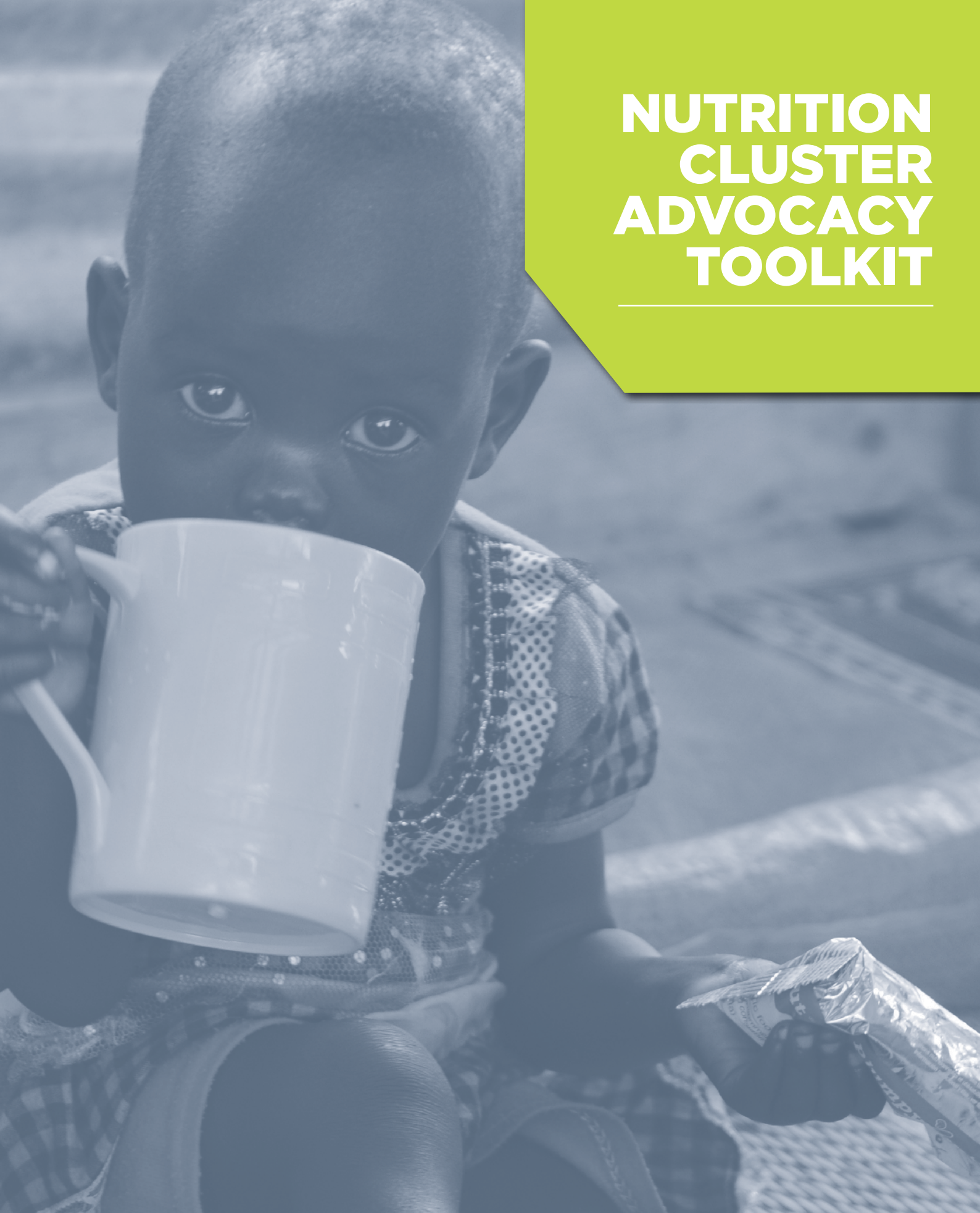


# NUTRITION CLUSTER ADVOCACY TOOLKIT

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## ACKNOWLEDGEMENTS

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## INTRODUCTION

### **ADVOCACY: A TOOL TO SUPPORT THE NUTRITION CLUSTER TO DELIVER ITS MISSION**

The Nutrition Cluster was established in 2006 as part of the Humanitarian Reform process. It is a partnership that aims to safeguard and improve the nutritional status of emergency affected populations by ensuring an appropriate Nutrition in Emergency (NiE) response at country level that is predictable, timely, effective, and at scale.

The Nutrition Cluster Strategic Plan 2014-2016 included, for the first time, Advocacy as a Cluster core function to support the achievement of its strategic priorities. With operational responses to all major humanitarian crises worldwide, Nutrition Cluster partners have distinct access to information about the impact and the response to crises that can –and should- be used to inform and influence major stakeholders at national, regional and international levels to ensure nutrition impact in emergencies, identifying gaps and bottlenecks and proposing solutions to improve programmes and address problems that programmes alone cannot solve.

### **WHAT IS THE PURPOSE OF THIS TOOLKIT?**

Within the context of the Nutrition Cluster Strategic Plan 2014-2016, a series of consultations were carried out to develop the Nutrition Cluster Advocacy Strategic Framework 2016-2019, ensuring it was relevant and grounded in the experiences of the Nutrition Cluster.

The Nutrition Cluster Advocacy Strategic Framework 2016-2019 provides high level overall strategic direction and focus to guide the further development of Nutrition Cluster advocacy at all levels. This toolkit intends to assist the Cluster Lead Agency (CLA), UNICEF, Nutrition Cluster Coordinators, Information Management Officers, and Nutrition Cluster partners at country and global levels to develop, implement and monitor the parts of the Global Nutrition Advocacy Strategic Framework 2016-2019 that relate to them.

The Nutrition Cluster Advocacy Toolkit is not meant as a stand-alone guide on how to carry out advocacy activities. Instead, it is a practical guide for advocacy. It provides key questions for reflection, basic advocacy pointers and some advocacy tools to support Nutrition Cluster partners through the different stages of the advocacy cycle with a specific focus on advocacy for nutrition in humanitarian contexts. Previous advocacy experiences from the Nutrition Cluster and its partner organisations are used to illustrate the different areas in which advocacy can work.

### **HOW IS THE TOOLKIT STRUCTURED?**

The toolkit is structured into two main chapters.

**CHAPTER 1:** Provides a general overview of what advocacy means for the Nutrition Cluster. Given the humanitarian nature of the work of the Nutrition Cluster, this chapter also highlights the key characteristics of advocacy in humanitarian contexts. Finally, it also looks into how advocacy complements and supports programmatic priorities and provides guidance to articulate advocacy at national and global levels.

**CHAPTER 2:** Following the advocacy cycle, Chapter 2 provides practical guidance and tools on the different steps to develop, implement, monitor and evaluate advocacy with a focus on humanitarian contexts. This Chapter is structured in the following sections:

**SECTION 01 | Steps to develop an advocacy strategy**

**SECTION 02 | Steps to implement an advocacy strategy**

**SECTION 03 | Guidance for monitoring, evaluation, accountability and learning**

# 01 INTRODUCTION TO NUTRITION CLUSTER ADVOCACY

## WHAT IS ADVOCACY FOR THE NUTRITION CLUSTER?

Fundamentally, advocacy is a set of organised activities aimed at influencing the policies and actions of those in power to achieve positive outcomes. While there can be many different definitions of advocacy, some of its key elements are as follows:

- ◆ **It is about influencing policies, practice, attitudes and the political enabling environment**
- ◆ **It aims to achieve lasting and positive outcomes in peoples' lives**
- ◆ **It is strategic. It is planned. It is with clear goals and objectives**
- ◆ **It is a long term process rather than a one-off event**
- ◆ **It is not an end in itself**
- ◆ **It draws legitimacy and credibility from knowledge and experience (evidence-base)**

Tailored to its mandate<sup>1</sup>, the Nutrition Cluster has developed its own definition of advocacy to reflect on the humanitarian nature of its work and its specific focus on nutrition in emergencies.

**DEFINITION OF NUTRITION CLUSTER ADVOCACY**

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**Humanitarian nutrition advocacy is a strategic and evidence-based process aiming to influence policies, practices and behaviours that safeguard & improve the nutrition of individuals affected by emergencies.**

## KEY CHARACTERISTICS OF HUMANITARIAN ADVOCACY

The Nutrition Cluster seeks to ensure appropriate preparedness, response and transition for nutrition impact in humanitarian contexts. The principles for developing and implementing advocacy are the same whether you are in an emergency or non-emergency situation. However, there are some characteristics that need to be borne in mind when operating in a humanitarian context:

- ◆ **Humanitarian advocacy is generally carried out by humanitarian organisations with operations in-country. Ultimately, organisations rely on the host government to operate in the country, which can present sensitivities and challenges around advocacy to influence the policies and practices of those same governments.**
- ◆ **There are strong linkages between programmes implemented by humanitarian organisations and their humanitarian advocacy that draws legitimacy from operations in the field.**
- ◆ **Humanitarian principles tend to be the starting point for advocacy, allied to thematic concerns on which there are established positions.**

<sup>1</sup> The Nutrition Cluster mandate is to safeguard and improve the nutritional status of emergency affected populations by ensuring an appropriate response that is predictable, timely, effective, and at scale.

- ◆ **Given the more rapid pace and greater volatility of most humanitarian contexts, timing is essential in humanitarian advocacy. In sudden-onset crises, messages tend to be ‘lowest common denominator’ and very broad initially and more detailed as more information becomes available. Timing should be considered in discussions about advocacy approaches and tactics.**
- ◆ **Humanitarian advocacy is most effective when it is based on information gathered at the field level.**
- ◆ **Collaborative advocacy is felt to be ‘essential’ in emergencies to mitigate potential risks that could originate from doing advocacy in sensitive contexts.**

## USING HUMANITARIAN PRINCIPLES FOR HUMANITARIAN ADVOCACY

Being familiar with the core humanitarian principles of humanity, neutrality, impartiality and independence is important for humanitarian advocacy<sup>2</sup>. Adherence to humanitarian principles and International Humanitarian Law in aid delivery can be an entry point for advocacy in humanitarian contexts while also developing context-specific messages regarding the speed, scale up and coverage of the relief effort to ensure effective humanitarian interventions that are appropriate to people's needs and rights.

..... HUMANITARIAN PRINCIPLES .....			
HUMANITY	NEUTRALITY	IMPARTIALITY	INDEPENDENCE
<p><b>Human suffering must be addressed wherever it is found. The purpose of humanitarian action is to protect life and health and ensure respect for human beings.</b></p>	<p><b>Humanitarian actors must not take sides in hostilities or engage in controversies of a political, racial, religious or ideological nature.</b></p>	<p><b>Humanitarian action must be carried out on the basis of need alone, giving priority to the most urgent cases of distress and making no distinctions on the basis of nationality, race, gender, religious belief, class or political opinions.</b></p>	<p><b>Humanitarian action must be autonomous from the political, economic, military or other objectives that any actor may hold with regard to areas where humanitarian action is being implemented.</b></p>

## THE PRINCIPLE OF NEUTRALITY - CAN WE ALWAYS STAY NEUTRAL?

In conflict settings, especially, it can be difficult to remain neutral in situations when one party is overwhelmingly responsible for violation of international humanitarian or human rights law. While the concept of ‘neutrality’ and the boundary between humanitarian questions and political ones is not universally agreed, in general, there is growing acceptance of the role that humanitarian agencies can play in influencing political debates. Their presence on the ground and access to information on the crisis, together with well established relationships with donors and international institutions make humanitarian agencies trusted sources of information and analysis. Humanitarians are testing a concept of neutrality understood as being non-partisan, and not siding with any warring party, while still maintaining flexibility to speak about issues relating to humanitarian assistance as an integral part of an emergency response.

With operations on the ground, it is nevertheless important for humanitarian agencies to focus on the complementarities between advocacy and programming and the best advocacy approaches to mitigate potential risks and protect operational presence and access to affected populations in order to provide relief.

<sup>2</sup> Other principles of humanitarian action can be found in different sources, including the Code of Conduct for The International Red Cross and Red Crescent Movement and NGOs in Disaster Relief and the Sphere Handbook: Humanitarian Charter and Minimum Standards in Humanitarian Response.



### HUMANITARIAN ADVOCACY IN DARFUR: THE CHALLENGE OF NEUTRALITY<sup>3</sup>

The relationship between advocacy, access and security was an important determinant in the quantity and quality of advocacy efforts in Darfur. As aid agencies began to advocate on sensitive civilian protection issues, security risks and restrictions to the ability to operate increased. As a consequence, public advocacy by aid organisations decreased with an increased focus on private advocacy. Agencies also sought to reduce the extent to which they were uniquely or directly identified with advocacy messages by using collective

advocacy approaches instead. One example is the Sudan Advocacy Coalition, a consortium of six NGOs, which was an active advocate in the early phase of the crisis. The Save Darfur Coalition that brings together humanitarian agencies, human rights organisations, OCHA and Western donor governments is another example of collaborative advocacy. Far from advocacy being pursued at the expense of operations, many believe that, the fact that agencies have access to populations in Darfur at all is as a result of the advocacy work.

### POTENTIAL RISKS OF HUMANITARIAN ADVOCACY AND MITIGATION

Engaging in advocacy can create risks to programmes, staff, partners and beneficiaries. Careful discussion and risk analysis is important in each case to agree on the best approaches to advocacy in order to mitigate possible risks.

Potential risks and mitigation strategies include:

Potential risks	Mitigation
Security risks against staff, partners or beneficiaries/ Restrictions to ability to operate.	<p>If the advocacy is successful, a backlash may come from those whose power or vested interests are being challenged.</p> <p>The more sensitive an issue is, the more difficult it could be to engage in public advocacy. A combination of two tactics can help to mitigate potential risks:</p> <ul style="list-style-type: none"> <li>Reduce the visibility and sensitivity of advocacy statements. Consider private advocacy approaches over public statements and emphasise negotiations (collaboration) rather than confrontation.</li> <li>Use collective advocacy approaches through coalitions, NGO consortiums and joint statements to avoid being uniquely or directly identified with advocacy messages.</li> </ul>
Damage to long-standing relationships with partners, donors, government authorities that do not agree with your advocacy approach.	<p>Ensure advocacy is based on knowledge, facts/evidence and expertise from the field (evidence-based).</p> <p>Take into account any potential relationship risks when engaging in high level advocacy at country level or international, especially if your position differs from that of allies.</p>
Damage to organisational reputation (if something wrong is published).	<p>As above, ensure that advocacy is based on knowledge, facts/evidence &amp; expertise from the field as this will help prevent reputational damage.</p>
Creation of unrealistic expectations on the staff, partners and beneficiaries.	<p>Most change comes incrementally. It is important to carefully manage expectations of rapid change to avoid disappointment or anger.</p>

### THE NUTRITION CLUSTER ADVOCACY STRATEGIC FRAMEWORK 2016-2019

The Nutrition Cluster Advocacy Strategic Framework 2016-2019 reflects the Nutrition Cluster advocacy priorities and change objectives for this period. It is a roadmap that guides the Nutrition Cluster advocacy efforts at global and national levels to 2019.

Aligned with the Nutrition Cluster mandate and vision, the Nutrition Cluster Advocacy Strategic Framework sets out three Goal Areas for advocacy, each supported by Objectives and Results that specify the changes required to contribute to the achievement of the 'bigger' goal.

The three Goal areas set out in the Nutrition Cluster Advocacy Strategic Framework respond to identified challenges in all emergency settings [protracted, sudden-onset, slow-onset] and seek to improve preparedness, response and recovery, linking nutrition in emergencies and development within the cluster mandate.

### OVERALL NUTRITION CLUSTER ADVOCACY AIM

To support an appropriate nutrition response in emergencies that is predictable, timely, effective, and at scale

### NUTRITION CLUSTER ADVOCACY GOALS

GOALS	GOAL 1	GOAL 2	GOAL 3
	<p><b>Humanitarian response is well coordinated, aligned and integrated for an effective, timely and quality nutrition response to address the nutritional needs of emergency affected populations.</b></p>	<p><b>Sufficient resources are mobilised for an effective, timely and quality nutrition response to address the nutritional needs of emergency affected populations.</b></p>	<p><b>Appropriate preparedness, response and recovery strategies are included as part of the global and national nutrition agendas to safeguard the nutritional needs of emergency affected populations.</b></p>
<b>RATIONALE</b>	<p>Goal 1 focuses on changes at operational/coordination level to ensure an effective response for nutrition impact, ensuring that nutritional needs of all population groups in nutritionally vulnerable contexts are identified and responded to.</p> <p>Objectives under Goal 1 seek to enhance internal alignment within the Nutrition Cluster, as well as inter-cluster and with overall humanitarian actors.</p>	<p>Goal 2 focuses on resource mobilisation –financial, human resources, and supplies- for nutrition in emergencies, with a specific focus on identified underfunded areas such as, but not limited to, contexts of protracted crisis and low GAM levels as well as neglected population groups (e.g. the elderly or pregnant and lactating women).</p>	<p>Goal 3 focuses on preparedness, response and recovery to link up nutrition in emergencies and development within the Cluster mandate ensuring that the expertise, technical knowledge and role played by the Nutrition Cluster is captured and relevant to shape the global and national nutrition agendas.</p>
<b>OBJECTIVES</b>	<p>The Nutrition Cluster calls for appropriate activation of the Nutrition Cluster in new emergencies (including contexts of low GAM levels) as per the nutritional needs of emergency affected population and the capacity of the hosting government.</p> <p>Further, the Nutrition Cluster wants to promote increased articulation with relevant Clusters for the inclusion of nutrition-sensitive approaches (including IYCF-E interventions) in emergency responses of all relevant Clusters.</p>	<p>The Nutrition Cluster calls for increased timely allocation of resources for nutrition in emergencies in identified underfunded areas, including increased funding for neglected nutrition interventions, neglected populations groups and contexts of protracted crisis.</p>	<p>The Nutrition Cluster calls for the inclusion of preparedness, response and transition for Nutrition in Emergencies (NiE) in costed and adequately funded national nutrition plans and coordination mechanisms to address malnutrition in crisis prone and affected countries.</p> <p>Moreover, the Nutrition Cluster promotes inclusion of NiE in pre- and in- service education and training curricula to address the capacity gaps in Human Resources for delivering effective nutrition and coordination services.</p>

<sup>3</sup> Humanitarian Advocacy in Darfur: the challenge of neutrality. Humanitarian Policy Group (HPG) Policy Brief 2, October 2007

### LINKING NATIONAL AND GLOBAL ADVOCACY EFFORTS

Successful advocacy requires a variety of initiatives often simultaneously impacting numerous targets at different levels. Coordination of action and messages across the different levels helps maximise the advocacy impact and the potential for positive outcomes in policies and practices for appropriate nutrition responses in emergencies that are predictable, timely, effective, and at scale.

Field-evidence based research on problems and solutions for nutritional impact in emergencies is of great value to underpin national and global advocacy efforts. It ensures that the reality on the ground feeds policy discussions at all levels. At the global level, advocacy aims to influence the global nutrition agenda to ensure Nutrition in Emergencies properly features in global agreements and processes. Advocacy at the global level can also support country-specific advocacy. In turn, international commitments on nutrition can be an important entry point to influence national and local policies and seek to improve accountability for the implementation of such commitments, including in crisis settings.

Advocacy is a core Nutrition Cluster function and the Nutrition Cluster Advocacy Strategic Framework 2016-2019 is intended as a roadmap to bring direction and focus to Nutrition Cluster advocacy efforts at all levels. This doesn't mean however that Nutrition Cluster partners working at national or global level will share the same advocacy objectives and activities. On the contrary, each country and global process will have specific objectives, targets and activities tailored to their context.

On some occasions, national and global advocacy objectives will be interlinked and aligned as part of a coordinated effort to influence the same process. For example, joint preparation for the World Humanitarian Summit where donors, representatives of international institutions and national governments participated. On these occasions, when global issues are addressed simultaneously at the international and national level, a much more powerful response can be given. On other occasions, national Nutrition Clusters will advocate on a particular issue according to their own particular context. For example, the drafting of a sectoral nutrition policy at the national level, or the drafting of the priorities in the humanitarian response plan and funding needed by the collective cluster partners to respond to the needs. In those cases, learning from advocacy in similar contexts can also inform the advocacy efforts.

In all cases, individual advocacy objectives, targets and activities at national and global level will contribute towards the achievement of the goals, objectives and results in the Nutrition Cluster Advocacy Strategic Framework 2016-2019.



## 02 STEPS TO DEVELOP, IMPLEMENT & EVALUATE AN ADVOCACY STRATEGY

### THE ADVOCACY CYCLE

Strategic advocacy is the backbone of effective advocacy. It is about planning, developing and implementing advocacy following a systematic process and considering a series of steps. It helps to understand the situation, discuss risks and opportunities, set priorities, agree best tactics for advocacy and assess the impact of advocacy efforts.

The advocacy cycle provides a useful framework for strategic advocacy. The advocacy cycle is similar to the humanitarian programme cycle. The main differences lie in the objectives of the tasks, which focus on influencing policy or practice, and the activities, that will be specific to advocacy.

The advocacy cycle (below) can be summarised in the following steps:

- 01 Identification of the problem and why it is important
- 02 Elaboration of the advocacy strategy
- 03 Development of a budgeted action plan
- 04 Implementation of advocacy activities
- 05 Monitoring, evaluation, accountability and learning

All of these steps are covered in this toolkit to help you plan, implement, monitor and evaluate advocacy activities.



## HOW DO YOU DEVELOP AN ADVOCACY STRATEGY?

Despite the fast pace of many humanitarian contexts, it is important that advocacy strategies are discussed with relevant colleagues and partners, written down and shared at different levels within the partners' organisations involved in the advocacy effort.

Involving partners and colleagues from other departments of the Cluster Lead Agency (CLA) and cluster partners agencies (advocacy, operations, communication, ...) from the early stages of developing an advocacy strategy will help bring different views and perspectives about the problems, priorities for advocacy, the changes we are seeking to make happen (or previous gains defended), and how we intend to make changes happen (or avert any threat). A participatory process helps also to create shared ideas, gain acceptance and generate commitment to support the advocacy objectives from Cluster partners.

A lead person/group should steer the process of developing an advocacy strategy and ensure adequate progress. To build trust and facilitate dialogue, the lead person/group should clearly define and explain the process of developing the strategy and for decision-making.

An Advocacy Workshop with colleagues and partners is usually a good platform to discuss the advocacy strategy. While the duration of the workshop will vary in each case based on individual circumstances, you should allow at least one to two days for face-to-face discussions. Follow the advocacy cycle in the discussions as it gives a good frame in which to structure the discussions. A facilitator can also help to guide the discussions during the planning meeting.

### PROCESS FOLLOWED IN AFGHANISTAN TO DEVELOP THE NATIONAL NUTRITION CLUSTER ADVOCACY STRATEGY

**The Nutrition Cluster Coordinator and Information Manager Officer in Afghanistan led the process to develop the National Nutrition Cluster Advocacy Strategy 2015-2016.**

**An Advocacy Taskforce with a nominated Chair and participation from interested Nutrition Cluster partners was set up to support the process. UNICEF Advocacy Toolkit was one of the references used to guide the advocacy strategy development process. A number of face-to-face meetings were organised to discuss the advocacy strategy. Given that the meetings were mostly attended by organisations represented in the Cluster Coordination Team, in order to ensure an inclusive process and gather wider views and perspectives from other Cluster partners, advocacy was included in the agenda of Nutrition Cluster meetings. An online survey**

**was also sent to Cluster partners to inform the identification of advocacy objectives and activities.**

**Based on input received, the Chair of the Advocacy Taskforce (an Advocacy Officer from a partner organisation) was assigned the responsibility of drafting of the Advocacy Strategy. The Advocacy Strategy was then reviewed by the Cluster Coordination Team, the Advocacy Taskforce and finally by all Nutrition Cluster members, who were given a month to provide feedback. During the validation period, the draft Advocacy Strategy was also presented in the Nutrition Cluster meeting and some points were highlighted and discussed. The Advocacy strategy was also shared internally within the partner organisations with Communication and Advocacy colleagues in county and at HQ level.**

### LESSONS LEARNT FROM THIS PROCESS

- 01** *It is important to allow enough time for strategic discussions and to gather views from all Cluster partners and relevant actors. In Afghanistan, it took six months to finalise the Advocacy Strategy from the three months initially estimated for the work.*
- 02** *Commitment of Cluster partners is critical to move the project forward. In Afghanistan, the commitment of the Chair of the Advocacy Taskforce was instrumental in ensuring the Advocacy Strategy was finalised in six months.*
- 03** *It is important to maintain the spirit of the collective responsibility throughout the process to ensure the final document is inclusive of the views of the collective. In Afghanistan, it was agreed that the Advocacy Strategy was a Nutrition Cluster document and that organisations with specific priorities would develop their own organisational advocacy strategy.*
- 04** *Involvement of key allies within government can be a great support for the process. In Afghanistan, the involvement of the Ministry of Health (through the Public Nutrition Department) facilitated discussions within government, with some key challenges and solutions identified during advocacy meetings -such as the need to have dedicated nutrition staff and the need for costing nutrition interventions- taken by the representative of the Ministry of Health to different government forums.*
- 05** *It is important to think of how funding will be resource for key advocacy activities as an Advocacy Strategy is finalised. In Afghanistan, the cost of implementing the advocacy strategy was included in the Humanitarian Response Plan (HRP) 2016. A nutrition interventions costing exercise currently being conducted jointly by UNICEF and the World Bank will be used to support advocacy fund raising as well.*

## ADVOCACY STRATEGY FORMAT

Advocacy strategies do not need to be long documents. Four to eight pages that includes all relevant information is a good length. To facilitate sharing with other colleagues and partners, it is important to use clear and accessible language. The following template is a useful guide for the development of an advocacy strategy.

### ADVOCACY STRATEGY TEMPLATE

Title of the strategy: [reference to country and/or issue] \_\_\_\_\_

[e.g. Nutrition Cluster Advocacy Strategy to scale up nutrition programming in Afghanistan]

Date: \_\_\_\_\_ Expected duration of the strategy: \_\_\_\_\_

- 01 Advocacy overall goal**
- 02 Advocacy change objectives**
- 03 Description of the problem and why it is important**
- 04 Targets**
- 05 Allies and partners**
- 06 Potential risks and mitigation**
- 07 Key advocacy messages**
- 08 Available evidence** [reference to existing reports that can be used to support advocacy messages]
- 09 Opportunities for advocacy**
- 10 Key activities [timing and advocacy approaches]**
- 11 Indicators of progress** [to support monitoring, evaluation, accountability and learning]

## SECTION 01 DEVELOPING AN ADVOCACY STRATEGY

An advocacy strategy seeks to answer three main questions: what change we seek to achieve; who can make change happen; how we can best influence decision-making.

This section aims to give clear guidance on the six main steps you can follow to develop an advocacy strategy and address the main three questions above.





**STEP 01**  
**Problem identification**

**IDENTIFY THE PROBLEM**

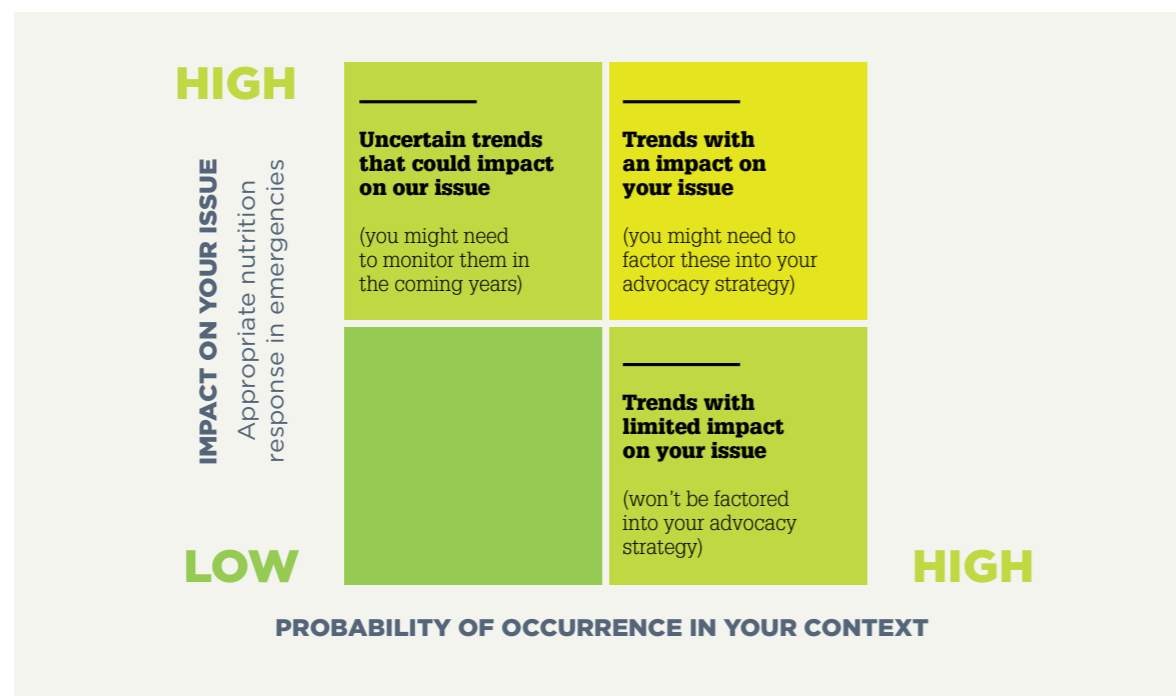
The most important first step in advocacy is selecting the issue to advocate for. This is arguably the most challenging analytical work that advocates will face in developing an advocacy strategy. To complete this step, you will need to analyse the policy, technical or financial frameworks and available evidence that relate to your issues and how they translate into concrete action, and on the effect of these actions on the population.

Advocacy is evidence-based. Issues should be identified and analysed from an operational perspective and based on the Nutrition Cluster’s collective experience working at field and global level. A proper analysis of what the problem is provides the foundation for an effective nutrition advocacy strategy. It is crucial to dedicate some time to brainstorm and identify those common problems where all Cluster members can join forces together to influence and contribute to in advancing the Nutrition Cluster mission and those of the individual organisations that form it.

The Trends Window tool below can help you to map out and analyse all political, social and economic trends that might have an impact on your issues and need to be taken into consideration in your advocacy strategy.

**THE TRENDS WINDOW**

- ◆ On a flip chart draw the ‘Trends Window’ as shown below.
- ◆ In a group, brainstorm on the existing and potential trends that are relevant to your context and priorities (e.g. NiE not on the government or donor agenda; nutrition cluster not activated due to inadequate analysis of the nutrition situation; limited funding for IYCF-E; emergency preparedness not costed and adequately funded in national nutrition plans).
- ◆ Write each trend in a separate card (or post-it) and then place the trends in one of the four quadrants according to your perception of their potential impact on the Nutrition Cluster priorities and the probability of occurrence.
- ◆ The trends in the upper right quadrant (in grey in the diagram below) are the most likely to impact on your issues. You will need to factor them in your strategy.
- ◆ The trends in the upper left quadrant could have an impact on your issue and you might need to monitor them. The trends in the two lower quadrants won’t be factored into your advocacy strategy.



In most cases the Trends Window analysis will identify many problems that could be addressed through advocacy. However, choosing just a few is necessary for focus and to meet the realities of context and resources. The exact number of issues chosen will depend on the expected duration of the Advocacy Strategy as well as the capacity and resources of the Nutrition Cluster partners. If there are many issues, it is also very useful to group them under broader themes.

The Nutrition Cluster Advocacy Strategic Framework 2016-2019 gives a good frame to prioritize issues for advocacy that fall under its identified Advocacy Goals and Objectives. The matrix below proposes additional criteria that can help you to rank and prioritize your advocacy issues.

**CHECKLIST FOR PRIORITIZING ISSUES FOR NUTRITION CLUSTER ADVOCACY**

- ◆ To help select advocacy priorities, rank potential advocacy issues identified through the Trends Window exercise against the criteria below.
- ◆ As a group brainstorm how each issue meets the different criterion and mark them accordingly.

- 3 - always or almost always meets the criterion**
- 2 - often meets the criterion**
- 1 - rarely or never meets the criterion**

- ◆ A good policy advocacy issue is one that meets most of the criteria in the matrix below and therefore scores a higher total.

Issue 1	Issue 2	Issue 3	Criteria for prioritizing issues
<i>e.g. NiE not in the government agenda</i>	<i>e.g. NiE not in the government agenda</i>		Will the issue...
3	1		<b>01 Be consistent with the Nutrition Cluster Advocacy Strategic Framework?</b>
3	1		<b>02 Fall under the Nutrition Cluster particular expertise, legitimacy and/or ability to make an important contribution?</b>
3	1		<b>03 Be supported by sound evidence?</b>
3	2		<b>04 Result in important gains on nutrition impact in emergencies?</b>
3	2		<b>05 Be achievable? (external opportunities vs availability of resources)</b>
3	3		<b>06 Help build alliances with other groups?</b>
3	3		<b>07 Build grassroots leadership?</b>
<b>21</b>	<b>14</b>		<b>TOTAL</b>

STEP  
02Advocacy goal  
& change  
objectives

## DEFINE YOUR ADVOCACY GOAL AND CHANGE OBJECTIVES

Once you have identified your advocacy problem you can define your advocacy goal and change objectives.

Your advocacy goal will be broad and formulated as a vision for change. If a policy change cannot contribute to achieving a particular goal, it is probably not an advocacy goal. Often, a goal calls for policy action as well as for public awareness-raising. In that case, an advocacy strategy can be used to bring about the necessary policy changes while a public awareness campaign can focus on changing public behaviour or norms.

Advocacy objectives contribute to the achievement of the 'bigger' goal and should be as specific as possible. Setting advocacy objectives is similar to setting programmatic objectives. Sound objectives are essential to any planning process and can bring clarity and direction to the rest of the process. The main difference is that while programmatic objectives are activity-oriented, advocacy objectives are change-oriented. They should describe the change in policy or action we are seeking to achieve (or previous gains defended).

Advocacy objectives can be both reactive and proactive. Reactive advocacy aims to stop or modify a policy. It can aim as well to protect existing policies from being changed and/or a stronger focus on more effective implementation. Proactive advocacy aims to put your issue on the agenda and get a new policy passed or implemented.

In an advocacy strategy, there could be one or more change objectives and each needs to be a SMART objective (Specific, Measurable, Achievable, Realistic and Time bound). The more focused and specific you are in describing your advocacy objectives, the change you are seeking to make happen (or previous gain defended), and who can make it happen, the better you will be able to demonstrate progress and whether the advocacy objectives are achieved or not (and why not).

## IDEAS TO HELP YOU DEFINE SMART ADVOCACY OBJECTIVES

## SPECIFIC

- ◆ Describe what is the desired policy decision or practice you are seeking to change (or defended) and who can fulfil it:
  - What change are you seeking to achieve?
    - Are you trying to defend an existing positive policy for being changed?
    - Are you trying to prevent a new policy for being passed?
    - Are you trying to get a new policy passed?
    - Are you trying to improve the implementation of an existing policy?
  - What is your proposed solution?
  - Who has the power to make it happen?

## MEASURABLE

- ◆ Be as exact as possible on the degree of change – or a quantitative measure of change – desired in the policy action (e.g. In 2016, The Ministry of Health allocates X% of the annual health budget to support the scale-up of SAM management services).
- ◆ Avoid using rhetoric or vague statements. Words like 'empower' or 'increased accountability' are vague and almost impossible to measure. Try to break them down into more clearly defined results (e.g. 'bring together' grassroots women to voice their concerns can be a good indicator to define the word 'empower'. Publishing plans and nutrition spending can define the concept of 'increased accountability'.)

## ACHIEVABLE

- ◆ Discuss if the objective is attainable by the Nutrition Cluster partners' assessment.

## REALISTIC

- ◆ Your objective should be credible.
- ◆ Realistic objectives reflect the limits of available resources -staff and funding- for advocacy.

## TIME BOUND

- ◆ Define as exact as possible by when you anticipate achieving your advocacy change objective.
- ◆ When should the objective be reached?

## BASIC ELEMENTS OF AN ADVOCACY OBJECTIVE



See the difference between Advocacy Objectives and Advocacy SMART Objectives in the examples below:

## EXAMPLE FROM THE NUTRITION CLUSTER ADVOCACY STRATEGY IN UKRAINE

<b>Problem identified</b>	Low breastfeeding rates and limited support and guidance on quality complementary feeding in the emergency response.
<b>Advocacy Goal</b>	To contribute to the prevention of death and decrease risks of acute/chronic under-nutrition among vulnerable conflict-affected children in Ukraine.
<b>Advocacy Objective</b>	Advocate with potential donors through synchronized and harmonized efforts to mobilize funds for priority IYCF-E interventions.
<b>Advocacy SMART Objective</b>	By the end of 2015, donors responding to the emergency in Ukraine have committed to nutrition and priority infant and young child feeding interventions (IYCF-E) at least 50% of the funds requested in the 2015 Ukraine Humanitarian Response Plan.

## EXAMPLE FROM THE NUTRITION CLUSTER ADVOCACY STRATEGY IN INDIA

<b>Problem identified</b>	High rates of child undernutrition in the country.
<b>Advocacy Goal</b>	Improve child nutrition in India.
<b>Advocacy Objective</b>	Advocacy for improving leadership and governance for nutrition.
<b>Advocacy SMART Objective</b>	By the end of 2015, at least X states have set up Nutrition Councils or an overarching committee to improve coordination and governance for nutrition.



STEP  
**03**

**Targets  
& allies**

**IDENTIFY YOUR TARGETS AND ALLIES**

After you have defined your advocacy goal and objectives, you will need to define who has the power to make the change you seek to achieve and how you can influence them.

Understanding the different steps in policy-making will help you to understand how different stakeholders engage in decision-making, who has the power to respond to your advocacy demands and who can support your advocacy efforts.

Generally, the policy-making process has four different and overlapping phases: agenda setting; policy development and approval; implementation; and monitoring and evaluation. Each phase can involve different players.

To find out information about the decision-making process and key stakeholders involved, you need to liaise with the stakeholders that are part of the process (note that in government these stakeholders might spread across ministries) and who are willing to engage with you. Information might be shared during Cluster meetings, the Humanitarian Country Team meetings, SUN national platform meetings, or other nutrition working groups. If not, you should proactively engage with civil servants, donors and other key actors. If your organisation is recognised as an active actor in the sector and you demonstrate your will to maintain a constructive dialogue, you should not have any problem accessing information. You should also be prepared to share information. Networking and regular participation in platforms and alliances is a good way to access and share information on a regular basis.

The following Stakeholder analysis matrix should help to interpret and analyse all of the information collected on the stakeholders and their engagement in decision-making and therefore facilitate the identification of targets and allies.

**USEFUL DEFINITIONS**

<b>STAKEHOLDER</b>	<b>Everybody who can affect or who will be affected by the change you are seeking.</b>
<b>TARGET</b>	<b>Individual decision-makers with the power to respond to your advocacy demands and to move the political process towards addressing your issue.</b>
<b>INFLUENTIALS</b>	<b>Individuals who may not have the power themselves but have some influence over your targets. Remember, influentials can use this influence for or against your case.</b>
<b>ALLIES</b>	<b>Individuals or organisations that support your case in different ways and to different degrees. These can be potential partners for your advocacy efforts.</b>

**STAKEHOLDER ANALYSIS**

- ◆ On a flip chart draw the table below.
- ◆ As a group brainstorm potential stakeholders and place each name on one post-it or card (this should be done for each single advocacy objective).
- ◆ Be as specific as possible (e.g. think individuals and departments rather than whole ministries).
- ◆ Place your stakeholders in the table below according to your perception of their influence and the degree to which they agree with your own position on the issue.
- ◆ The following questions can help your brainstorm:
  - Assessment of stakeholder's influence on the issue
    - Who has the power to make change happen?
    - Who can influence decision-makers?
    - Who are the vulnerable groups affected by the issue?
  - Assessment of stakeholder's position/attitude to the issue
    - Does the stakeholder publicly support or oppose the issue?
    - What has the previous position been on similar issues?
    - What is the stakeholder's expectation on the issue?
    - What may the stakeholder gain or lose from the success of the project?
    - What stakeholder interests conflict with your advocacy objective?
- ◆ You could review the stakeholder matrix from time to time to register if some stakeholders have moved their position since you started your plan.

Position/attitude towards your position	Influence on the issue		
	Low	Medium	High
IN FAVOUR	<p><b>These are stakeholders of high importance to the success of the project, but with low influence. You can build alliances with them for a stronger common voice.</b></p> <p>Examples might be affected communities/beneficiaries.</p>	<p><b>This could be important allies. Would be important to develop a good relationship with these stakeholders and seek support from them.</b></p> <p>Examples might be the SUN Movement, REACH, senior government officials.</p>	<p><b>Here will be your main allies/champions. Would be important to seek support from them to advance your advocacy objectives.</b></p> <p>Examples might be donors, political leaders that support your position.</p>
NEUTRAL			<p><b>Here will be the main battle ground/your main targets. You might need to persuade this groups to agree with your issue.</b></p> <p>Examples might be donors, political leaders, Ministries, Local government, Humanitarian Coordinator.</p>
AGAINST			<p><b>Here will be your main opponents. It is important to minimise their influence. You can use different tactics for it: meet with them, discuss your differences and convince them to support you or at least not actively oppose you; develop win-win solutions that meet both of your shared interests; frame the debate in your terms.</b></p> <p>Examples might be donors or political leaders that have publicly oppose your position.</p>



## KEY GLOBAL INITIATIVES AND PROCESSES

The following global initiatives and process play a major role in bringing much needed focus and investment for nutrition in all contexts and can be relevant for Nutrition Cluster advocacy.

### SUN MOVEMENT [www.scalingupnutrition.org](http://www.scalingupnutrition.org)

The Scaling Up Nutrition (SUN) Movement is a renewed effort to eliminate all forms of malnutrition, based on the principle that everyone has a right to food and good nutrition. Aiming at strengthening political commitments and accountability, the SUN Movement brings different groups together – governments, civil society, the United Nations, donors, businesses and scientists – in a collective action to improve nutrition.

Governments that join the SUN Movement appoint Focal Points with the authority and capacity to convene and engage decision-makers and experts from different sectors and organizations through multi-stakeholder platforms. They are supported at global level by stakeholder Networks representing civil society, donors, UN system and businesses. The overarching support for this Movement is provided by the SUN Movement Lead Group and by the SUN Movement Secretariat.

The SUN Movement Strategy 2016-2020 currently being finalised sets out two strategic objectives: 1) Expand and sustain an enabling political environment; and 2) Prioritise effective actions that contribute to good nutrition. Priority areas of focus and alignment with the Nutrition Cluster under those objectives include indicators such as the establishment and implementation of time-bound national nutrition targets (based on the WHA targets and the Sustainable Development Goals (SDGs)); the establishment of multi-sectoral platforms at the national and subnational level; and the establishment and implementation of costed multi-sectoral nutrition-plans.

The SUN Movement Lead Group has reiterated the need to include emergency preparedness and effective transition from emergency to development in nutrition programming. Participation in SUN platforms at both national and global level are an opportunity for the Nutrition Cluster to establish relationships with other nutrition actors, build alliances and contribute the experience of nutrition in emergencies to inform the national and global nutrition agendas ensuring that preparedness, response and transition plans are included as an essential component of costed multi-sectoral nutrition plans as they are developed in SUN countries to scale up nutrition.

### REACH APPROACH [www.reachpartnership.org/en/home](http://www.reachpartnership.org/en/home)

The Renewed Efforts Against Child Hunger and undernutrition (REACH) was established in 2008 by the Food and Agricultural Organisation (FAO), the United Nations Children's Fund (UNICEF), the World Food Programme (WFP), and the World Health Organization (WHO) to assist governments of countries with a high burden of child and maternal undernutrition to accelerate the scale-up of food and nutrition actions. The International Fund for Agricultural Development (IFAD) later joined REACH, extending an advisory role at the global level. REACH was originally meant to strengthen UN efforts towards ending poverty and hunger by 2015, the first of the eight UN Millennium Development Goals. Yet, its action spans beyond 2015 as hunger remains a problem, and nutrition issues will be given an even stronger emphasis after 2015.

The REACH has now taken on the leadership of the UN Network for SUN aiming to improve coherence of UN approaches, programmes and action in countries signatories to SUN. There are six recommended actions for the SUN UN Network at country level to undertake, including drafting of the UN nutrition strategy/agenda and the roadmap for the UN network engagement within SUN Movement which could be also an opportunity for nutrition (and other) cluster to input in crisis-affected countries.

### NUTRITION FOR GROWTH COMPACT

In 2012, the Global Nutrition for Growth Compact was endorsed by a total of 94 stakeholders, including 26 Governments addressing undernutrition, and 27 business and science organisations. The signatories to the Compact committed their political will and financial resources to work in partnership to accelerate progress towards achieving the World Health Assembly targets by 2025 and to end undernutrition within our lifetime.

As an important step towards this, the Global Nutrition for Growth Compact outlines the following targets to be achieved by 2020: Ensure that at least 500 million pregnant women and children under two are reached with effective nutrition interventions; prevent at least 20 million children under five from being stunted; save

at least 1.7m lives by reducing stunting, by increasing breastfeeding, and through the treatment of severe acute malnutrition. Finally, signatories to the Global Nutrition for Growth Compact committed to a Nutrition for Growth High Level Event during the 2016 Rio Olympics to review progress and make additional commitments.

The Nutrition Cluster is present in many countries that are signatories to the Nutrition for Growth Compact and, as such, the Nutrition Cluster could work with other nutrition actors to hold governments accountable for their commitments, ensuring that preparedness and transition are included in costed national plans to scale up nutrition. Further, the Nutrition Cluster could work with nutrition partners to influence the agenda, the outcomes and the follow up of the 2016 Rio Nutrition for Growth High Level Event, to ensure nutrition in emergencies is profiled during the meeting, including increased resources for nutrition in emergencies in identified underfunded areas such as (but not limited to) contexts of protracted crisis and low GAM levels.

### GLOBAL NUTRITION REPORT [www.globalnutritionreport.org](http://www.globalnutritionreport.org)

A major commitment from signatories to the Global Nutrition for Growth Compact was to make data readily available to citizens and stakeholders, and to track progress publicly against all commitments made. This accountability commitment resulted in the annual publication of the Global Nutrition Report. The report convenes existing processes, highlights progress in combating malnutrition and identifies gaps and proposes ways to fill them. Through this, the Report helps to guide action, build accountability and spark increased commitment for further progress towards reducing malnutrition much faster.

An Independent Expert Group is responsible for the Global Nutrition Report's data, analysis and conclusions, and is accountable for the quality and independence of its content. Their work is supported by a high-level Stakeholder Group comprising members of government, donor organisations, civil society, multilateral organisations and the business sector.

Engaging in the drafting of the Global Nutrition Report is an opportunity for the Nutrition Cluster to raise awareness about key challenges for nutrition in emergencies, including the nutritional needs of emergency affected population in new emergencies, especially in contexts of low GAM levels, reaching a wide audience and helping guide action on nutrition.

### 2030 AGENDA ON SUSTAINABLE DEVELOPMENT [www.sustainabledevelopment.un.org](http://www.sustainabledevelopment.un.org)

The increased recognition of nutrition as a maker and a marker for development has led to its inclusion at Goal and Target levels in the Sustainable Development Goals to 2030, endorsed by the UN General Assembly in September 2015. Goal 2 on Zero Hunger aims to 'End hunger, achieved food security, and improved nutrition and promote sustainable agriculture' with a specific target 2.2 to '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'.

Protracted humanitarian crises act as a barrier to sustainable development by undermining long-term recovery and resilience, and conversely, a lack of development can trigger humanitarian crises. Humanitarian assistance can be an investment in development. Unequal progress against the Millennium Development Goals and protracted emergencies highlights the need to dedicate resources in a more focused way to countries vulnerable to humanitarian crises. The SDG nutrition Goal and Targets [SDG Goal 2, Target 2.2.] presents a unique opportunity for the Nutrition Cluster to advocate for development strategies that are inclusive and benefit the most vulnerable people in the poorest and crisis-affected countries, with a strong focus on resilience and the linkages between crisis preparedness, response and recovery and development.

### WHA GLOBAL NUTRITION TARGETS

In 2012, the World Health Assembly endorsed six global nutrition targets to 2025. Since then, the global nutrition targets have been widely adopted by global initiatives, including the Scaling Up Nutrition (SUN) movement, the Global Nutrition for Growth Compact and recently the Sustainable Development Goals.

The Nutrition Cluster can work with partners at global and national level to hold governments accountable for their commitments, ensuring that nutrition policies are inclusive and benefit vulnerable people in all contexts and support crisis preparedness, response and recovery.



## WHO IS WHO IN THE HUMANITARIAN SYSTEM

**Elements of the humanitarian system, particularly issues of coordination, leadership and funding are also often targets of our advocacy. In order to advocate effectively in humanitarian contexts, it is important to understand who is responsible for what during an emergency.**

### THE EMERGENCY RELIEF COORDINATOR (ERC)

is the UN Under Secretary General for Humanitarian Affairs, and leads the Inter-Agency Standing Committee (IASC). The ERC is responsible for the oversight of all emergencies requiring United Nations humanitarian assistance. In a country affected by a disaster or conflict, the ERC may appoint a Humanitarian Coordinator (HC). The ERC ensures IASC endorsement of the Humanitarian Country proposal for Cluster activation and Cluster lead appointments.

### THE INTER-AGENCY STANDING COMMITTEE (IASC)

This is the highest-level inter-agency forum for coordination, policy development and decision-making.

Head of UN Agencies and non-UN humanitarian partners attend IASC meetings in Geneva and New York.

### THE UNITED NATIONS OFFICE FOR COORDINATION OF HUMANITARIAN AFFAIRS (OCHA)

OCHA, a department of the UN Secretariat, facilitates the work of operational agencies that deliver humanitarian assistance. OCHA provides guidance and support to the Humanitarian Coordinators and the Humanitarian Country Team in needs assessments, contingency planning and the formulation of humanitarian programmes. OCHA also facilitates inter-cluster coordination. The head of OCHA, as Emergency Relief Coordinator, chairs the Inter-Agency Standing Committee (IASC).

OCHA solicits donor support through the Consolidated Appeals Process (CAP) now known as Humanitarian Response Plan (HRP) and issues emergency appeals on behalf of countries affected by disasters. The CAP/HRP is the UN's foremost tool for coordination and strategic planning during complex emergencies. It also provides an opportunity for advocacy. The Humanitarian Coordinator and Humanitarian Country Team are responsible for preparing, implementing and reviewing the CAP. In sudden-onset disasters OCHA may issue flash appeals for a three to six-month period.

In addition, OCHA manages the UN Central Emergency Response Fund (CERF), established by the United Nations to enable agencies to jump-start relief activities and ensure more timely and reliable humanitarian assistance to victims of natural disasters and armed conflicts. The CERF is the fastest and

most effective way to support rapid humanitarian response for people affected by natural disasters and armed conflict through the UN agencies. It is funded by voluntary contributions from around the globe from Member States of the United Nations, private businesses, foundations and individuals. The CERF is intended to complement not substitute, existing humanitarian funding mechanisms.

Finally, The Common Humanitarian Fund (CHF) provides grants to UN humanitarian agencies and international and national NGOs aimed to fund activities identified by humanitarian partners through cluster as the most urgent, in line with the Humanitarian Response Plan.

### CLUSTER-LEAD AGENCY

A "cluster lead" is an agency/organization that formally commits to take on a leadership role within the international humanitarian community in a particular sector/area of activity,

to ensure adequate response and high standards of predictability, accountability & partnership. A "cluster lead" takes on the commitment to act as the "provider of last resort" in that particular sector/area of activity, where this is necessary.

### HUMANITARIAN COUNTRY TEAMS (HCT)

It is a strategic and operational decision-making and oversight forum established and led by the Humanitarian Coordinator. It is formed by representatives from UN humanitarian agencies, international NGOs and the Red Cross/Red Crescent Movement. UN agencies that are also designated Cluster leads represent the Clusters as well as their respective organizations. The HCT is responsible for agreeing on common strategic issues related to humanitarian action in discussion with the national government who retains the primary role in the initiation, organization, coordination, and implementation of humanitarian assistance within its territory.

### HUMANITARIAN COORDINATOR (HC)

The Humanitarian Coordinator is the most senior United Nations official in a country experiencing a humanitarian emergency. Appointed by the UN Emergency Relief Coordinator, he/she is responsible for the delivery of coordinated support to the national authorities across all sectors. He/she has a central role in liaison with national authorities, UN Agencies and donors, advocating for the priorities set out by the Humanitarian Country Team. The Humanitarian Coordinator is responsible for assessing whether or not an international response to a crisis is warranted and for ensuring the humanitarian response efforts, if needed, are well organised. He/she leads the HCT in deciding the most appropriate coordination solutions for their country, taking into account the local situation, including agreement on which Clusters to establish, and which organizations are to lead them.



## BUILDING ALLIANCES FOR A STRONGER ADVOCACY VOICE

Decision-makers (our key advocacy targets) tend to receive many different requests and are unable to address all issues (which may even be conflicting). Working in partnerships is generally a key to success. By introducing our advocacy objectives to potentially powerful groups, we can also increase our sources of power. The greater, the more powerful and more united a group of advocates is, and the better they are able to agree and proposed a clear solution, the higher the likelihood of success.

The Nutrition Cluster already involves many organisations with shared interests. The Stakeholder analysis exercise will help you identify other individuals or organisations that could also support the advocacy objectives of the Nutrition Cluster.

At the global level the Nutrition Cluster can seek to gain support from key nutrition actors and other initiatives such as the SUN Movement, REACH, Global Nutrition Report, etc. Potential allies at the national level can include other clusters (WASH, Health, Food Security, etc.), national civil society organisation working locally on nutrition, community-based organisations, nutritionists or health workers, journalists and academics. By involving people affected by the issue on which we are advocating, we can ensure that the right demands are made. Additional support can also be a source of legitimacy, credibility and accountability which can strengthen our advocacy. When involving a range of stakeholders, it is important to be clear about the advocacy issue being proposed as the focus for the alliance and to have clear processes in place to ensure that different voices and priorities are heard as appropriate.



STEP  
04Key  
messages

## DEVELOP YOUR KEY MESSAGES

You need to develop few core messages which clearly summarises your position and the change you are seeking to achieve. This will then guide the development of more specific, tailored messages that will be addressed at different audiences.

Advocacy messages should be:

- ◆ **Clear and direct: use precise language and active verbs;**
- ◆ **Simple: make sure your message is clearly understood for non-technical audiences. Avoid the use of technical language and acronyms;**
- ◆ **Evidence-based: build on your experiences and programmes;**
- ◆ **Action-oriented: suggest solutions and provide a concrete 'ask' to the target audience.**

## CORE MESSAGES COULD FOLLOW THIS STRUCTURE:

## STATEMENT + EVIDENCE + EXAMPLE + ACTION DESIRED

THE STATEMENT IS THE CENTRAL IDEA OF THE MESSAGE. THE ANALYSIS OF THE PROBLEM.

THE EVIDENCE SUPPORTS THE STATEMENT. FACTS AND FIGURES USING TAILORED LANGUAGE FOR CLEAR COMMUNICATION.

AN EXAMPLE ADDS A HUMAN FACE WHEN COMMUNICATING THAT MESSAGE.

THE ACTION DESIRED IS THE SOLUTION, OR PARTIAL SOLUTION TO THE PROBLEM. IT IS YOUR POLICY ASK.

## THE USE OF EVIDENCE

Effective use of good data is essential to credible and impactful messaging to influence decision-makers. It is important to use evidence carefully and ensure you always know your sources and you use always credible sources.

There is good external and credible sources of information you could use to back up your arguments including:

- ◆ **The Lancet Series on Maternal and Child Nutrition 2008 and 2013.** The first Lancet Series on Nutrition, published in 2008 brought evidence on the critical role of early nutrition in the health of children. The publication and recommendations given on the Lancet Series stimulated tremendous increase in political commitment for the reduction of undernutrition at the global and national level. The main outcome being the Scaling up Nutrition (SUN) Movement. The 2013 Lancet Series on Nutrition re-evaluates the problems of maternal and child undernutrition and also assesses national progress in nutrition programmes and international actions consistent with previous recommendations.

- ◆ **WHA Global Nutrition Targets policy briefs.**

Following the endorsement in 2012 of six Global Nutrition targets for 2025, the World Health Assembly produced briefing papers on each target describing the scale of the problem and recommendations to support action at the national level.

- ◆ **UNICEF-WHO-The World Bank: Joint child malnutrition estimates.** Updated annually these estimates provide information on global, regional and national prevalence and numbers for child stunting, underweight, overweight, wasting, and severe wasting.

- ◆ **The Global Nutrition Report.** A report on the world's nutrition and on efforts to improve it. It assesses countries' progress in meeting the World Health Assembly global nutrition targets and commitments made at the Nutrition for Growth summit in 2013.

- ◆ **Countdown to 2015**

is a global, multi-disciplinary, multi-institutional collaboration of academics, governments, international agencies, health-care professional associations, donors, and non-governmental organizations, with The Lancet as a key partner. Countdown used country-specific data to stimulate and support country progress towards achieving the health-related Millennium Development Goals (MDGs).

- ◆ **Aid for Nutrition Series, ACF International.**

A series of reports mapping official development assistance (ODA) for tackling undernutrition from key bilateral, multilateral and private donors.

- ◆ **Country specific nutrition assessment reports.**

Countries conduct various nutrition related surveys (e.g. Demographic Health Surveys, Multiple Indicator Cluster Surveys, SMART Surveys, as well as other specific Micronutrient and IYCF surveys) that can assist in availing context specific data and, in conjunction with the global level benchmark, can be used to support arguments for policy change/implementation.

GLOBAL NUTRITION REPORT: ACCESSIBLE EVIDENCE TO INFLUENCE  
CHANGE AND EFFECTIVE IMPLEMENTATION OF POLICIES

The Global Nutrition report presents credible evidence in a clear, simple and effective way to attract the attention of policy-makers. Below there is an example of a powerful advocacy message taken from the executive summary of the 2015 Global Nutrition Report:

## STATEMENT + EVIDENCE + EXAMPLE + ACTION DESIRED

Malnutrition is a problem of staggering size—large enough to threaten the world's sustainable development ambitions.

Malnutrition affects all countries and one in three people on the planet. Nearly half of all countries face multiple serious burdens of malnutrition such as poor child growth, micronutrient deficiency, and adult overweight.

Malnutrition takes many forms: children and adults who are skin and bone, children who do not grow properly, people who suffer because their diets are imbalanced, and people who are obese or suffer from nutrition-related non-communicable diseases.

More governments at all income levels need to make their nutrition budget allocations more transparent. One example of how to do so is provided by the 30 Scaling Up Nutrition (SUN) member countries that have been working to identify and quantify nutrition allocations in their overall budgets.

**VITAMIN AND MINERAL DEFICIENCY.  
A GLOBAL DAMAGE ASSESSMENT REPORT**

**This paper, produced by UNICEF and Micronutrient Initiative is also a good example of an advocacy report that translates complex technical issues into clear and accessible messages to influence policy change.**

**STATEMENT + EVIDENCE + EXAMPLE + ACTION DESIRED**

Vitamin and mineral deficiencies affect a third of the world's people – debilitating minds, bodies, energies, and the economic prospects of nations.

Iron deficiency in adults is so widespread that it is lowering the energies of nations and the productivity of workforces – with estimated losses of up to 2% of GDP in the worst affected countries.

“Vitamin and mineral deficiencies,” says the World Bank “impose high economic costs on virtually every developing nation.”

Despite the achievements, the fact remains that few nations have moved decisively against VMD. Action against VMD will therefore have to move onto a new level. The solutions are: fortification; supplementation; education, and disease control.

**Other examples of advocacy messages**

**How fit are they for purpose?**

**Underfinancing of IMAM services is severely restricting nutrition service implementation in the country.** (Nutrition Cluster Advocacy Strategy Afghanistan)

**It clearly communicates on the problem** (restricted nutrition services) **and the action to be taken** (increase funding). **Some figures on the scale of the problem and the levels of funding could help to visualize the problem. It is also important to use clear language and avoid the use of acronyms.**

**The fundamental means of preventing malnutrition and mortality among infants and young children is to ensure their appropriate feeding and care. Estimated 87,000 children aged 0-23 months affected by the conflict in Ukraine are currently in need of the IYCF-E support. Stop donations and general distribution of BMS.** (Nutrition Cluster Advocacy Strategy Ukraine)

**The message clearly explains the scale of the problem and its solution** (stop donations). **It is important to avoid the use of acronyms and jargon (IYCF-E, BMS). Using clear language to explain what IYCF-E support means could help better communicate our message to decision-makers** (e.g. There are 87,000 children aged 0-23 months affected by the conflict. Babies and infants have specific nutritional needs that must be taken into account when planning a nutrition response. Donations and blanket distribution of breast milk substitutes in emergency contexts can put infant nutrition at risk and must be stopped).

**IYCF-E is about simple actions, but these actions count – when taken at the right time, they can save lives.**

**You could add power to this already strong message by avoiding the use of acronyms** (e.g. Attending to the specific nutrition and care needs of infants and young children in emergencies is about simple actions, but these actions count - taken at the right time, they can save lives).

**STEP  
05  
Opportunities  
for advocacy**

**IDENTIFY OPPORTUNITIES FOR ADVOCACY**

Once your messages are defined, the success of your work will largely depend on your ability to be in the right place, at the right time and to be talking to the right people. There is no point in conducting research or publishing a briefing paper if the strategic process you would like to influence is already at a stage where it cannot be changed.

Therefore, it is crucial to identify opportunities and have the best understanding of the process, places, timing and actors involved. You can develop an annual Advocacy calendar flagging key meetings and conferences that offer a good opportunity to present your advocacy messages, raise awareness, talk to relevant stakeholders and create alliances.

Engaging with different opportunities requires time, energy and resources. To make the most of the opportunities it is important to have a clear idea of what you want to achieve with each of them. This will help to prioritize the opportunities that have the best potential for advancing your advocacy issue.

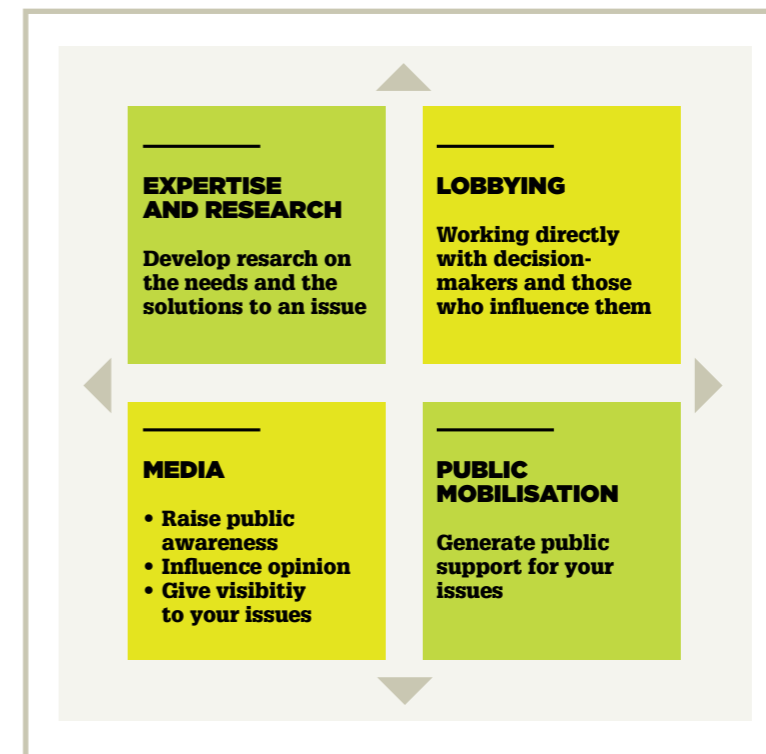
**DEFINE YOUR ADVOCACY TACTICS**

Once targets, times and places to deliver the advocacy messages have been defined, you need to decide how you will influence your targets.

Many different actions can be taken to influence your targets. In fact, advocacy is often most effective when delivered in a variety of ways which complement and reinforce each other. You need to decide which would be the best tactic or combination of tactics to use to influence taking into account different criteria such as your audience, context, capacity and budget.

The tactics matrix below represent the four main categories in which advocacy tactics can be grouped. Specific advocacy activities under each category are explained in detail in the next section.

**STEP  
06  
Advocacy  
tactics**



## SECTION 02 IMPLEMENTING AN ADVOCACY STRATEGY

This section looks in detail and gives examples on some key activities you can use to promote your advocacy messages. The development of annual advocacy plans and advocacy budgets are also discussed in this section.

### 01 ADVOCACY ACTIVITIES

Advocacy activities explained in this section are not only specific to advocacy. Communication and media tools are used to share information and knowledge and they can also be very effective to advance advocacy objectives. Similarly, research helps to advance human knowledge on specific issues while also can be used to support advocacy messages and inform social change. Specific activities are relevant for advocacy when they are part of a strategic and coordinated process to influence policy and practice.

#### EXPERTISE AND RESEARCH

### Research

<b>OBJECTIVES</b>	Based on the Nutrition Cluster expertise and experience on the ground, research work aims to provide credible evidence on the problem, its causes and solutions to back advocacy messages and influence decision-makers.
<b>TARGETS</b>	<ul style="list-style-type: none"> <li>◆ Decision-makers and influencers (national authorities, donors...)</li> <li>◆ Other relevant stakeholders (civil society organisations, UN Agencies, academia...)</li> <li>◆ Journalists</li> </ul>
<b>FORMAT</b>	<p>The final results can be presented in different ways:</p> <ul style="list-style-type: none"> <li>◆ <b>Position paper:</b> short paper to present the Nutrition Cluster's position on a particular issue.</li> <li>◆ <b>Policy report:</b> longer paper to present the Nutrition Cluster's evidence and analysis on a particular issue and recommendations for policy makers.</li> <li>◆ <b>Policy briefing:</b> shorter paper to summarise the key messages and recommendation of a policy report. It is important to use an easy to read format with key messages at the start for busy policy-makers.</li> </ul>
<b>TIPS</b>	<ul style="list-style-type: none"> <li>◆ Research papers are the backbone for advocacy as they define the key messages and recommendations that guide advocacy efforts. They underpin the legitimacy of the Nutrition Cluster advocacy ensuring it is evidence-based.</li> <li>◆ It is important to ensure your evidence is always based on credible and trusted sources.</li> <li>◆ Clear messages and specific recommendations are key for effective advocacy.</li> <li>◆ Research papers need to be carefully planned. They should be launched at an appropriate time in the decision-making process (e.g. in advance of a specific conference or meeting) and be targeted to specific decision-makers.</li> <li>◆ They must be disseminated strategically ensuring they reach your target audience. You can upload them to your organisation's website and issue a press release to inform journalists about it. You can also send hard copies to key targets with a cover letter, asking for a follow-up meeting to present your key messages and recommendations.</li> </ul>
<b>EXAMPLE</b>	<ul style="list-style-type: none"> <li>◆ <b>Position paper:</b> Joint Statement From the Nutrition Cluster on Breastfeeding and Breast-milk Substitutes</li> <li>◆ <b>Policy report:</b> Aid for nutrition. Can investment to scale up nutrition be adequately tracked? ACF International 2012</li> </ul>

#### LOBBYING

### Face-to-face meetings with decision-makers and influencers

<b>OBJECTIVES</b>	To present your position to key players and influencers who can help to bring about change.
<b>TARGETS</b>	Identified decision-makers and influencers as per the Stakeholder Analysis in your advocacy strategy (e.g. the Humanitarian Country Team of the Humanitarian Coordinator, government line ministry for Nutrition, etc.)
<b>FORMAT</b>	<ul style="list-style-type: none"> <li>◆ Generally meetings with decision-makers should be asked for formally by one or several organisations.</li> <li>◆ During the meeting be propositional rather than oppositional to the extent possible.</li> </ul>
<b>TIPS</b>	<ul style="list-style-type: none"> <li>◆ Good preparation for the meeting is essential. Prepare a clear agenda, priorities and talking points for the meeting. If you are attending with other partners, meet ahead of the meeting to agree your key points.</li> <li>◆ The launch of a policy paper can be a good opportunity to organise a meeting with key decision-makers. You can also request a meeting ahead of an international/national event.</li> <li>◆ You can bring to the meeting a policy paper or other documents you might have to support your arguments to leave at the end of the meeting.</li> <li>◆ Share information, help your target: can you provide them with information that is not easily accessible to them?</li> <li>◆ Don't expect to achieve change in one meeting. Effective lobbying implies maintaining regular contact with decision-makers and their staff.</li> </ul>

### Participation in coordination and working groups

<b>OBJECTIVES</b>	To establish relationships with other stakeholders based on common interest for information sharing and alliance building.
<b>TARGETS</b>	<ul style="list-style-type: none"> <li>◆ Decision-makers</li> <li>◆ UN Agencies</li> <li>◆ INGOS</li> <li>◆ local NGOs.</li> </ul>
<b>FORMAT</b>	<p>Different groups and coordination meetings could include:</p> <ul style="list-style-type: none"> <li>◆ Ministerial or interdepartmental working groups</li> <li>◆ Inter-cluster coordination meetings</li> <li>◆ Sectoral coordination meetings</li> <li>◆ SUN national multi-stakeholder platforms</li> <li>◆ Nutrition cluster meetings and working groups</li> </ul>
<b>TIPS</b>	<ul style="list-style-type: none"> <li>◆ Be proactive, contribute to the discussion and be ready to share information instead of just receiving information.</li> <li>◆ Prepare ahead of time the position of the Nutrition Cluster on the specific issue being discussed.</li> <li>◆ Participation and proactive engagement in these meetings can be very time consuming; make sure you participate in the most relevant meetings and that these are forums where strategic decisions are taken.</li> </ul>

### Organise a side-event during a key forum

<b>OBJECTIVES</b>	To bring your position and recommendations on an issue to a key forum (e.g. a conference or a summit) and influence a decision-making process. [You might also be invited to present as a member of a plenary panel on a given topic during a conference or a summit].
<b>TARGETS</b>	<ul style="list-style-type: none"> <li>◆ Decision-makers and influencers (governments, donors, UN Agencies, Civils Society Organisations)</li> <li>◆ Journalists</li> </ul>



<b>FORMAT</b>	<ul style="list-style-type: none"> <li>◆ Several experts should speak during the side-event, with a clear division of the subject areas to avoid repetition.</li> <li>◆ Invite decision-makers to the event and allow time for discussion so everyone has a chance to contribute or react to the presentations.</li> <li>◆ If possible you can also invite beneficiaries or population affected to present their views during the side-event.</li> </ul>
<b>TIPS</b>	<ul style="list-style-type: none"> <li>◆ Joint organisation of a side-event with high level decision-makers and influencers (a minister, a member of parliament ...), or inviting them to the roundtable will enhance its impact.</li> <li>◆ You can invite journalists to the event for better media coverage.</li> <li>◆ Side-events are also a good opportunity to disseminate reports and build alliances.</li> <li>◆ Before or during a summit, it might be difficult to mobilise high-level decision-makers to attend your event. Plan your event well in advance to secure participation of key decision-makers and influencers and think of arious alternatives for speakers in case someone is not available.</li> </ul>
<b>EXAMPLE</b>	<ul style="list-style-type: none"> <li>◆ During the SUN Global Gathering in Milan in October 2015, the Global Nutrition Cluster Coordinator was invited to present at the SUN UN network side meeting. This was a great opportunity to further engage with SUN actors and present the views of the Nutrition Cluster on common areas of interest. After this event the Global Nutrition Cluster Coordinator was invited to contribute to discussions of the SUN UN Network road map. Further, the Global Nutrition Cluster Coordinator established a relationship with the SUN Secretariat and organised a call the SUN Secretariat and the Country Cluster Coordinators in order to discuss ways of working with the SUN Movement at country level.</li> </ul>

**MEDIA**

<h2>Dissemination of a press release</h2>	
<b>OBJECTIVES</b>	<p>A press release is a major media tool that can help you improve visibility for your issue. A press release can serve several objectives:</p> <ul style="list-style-type: none"> <li>◆ To react to a news story.</li> <li>◆ To inform media agencies about the launch of a new report, campaign or project.</li> <li>◆ To influence the agenda of a negotiation or the position of key actors ahead of a conference.</li> <li>◆ To improve visibility of a message or activity with the public and decision-makers.</li> </ul> <p>Ultimately, the goal of a press release is to secure an interview or to be quoted by the media.</p>
<b>TARGETS</b>	<ul style="list-style-type: none"> <li>◆ Decision-makers and influencers (government authorities, donors ...)</li> <li>◆ Journalists</li> <li>◆ General public</li> </ul>
<b>FORMAT</b>	<ul style="list-style-type: none"> <li>◆ A press release should be kept to one page.</li> <li>◆ Be clear with the message you want to convey: identify 3-4 clear and specific messages.</li> <li>◆ Bear in mind the reader might not be familiar with the topic: keep it clear and simple. Use active verbs and short sentences. Avoid technical language, jargon and abbreviations.</li> <li>◆ Use quotes from an identified spokesperson which can be used directly by journalists.</li> <li>◆ Include clear recommendations and calls for action.</li> <li>◆ Add brief background information in a 'Notes to Editors' section if necessary.</li> </ul>
<b>TIPS</b>	<ul style="list-style-type: none"> <li>◆ Make the content relevant and interesting to gain the attention of the journalists.</li> <li>◆ It is important to submit press releases punctually so journalists can include them within their editorial timelines.</li> <li>◆ If the press release is picked up by a media agency, you have limited control on how they will use it. It is therefore important that the content is clear so that your message cannot be misinterpreted.</li> <li>◆ Remember that writing a press release is not a means to an end. It will only be successful if it leads to an interview or is quoted by the media!</li> <li>◆ You can ask the CLA or the cluster partners' organisation's Communication Department to support your media work.</li> </ul>
<b>EXAMPLE</b>	<ul style="list-style-type: none"> <li>◆ <b>Children and families at risk in Ethiopia due to failure of rains.</b> World Vision International, 19 October 2015. <a href="http://www.wvi.org/ethiopia/pressrelease/millions-children-and-their-families-risk-ethiopia-due-failure-rains">www.wvi.org/ethiopia/pressrelease/millions-children-and-their-families-risk-ethiopia-due-failure-rains</a></li> <li>◆ <b>Launch of the national nutrition guidelines.</b> Nutrition Cluster Philippines, 5 November 2015. <a href="http://www.nnc.gov.ph/39-featured-articles/1321-nnc-participates-in-launch-of-national-guidelines-for-the-management-of-acute-malnutrition-among-children-under-5">www.nnc.gov.ph/39-featured-articles/1321-nnc-participates-in-launch-of-national-guidelines-for-the-management-of-acute-malnutrition-among-children-under-5</a></li> </ul>

<h2>Media interview</h2>	
<b>OBJECTIVES</b>	Media interviews provide an opportunity to convey an organizational message, share information and respond to current events.
<b>TARGETS</b>	<ul style="list-style-type: none"> <li>◆ Decision-makers and influencers</li> <li>◆ General public</li> </ul>
<b>FORMAT</b>	<ul style="list-style-type: none"> <li>◆ There are two types of TV and radio interview; <b>pre-recorded and live</b>. Pre-recorded interviews are the most common. Although they may take longer, only very short pieces will be used: a TV clip could be as short as 10 to 20 seconds; or up to three minutes for radio.</li> <li>◆ <b>For newspaper interviews</b>, if the journalist wants more than the press release, you will be interviewed face-to-face or over the phone before a feature or news article is written.</li> </ul>
<b>TIPS</b>	<p>Interviews can be a powerful way to disseminate your messages to a large audience. Yet, it can be a daunting process and it is important to prepare well ahead of a media interview to build your confidence and get a great cover.</p> <p><b>To prepare the interview:</b></p> <ul style="list-style-type: none"> <li>◆ If you are asked to give an interview, get as much background information as possible by asking the following questions: What is the subject? (Ask for an outline and the main questions or topics the interview will cover). How long will the interview be? Will it be a live or recorded interview? Is it a one-to-one interview or a group discussion? If it's the latter who else will participate and what are they likely to say?</li> <li>◆ Once you got as much information as possible about the interview, write down your three key messages – these should be the three most important things you want to communicate.</li> <li>◆ To represent the collective cluster in the interview, it is crucial to consult and agree key messages with the cluster partners. It is important to follow agreed protocols to ensure the collective cluster view is represented in the media (discuss with the Cluster Lead Agency if/as needed).</li> <li>◆ Be prepared for obvious questions. For example, what is the Nutrition Cluster? What is an emergency response? Why are you here?</li> <li>◆ Anticipate difficult questions. Write down the arguments that might be made against your points and prepare answers. Think of answers that will help you make your point.</li> <li>◆ Practise out loud – this will help you feel prepared and build your confidence.</li> </ul> <p><b>During the interview:</b></p> <ul style="list-style-type: none"> <li>◆ Remember to say your three key messages. The interview will only be short so you need to get your key points across as early as possible. When you are asked a question try to answer in a way that brings the conversation back to your key points.</li> <li>◆ Do not use jargon or too many facts and figures. Use simple words to paint a picture and express feeling. You are a campaigner because you care about the issues. Make sure your passion and enthusiasm come across too.</li> <li>◆ Connect with the listener; identify local examples and refer to real life situations.</li> <li>◆ If you don't know the answer to a question then say so, don't pretend. Steer you answer back to your key point by saying "I'm not sure about that but what I am certain about is etc."</li> </ul>
<b>EXAMPLE</b>	<ul style="list-style-type: none"> <li>◆ <a href="http://www.actionagainsthunger.org.uk/blog/bbc-world-news-saul-guerrero">www.actionagainsthunger.org.uk/blog/bbc-world-news-saul-guerrero</a></li> </ul>

## Social media

<b>OBJECTIVES</b>	Social media helps amplify advocacy efforts by potentially reaching more people, in more places, faster than ever before. The purpose of using social media for advocacy is to galvanize supporters to take action.
<b>TARGETS</b>	<ul style="list-style-type: none"> <li>◆ Decision-makers and influencers</li> <li>◆ General public</li> </ul>
<b>FORMAT</b>	The partners' organisation website/Facebook/twitter pages will be their central social media platform. Then, you will choose the combination of social media tools that will be most likely to help you communicate with and engage supporters and potential supporters (i.e. twitter, facebook, ...)
<b>TIPS</b>	<ul style="list-style-type: none"> <li>◆ To use social media effectively, you should have a clear plan in mind of who your audience is and what results you hope to gain from your efforts.</li> <li>◆ Some advantages of using social media include: low (or no) hard costs for set-up; potentially wide reach; quick/instantaneous sharing of messages; and new opportunities to listen, engage, and monitor your progress.</li> <li>◆ Social media is a conversation, not a monologue. You can use it to talk to others about what they're doing, and see how your efforts can fit into or shape what's already happening</li> </ul>
<b>EXAMPLE</b>	◆ <a href="https://twitter.com/unicef">twitter.com/unicef</a>

## Writing a blog

<b>OBJECTIVES</b>	Commenting on blogs is a quick way to express your view and raise awareness about your issue.
<b>TARGETS</b>	<ul style="list-style-type: none"> <li>◆ Decision-makers and influencers</li> <li>◆ General public</li> </ul>
<b>FORMAT</b>	<ul style="list-style-type: none"> <li>◆ Blogs should be interesting and fun. Nobody has to listen to you, so if you post boring content they will stop listening.</li> <li>◆ Write in the first person, use clear language and add anecdotes and analogies that can help get your point across.</li> </ul>
<b>TIPS</b>	<ul style="list-style-type: none"> <li>◆ Be transparent, always identify yourself and your sources of information as appropriate.</li> <li>◆ Be smart, don't reveal confidential information. Find out if your organisation has a social media or blogging policy and be sure to follow those guidelines. You should also discuss the overall policy for blogging with cluster partners and the Cluster Lead Agency.</li> <li>◆ Be accurate, know the facts; be clear in stating them; avoid jargon and technical language.</li> <li>◆ Be action-oriented – provide links to interesting stuff (articles, resources, photos, videos, action alerts, campaigns) that helps move the conversation forward. You can link to resources from your organisation's website or from the Nutrition Cluster's website.</li> <li>◆ Writing blogs should be part of your social media strategy. After posting your comment, you can share the blog post or news story on other social media like Facebook and Twitter, to help expand its reach. You can also use twitter to send a message about your issues to your local/national politician via his/her Twitter account.</li> <li>◆ To be effective you will need to maintain a regular presence on social media. For example, you can write a blog about the launch of a policy paper; a blog ahead or after a key event to discuss the outcome; or a blog about the nutrition situation in your country of intervention.</li> </ul>
<b>EXAMPLE</b>	<ul style="list-style-type: none"> <li>◆ <b>Ending malnutrition in fragile states, a response to the launch of the Global Nutrition Report.</b> International Rescue Committee, 23 September 2015. <a href="http://www.rescue.org/blog/ending-malnutrition-frontlines-fragile-states">www.rescue.org/blog/ending-malnutrition-frontlines-fragile-states</a></li> <li>◆ <b>Refugee children on the move in Europe.</b> UNICEF, 19 November 2015 <a href="http://blogs.unicef.org/blog/what-you-need-to-know-about-children-on-the-move-in-europe/">blogs.unicef.org/blog/what-you-need-to-know-about-children-on-the-move-in-europe/</a></li> </ul>

## PUBLIC MOBILISATION

### Disseminate a petition

<b>OBJECTIVES</b>	To use public support to strengthen your position and reflect the importance of your issue. Public mobilisation is the last resource for advocacy. It is resource-intense and you need to ensure a good supporter base to have some impact.
<b>TARGETS</b>	<ul style="list-style-type: none"> <li>◆ Decision-makers and influencers</li> <li>◆ General public</li> </ul>
<b>FORMAT</b>	<ul style="list-style-type: none"> <li>◆ A petition generally includes an informative part to summarise why it is important to have public support for an issue and to present the proposed solutions. A specific action is then proposed to the public.</li> <li>◆ Petition can come in many different formats: cards, online petitions, mobile messages ...</li> </ul>
<b>TIPS</b>	<ul style="list-style-type: none"> <li>◆ Mobilising the public around a key event (global conference, summit) can help maximise the potential for success.</li> <li>◆ Develop different tools to distribute the petition (web banners, blogs, social media, and stunts during a global conference...).</li> <li>◆ In the same way as working with the media, international days are good occasions to organise awareness-raising events to mobilise the general public to support your petition.</li> <li>◆ It is important to gather a significant number of supporters to be able to have an impact. You need to have a strong supporter base and networks to gather a minimum critical mass to demonstrate some impact.</li> <li>◆ Don't expect to achieve change in one meeting. Effective lobbying implies maintaining regular contact with decision-makers and their staff.</li> </ul>
<b>EXAMPLE</b>	◆ <b>Petition launched by Generation Nutrition</b> - a civil society campaign – calling for a specific target to combat acute malnutrition in the Sustainable Development Goals. <a href="http://www.generation-nutrition.org/en/content/take-action">www.generation-nutrition.org/en/content/take-action</a>

### Organise an exhibition/event

<b>OBJECTIVES</b>	Organising an exhibition or an event can help the dual purpose of mobilising the general public around your issue whilst also generating interest from the media that could write about your event for increased public awareness.
<b>TARGETS</b>	<ul style="list-style-type: none"> <li>◆ Decision-makers</li> <li>◆ General public</li> <li>◆ Journalists</li> </ul>
<b>FORMAT</b>	Events can vary considerably depending on their goals, the issue and your capacity to organise it. Some examples include: photo exhibitions, displaying a documentary or a film.
<b>TIPS</b>	<ul style="list-style-type: none"> <li>◆ The exhibition, film or activities should depict the situation you are denouncing. The visual component of the event can be very strong.</li> <li>◆ The event can be followed by a discussion/debate with participants and you can distribute a report or other relevant material during the event.</li> <li>◆ You can invite your targets to the event (Ministry of Health, Ministry of Finance ...)</li> <li>◆ These activities need significant advance planning, and quite often require dedicated budgets and human resources both before and during the event.</li> </ul>

**02 ADVOCACY ACTION PLAN AND BUDGET**

Once you have defined your advocacy strategy, you will need to agree detailed advocacy activities as part of your annual planning process to promote your advocacy messages and advance your advocacy objectives.

Your annual advocacy plan should be written in a detailed manner in order to give a clear picture of the advocacy activities planned for the year, when they will occur, the lead person(s) and the estimated budget for each activity so you can also develop your annual advocacy budget.

**HOW MUCH DOES ADVOCACY COST?**

**EXAMPLES OF ADVOCACY COSTS**

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**STAFFING** : You will need staff to lead on the development of policy papers and advocacy activities. Human resources would be probably your most important budget line for advocacy.

**TRAVEL** : To cover the cost of flights, accommodation and per diems to participate in key meetings, conferences and events.

**PUBLICATIONS** : In addition to the staffing cost you will need to allocate resources for the design, translation and dissemination of documents. You might also need additional support from consultants.

**SIDE-EVENTS** : Costs to organise a side-event can include: hiring a venue, staff travel and accommodation, travel and accommodation for invited panellist (including visas), refreshments for participants.

**NETWORKING** : Cost can include coalition membership's costs as well as travel to attend conferences and meetings.

**FUNDING YOUR ADVOCACY WORK**

Human resources would probably be your most important advocacy line to develop and implement advocacy. When establishing your organisational budget for advocacy you will need to bear this in mind and any other advocacy cost you might need to cover advocacy activities. If you need to raise additional funds, you will need to identify which donors are likely to fund advocacy, in which sectors and which countries.

The Global Nutrition Cluster Fundraising Strategy (available at [www.nutritioncluster.net](http://www.nutritioncluster.net)) provides a summary on donor strategies. Further, you can also analyse and review the key documents that shape donor strategies for humanitarian and development assistance for any reference to advocacy in such documents. By doing this, you can gain a sense of the key sectors and advocacy activities a donor is likely to finance.

Once you have identified the key donors that are likely to fund your advocacy activities it is important to include advocacy as part of your funding proposals to such donors.

**EXAMPLE OF DONORS INTERESTED IN FUNDING ADVOCACY**

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**In 2014 and 2015 ACF International analysed priority areas for advocacy from key donors. An analysis of key documents from ECHO and DEVCO shown the following:**

**ECHO** : Advocacy is part of ECHO's general strategy, which aims at supporting "advocacy for the humanitarian principles and actions including among the donor community, international organizations and other partners". The main sectors for which ECHO finances advocacy are humanitarian principles, health and nutrition.

**DEVCO** : DEVCO. DEVCO is willing to support advocacy activities that contribute to empower local civil society and to enhance their contribution to governance and development processes. One of the indicators used by DEVCO to evaluate advocacy projects is 'the number of CSOs trained for advocacy'. Further, DEVCO strongly supports advocacy to promote democratization and strengthen respect for human rights, especially women and children rights. Other sectors of interest are nutrition and food and nutrition security.

**SECTION 03  
GUIDANCE FOR MONITORING, LEARNING,  
ACCOUNTABILITY AND EVALUATION**

The periodic monitoring of advocacy activities is essential for evaluation and assessment of progress towards the achievement of advocacy objectives and for ensuring that lessons learnt are captured to inform future advocacy planning and work. Effective advocacy monitoring, evaluation and learning also helps increase accountability among cluster partners and to different stakeholders and informs accountability standards.

**MONITORING** is the systematic and routine collection of information from advocacy activities for three main reasons:

- 01 | To have internal and external accountability of the resources and the results obtained**
- 02 | To take informed decision on the direction of future work**
- 03 | To learn from experience to improve practices and activities in the future.**

**ADVOCACY ACTIVITIES TRACKER**

- ◆ The following template can help you to keep records of key advocacy activities to support evaluation of advocacy work.
- ◆ Planned activities, travel, and events can be entered as bullet points in the appropriate month.
- ◆ Take some time to add comments on the progress achieved with each activity. This will help in the evaluation of advocacy progress.
- ◆ Keep the Activities tracker regularly updated.

Month	Activity <small>Date + brief description + link to relevant documents</small>	Additional comments <small>What progress have you achieved with the activity? What are the next steps?</small>
<b>JANUARY</b>	<i>E.g. 15 January - meeting with Humanitarian Coordinator to discuss the importance of nutrition in humanitarian response</i>	<i>Humanitarian Coordinator agrees to look into nutrition indicators beyond GAM to assess the nutritional needs [to follow up]</i>
<b>FEBRUARY</b>		
<b>MARCH</b>		
...		



Evaluation is about analysing the data gathered through regular monitoring to assess progress towards advocacy goals and objectives over an agreed period of time (i.e. annually, mid-term evaluation of the Advocacy Strategic Framework, end of the Advocacy Strategic Framework...). Advocacy evaluation focuses on whether advocacy strategies achieved their change goals and objectives - change in policies, funding, processes- rather than extending to impacts such as whether crisis affected populations are better off as a result of advocacy.

Yet, changes in policy and practice can sometimes take years to achieve. To be able to assess the effectiveness of your advocacy work, it is therefore equally relevant to capture important progress along the way that brings you closer to achieve your advocacy change goals and objectives. Increased organisational capacity to deliver strategic advocacy; support from new partners to your advocacy position; new advocacy champions to promote your advocacy messages; and progress throughout the decision-making progress are useful indicators to assess positive steps towards changes in policy and practice.

The Nutrition Cluster Advocacy Strategic Framework 2016-2019 includes the following indicators to support monitoring and evaluation of advocacy:

Results		Indicators
<b>Policy/practice change</b>	(As per Advocacy Results in the Nutrition Cluster Advocacy Strategic Framework 2016-2019)	New policy proposal developed; policies formally established; positive policies protected; negative policy proposals blocked; funding levels increased/sustained for policies and programmes; policies implemented in accordance with requirements.
<b>Significant steps towards policy/practice change</b>	Partnerships or alliances	Policy agenda alignment with partners; representation of Nutrition Cluster issues in appropriate platforms at global and national levels (e.g. SUN Movement; Global Nutrition Report).
	Advocacy champions	Key individuals/influencers who adopt and support a Nutrition Cluster issue or position.
	Political will	Citations of Cluster positions/messages by decision-makers in policy debates; government officials/key stakeholders publicly supporting the advocacy effort.
	Strengthened Nutrition Cluster advocacy capacities	Advocacy plans developed/updated as part of Cluster planning processes; financial and human resources dedicated to advocacy.

Advocacy progress should be assessed against the advocacy indicators in the Nutrition Cluster Advocacy Strategic Framework. At the end of each year, Nutrition Cluster Coordinators undertake an annual performance review of Nutrition Cluster Activities to assess progress against the Cluster's annual work plan. Advocacy progress will be assessed as a part of this review process.

Information in the Advocacy Activities Tracker can inform the annual review. Nutrition Cluster Coordinators might also use the findings of the Cluster Coordination Performance Monitoring (CCPM) Exercise and its Action Plan, which also includes the assessment of advocacy work as a core Cluster function.

To make the most of advocacy monitoring and evaluation, it is important to ensure it is used for strategic learning, ensuring it is integrated into strategic decision-making to help the Nutrition Cluster to learn in real time and adapt their strategies in changing circumstances.

## SUCCESS STORY

### POLICY CHANGE ACHIEVED IN THE PHILIPPINES NUTRITION CLUSTER ADVOCACY EFFORTS RESULT IN THE LAUNCH OF NATIONAL GUIDELINES FOR THE MANAGEMENT OF SEVERE ACUTE MALNUTRITION IN THE PHILIPPINES

The Philippines is the third most disaster-prone country in the world. Being affected by more than 20 typhoons each year, disaster preparedness and resilience are critical in the country.

Wasting is of major concern in the Philippines as a highly disaster-prone country, the risk for developing wasting increases during humanitarian emergencies. Community based Management of Acute Malnutrition (CMAM) was introduced in the Philippines in 2008 as part of government – led Nutrition in Emergencies (NiE) interventions covering children aged 6 to 59 months in disaster-affected communities of the country. Subsequently it was implemented in 2009 by several international NGOs in selected armed conflict-affected municipalities.

In 2011, the Nutrition Cluster started the development of national guidelines for the management of SAM in the Philippines, with an objective to institutionalize CMAM as part of health systems strengthening ensuring that nutrition gains during emergencies were sustained long-term. A consultative workshop was organized where various stakeholders including staff from the Department of Health (DOH; equivalent to the Ministry of Health) and members of the CMAM Task Force of the Philippines were engaged to adapt generic protocols into the Philippine Integrated Management of Acute Malnutrition (PIMAM). However, the protocols could not be officially adopted by the DOH due to lack of essential commodities, consensus and defined operational component.

Despite the lack of endorsement into national policy, the PIMAM guidelines were used by the Philippine government as a reference to deliver emergency nutrition services during several high impact humanitarian emergencies between 2011 and 2015. While the Community based Management of Acute Malnutrition (CMAM) was an impactful initiative saving lives of over 1,000 children with severe acute

malnutrition in 2014 at sub-national level primarily in emergency areas, the lack of support on a national scale revealed challenges and gaps making the programme unsustainable beyond emergencies.

These experiences led the National Nutrition Cluster to recognize the compelling need to integrate the services for management of SAM into the regular health system. In mid-2014, UNICEF in its role as Cluster co-lead agency, established a national CMAM working group and re-initiated the process of updating the 2011 draft guidelines, addressing the gaps then identified.

National and sub-national experts from various fields, including practitioners, academics, implementers, administrators and service providers participated in this intensive, participatory and consultative process to develop the national guidelines, with focus on management of acute malnutrition in both non-emergency and emergency settings. The process, which lasted for about a year and resulted in the finalised national guidelines, was led by DOH (the leadership of the process was passed on to the DOH for increased ownership) through the platform of the Nutrition Cluster CMAM working group.

On 1 October 2015, the National Guidelines for the Management of SAM for children under 5 years were signed by the DOH Secretary of Health (equivalent to Minister of Health). Finally the guidelines were launched by the DOH on 5 November in Manila.

Building from nutrition gains during emergency responses, this breakthrough development has turned the Philippines in the first country in the South East Asian and Pacific Region committing to the integration of services for management of children with SAM into the routine health care system. Advocacy efforts further resulted in the Philippines government committing 3.3 million USD in their Health annual investment plan for the scale-up of SAM management services in 2016.







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