition, we're wrong). How would we rank the barriers? What mix of lobbying, campaigning, PR, coalition building and research might overcome the barriers? If writing a strategy for a cross-cutting team, think about how your team does and could contribute to the organisation's theory of change.

Please make sure you factor in 'inadequate human resources / organisational buy-in' when thinking about the strategic approach. We don't want people to spend time creating strategies which can't and won't be implemented by an alliance due to organisations priorities of members. It will be important to be mindful of organisational constraints when planning, but likewise use the planning process and consultation

to expose any organisational constraints that might affect the likelihood of success. If current resources aren't sufficient how can these be mobilised? What could be achieved or catalysed through encouraging other organisations to join forces.

Please also include a bullet / sentence about the wider movement in this sector. What role does / should Save UK play in galvanising other Save the Children's if their participation is key to success?

4. Targets and allies

Who is the key decision maker for the change we want to see? Who influences them from among the press, the public square, the policy community, their governing partners and their peers?

5. Timeline

What are the key opportunities for influence in the next three years? Remember some of these can be opportunities to influence the public conversation (like World AIDS Day, International Women's Day, World Food Day, Key anniversaries etc.). Are there key policy and influencing moments such as specific parliamentary hearings/meetings?

6. Priority activities and outputs

What are the main work-streams you will pursue to eliminate the barriers to change and build influence with the right targets and allies? Not a workplan (we will hold a conference / stage a stunt etc), but a broad indication of what we will prioritise (e.g. we will devise a 3 year plan to build a new coalition on nutrition).

7. Risks and mitigation

What are the risks? How will you mitigate against them?

¹¹ Adapted from the Save The Children UK template for advocacy strategies 2015.

Annex B:

Identifying and analysing barriers to change¹²

What might they be?

- 1. The system does not know about it:**
 - They may not know about the problem (e.g. sexual violence against boys in conflict)
 - They may not know about the solution (e.g. height of the HIV/AIDS epidemic)
- 2. The system knows well, but they have no incentive (e.g. smoking in cars)**
 - Powerful constituency calling for change
- 3. Vested interests**
 - Bigger and better than you at getting political interest
- 4. Competition**
 - There's not enough time get your issue done. Particular issue at crisis. We can get outcompeted by external issues, by other partners in the sector, by other teams in our division.
- 5. You're wrong**

(first attempt to get the debt cancelled, proposition would have screwed up credit ratings of those who were beneficiaries)

In practice, one way to interrogate these barriers could be to:

Step 1:

Rank the 5 barriers above in order of importance for your issue.

Step 2:

Consult others in the civil society alliance.

Why?

We all have vested interests (campaigners will think a campaign is needed; policy advocates will think policy advocacy is needed, we may be too concerned with promoting our own organization over the issue etc.)

Solutions

If problem 1) then the solution might be lobbying.

If problem 2) then the solution might be campaigning (or threatening a campaign!). The era of mass campaigning is done, it just needs to be big enough. There are many problems with incentive. They may believe you're capable of making the noise, but if they don't believe you'll bestow the reward you promise they may not be interested (so don't move the goal posts in the middle of the match, campaigns do this too much).

If problem 3) then the solution might be public relations and media work to make the vested interests toxic so no one wants to be seen in their pockets.

If problem 4) then the solution might be collation reframing and do it in their language.

If problem 5) then the solution might be research to test your assumptions and clarify the problem.

¹² Kirsty McNeill's strategy for advocates training.

Annex C: Examples of how HANCI evidence can be utilised for national policy advocacy

Research data can be used by civil society to hold governments to account on their commitment to addressing hunger and undernutrition (or lack of) by:

- providing a credible index built from a rigorous research methodology to underpin partners' existing policy advocacy messages
- highlighting gaps in commitment between policy and programmes, public expenditure and law
- highlighting commitment indicators where governments do well, and challenging governments to improve their performance on indicators where they perform less well
- demanding the development of strategies and plans and the allocation of resources to policies, programmes and laws
- adding weight to specific sector issues domestically e.g. on sanitation or agricultural extension

HANCI shows how government performance varies between the multiple sectors that influence hunger and nutrition outcomes. By doing so, it can connect stakeholders from different sectors such as agriculture, sanitation, social protection, gender, nutrition etc. and encourages a holistic understanding of the challenge. It further includes a diversity of indicators that illustrate both prevention and 'cure' approaches are needed; i.e. it scores both direct interventions such as Vitamin A supplements, and interventions that address the underlying causes of hunger and undernutrition such as access to land.



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