

Somalia Scaling Up Nutrition (SUN)

Social Mobilisation, Advocacy and
Communications (SMAC) Strategy 2019-2021

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Abbreviations

AU	African Union
BMS	Breastmilk Substitutes
CEOs	Chief Executive Officers
CRF	Common Results Framework
CSO	Civil Society Organisation
DFID	Department for International Development
DINA	Drought Impact and Needs Assessment
FSNAU	Food Security and Nutrition Analysis Unit
HSSP	Health sector strategic plan
IDPs	Internally Displaced Persons
IGAD	Intergovernmental Authority on Development
IMAM	Integrated Management of Acute Malnutrition
INGO	International Non-governmental Organisation
IYCF	Infant and Young Child Feeding
KAP	Knowledge Attitude and Practices
MSP	Multistakeholder Platform
NAP	National Nutrition Action Plan
NCSUN	Coordination for Scaling Up Nutrition
NSU	Somali National University
PM	Prime Minister
SBCC	Social Behaviour Change Communication
SBN	SUN Business Network
SCI	Save the Children International
SDGs	Sustainable Development Goals
SMAC	Social Mobilisation, Advocacy and Communication Strategy for
SUN	Scaling Up Nutrition
SMAC	Social Mobilisation, Advocacy and Communications
SQUEAC	Semi-Quantitative Evaluation of Access and Coverage
TV	Television
UN	United Nations
WASH	Water Sanitation and Hygiene
WHA	World Health Assembly

Executive Summary

Chapter 1: Introduction

1.1 Overview of Nutrition Situation

(Nutrition Cluster data)

Somalia has been in a state of 'chronic catastrophe', characterised by a complex political environment, extreme poverty, food insecurity, conflict and instability.

In the recent years, the country has faced devastating drought emergencies mainly as a result of reduced rainfall in most parts/regions Somaliland as well as Puntland. This extended the dry season beyond the normally acceptable period during the last three consecutive seasons; that subsequently caused significant production failure, poor access to milk and other livestock products and severe water shortage. In some areas of Somalia escalated insecurity resulted in new wave of displacements; drier than normal conditions that reduced milk availability below normal alongside and rise in food prices aggravated the already existing poor nutrition situation.

The impact of the drought on nutrition includes high level of malnutrition, risk of mortality and over-stretched capacity of response resulting in long term consequences including cognitive, social and economic impacts. The drought situation and aforementioned factors prolonging the negative impact on nutritional status of vulnerable groups has led to increased levels of malnutrition and **where?** mortalities observed.

Somalia humanitarian crisis is described as longstanding and complex globally. While large-scale famine was averted in 2017, the humanitarian impact of the drought has been devastating. More than 6.2 million people, half of the population, are in need of humanitarian assistance and protection. Ongoing conflict, armed clashes and limited resilience of communities, are aggravating the impact of the drought, triggering displacement, impeding civilian access to sustainable basic services, limiting humanitarian agencies' access to those in need in several locations and reducing affected population movement to places they can be served.

The longstanding humanitarian crisis has been aggravated by the impact of drought, particularly in conflict-affected areas, triggering large-scale new displacement, increasing protection concerns, and exacerbating existing vulnerabilities particularly among women, children, elderly, persons with disabilities and marginalised communities, many with limited access to essential assistance and basic services.

Overall, persistent complex emergency resulting from conflicts, displacements, drought and diseases is contributing to high levels of child acute malnutrition. IDP populations face considerable challenges where high pervasiveness of women headed households are combating high levels of acute malnutrition, In 2017, there were more than 2 million IDPs in Somalia. Some IDPs have joined long-standing IDPs on the edges of peri-urban settings.

1.2 Somalia SUN Movement

On 17 May 2014, the Federal Republic of Somalia joined the SUN Movement with a letter of commitment from Mohamed Abdi Farah, the then Director General of the Ministry of Health and Human Services and who is now the National coordinator for SUN at the office of the Prime Minister. At the time, Somalia had enhanced the availability of services for the management of acute malnutrition as well as infant and young child and maternal feeding and care practices. Somali had developed a National Nutrition Strategy, Micronutrient Strategy and IYCF Strategy, in addition to a completing a costed plan of action for nutrition.

Somalia has been affected by civil war since 1991 and suffers from recurrent droughts, characterising it as a complex political environment with extreme poverty, food insecurity and instability. Somalia's malnutrition rates are consistently among the worst in the world, with currently 13.6 per cent wasting in children under five years of age, high levels of stunting (>26%), low levels of exclusive breastfeeding rates for infants under six months (5%) and widespread micronutrient deficiencies.

Somalia has a well-established Nutrition Cluster, which since 2006 has grown to almost 100 active partners. This has been a forum for representing all actors, including UN and civil society organisations, in emergency nutrition concerns over many years. More recently, the Nutrition Cluster members have been able to engage with newly established SUN activities in Somalia. Besides the National coordinator we have active SUB national in Puntland and Somaliland, while all federal member states have nominated focal points. While the SUN Movement approach has been endorsed in Somalia, an official public launch held in 2016 which is seen as a way to bring people together and a chance for advocacy to further embed nutrition issues within government.

The country has established the following SUN Movement networks: Government, Donor, UN, Civil Society, Business and Academia. Members of SUN networks work together through multi-stakeholder platforms and align their activities to meet national goals.

(To add country details on each network)

Government Network.

We have line ministries drawn from both Federal government of Somalia and Federal member states that represent the government network. Its representation is drawn from but not limited to; OPM, Vice presidents of Federal member states, ministries of Health, Agriculture, fisheries, livestock, humanitarian, trade and commerce, women and human rights, ministry of Information and ministry of labor and human services.

Donor Network

DFID acts as donor convener, we however have Germany (MBZ and GIZ), SIDA and SDC. We plan to lobby the inclusion of more donors. Donors significantly contributes to financial support for the operationalization of Somalia SUN movement

UN Network

United Nations (UN) Network for SUN is a catalytic force assisting the country to significantly accelerate the scale-up of their efforts to improve nutrition, ultimately leading to sustainable capacity in nutrition governance and reduced malnutrition.

We have UNICEF, WFP, UNFPA, FAO and WHO that are currently active members.
Business Network

The SUN Business Network (SBN) works to find the solutions required to end malnutrition through business, markets and people. It mobilises business efforts in support of the SUN Movement and to ensure all people realise their right to good food and nutrition. The membership is drawn through the National Chamber of Commerce and Sub-national Chamber of Commerce

Civil society Network

Somalia's SUN Civil Society is chaired by Save the Children International (SCI), a leading INGO that implements nutrition programmes across the country. The network aims to increase advocacy and mobilisation of multi-sectoral nutrition interventions. Both INGOs and NGOs that contributes to nutrition are represented.

Academia/Research Network

The Academia Network is chaired by Somali National University. Its main aim is to implement the SUN's Common Results Framework (CRF) through research, generation of evidence and training of nutrition professionals and so as to educate the community on nutrition. Private universities and federal member state universities are equally members of the network.

1.2.1 Somalia SUN Champions

Somalia has appointed prominent leaders as SUN champions among them the Vice President of Puntland State. The champion has mobilised the public and all line ministries Nutrition to address malnutrition in Somalia.

1.3 Rationale for SMAC Strategy

Social Mobilisation, Advocacy and Communication (SMAC) Strategy for Scaling Up Nutrition (SUN) Movement aims to improve nutrition through actions by different actors. The first issue of *Scaling Up Nutrition in Practice*¹ “highlighted the importance of coordinated efforts on the part of a wide spectrum of stakeholders, including ministries that support agriculture, health, social protection, water, sanitation and hygiene, gender and education; United Nations (UN) agencies and donors, civil society, research and academia; and the private sector.”

The importance of information systems to track progress in SUN, setting of priorities and measuring nutrition outcomes was the focus of the second edition of *Scaling Up Nutrition in Practice*.

“Change rarely happens on its own. Advocacy is key to raising awareness about a need, building public and political will, setting priorities and improving policies to leverage nutrition outcomes from actions taken across sectors and stakeholders. Advocacy works best when it combines evidence and analysis, engaging messages and a strategy to identify and influence those who can deliver the change. Advocacy and communications tools can help raise awareness among the public and policymakers about the importance of an issue. Tools that clearly communicate the problem, using stories and an evidence-base, the urgency of addressing the problem and the programmatic and policy solutions can help convince decision makers as well as those who can influence decision makers about the need to take action. Social mobilization engages a broad range of actors so that they become involved in driving change, by raising awareness and by creating the demand for better policies, services and accountability.”²

In its strategy, SUN Movement highlights four institutional transformations that countries seek to achieve in order to effectively scale up nutrition. These strategic objectives relate to the following four processes:

1. Creating an enabling political environment, with strong in-country leadership, and a shared space where multiple stakeholders align their activities and take joint responsibility for scaling up nutrition;
2. Establishing best practices for scaling up proven interventions, including the adoption of effective laws and policies;
3. Aligning actions around high quality and well-costed country plans, with an agreed results framework and mutual accountability; and
4. Increasing resources towards coherent and aligned approaches

¹ SUN (July 2014), *Social Mobilisation, Advocacy and Communication for Nutrition*, https://www.unicef.org/cbsc/files/Scaling_up_nutrition.pdf

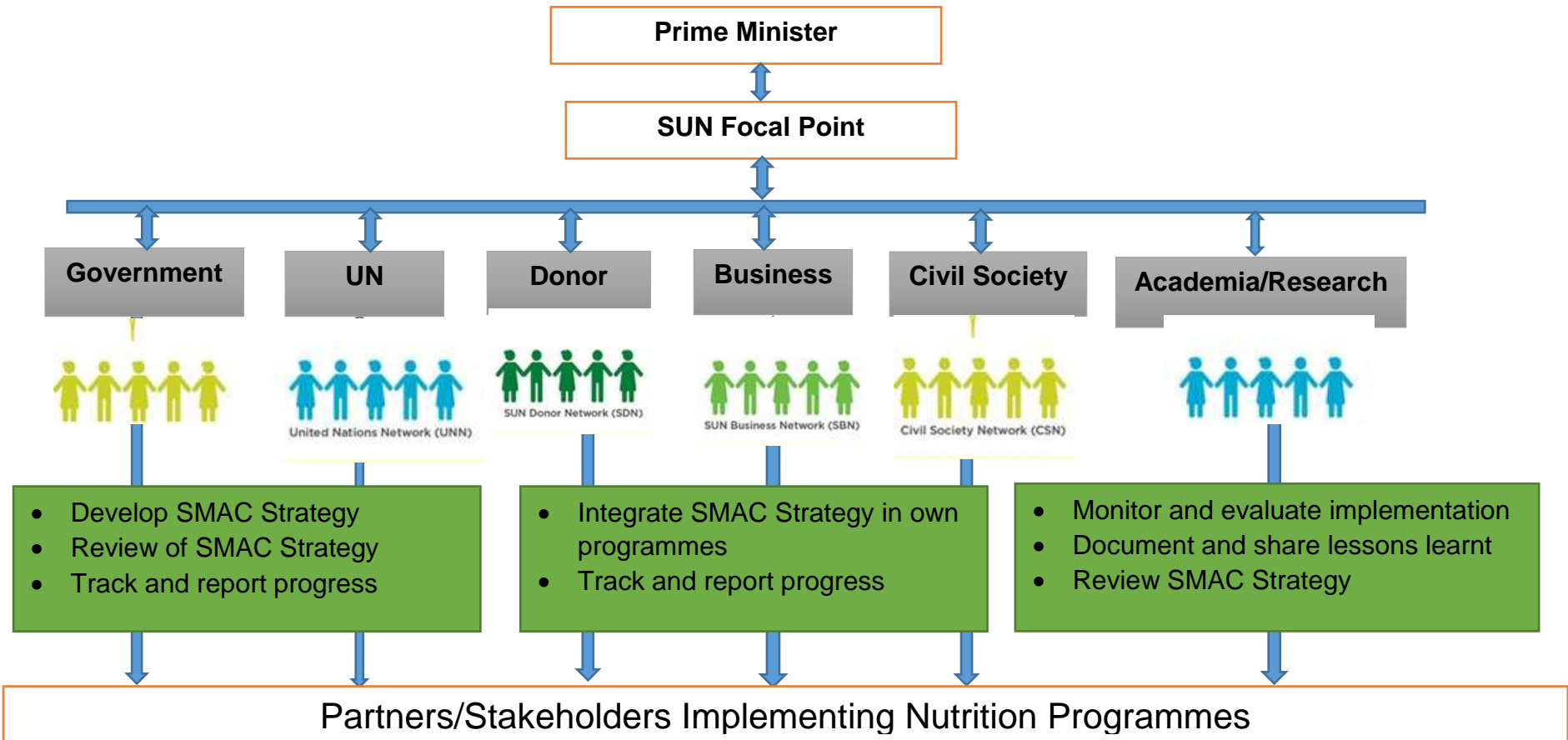
² SUN (July 2014), *Social Mobilisation, Advocacy and Communication for Nutrition*

In Somalia's context, the rationale for SMAC Strategy is to:

- Support Federal government of Somalia to achieve SUN goals, Sustainable Development Goals (SDGs) and World Health Assembly (WHA) targets.
- Promote ownership of SUN by all stakeholders in Somali, from the public in villages to national government.
- Support the achievement of a Common Results Framework in scaling up nutrition.
- Support SUN Multi-stakeholder Platform's role in development of policies, legislations and guidelines to improve nutrition interventions.
- Strengthen scaling up nutrition in humanitarian and emergency response programmes.
- Scale up nutrition specific and nutrition-sensitive interventions in Somalia.
- Streamline social mobilisation, advocacy and communication programmes of nutrition actors to achieve a common national goal of scaling up nutrition.
- Coordinate development of advocacy tools and messages to be disseminated by nutrition stakeholders.
- Coordinate development of communicate tools and materials to be disseminated by nutrition stakeholders.
- Mobilise, track and report allocation of resources to nutrition programmes.

1.4 Structure of SUN Movement (To be reviewed)

Strengthening SUN Movement in Federal government of Somalia



1.5 Structure of SMAC Strategy

Somalia's SUN Social Mobilisation, Advocacy and Communications (SMAC) Strategy 2019-2021 has been developed based on findings from SUN country self-assessment reports, interviews with representatives of SUN networks and data from countries implementing similar strategies.

The strategy is divided in four chapters.

Chapter 1

Covers the country's profile with focus on progress made in the four SUN processes. It identifies key opportunities to be addressed in the SMAC Strategy.

Chapter 2

audiences

Defines the SMAC Strategy using feedback from members of SUN networks and SUN's report '*Social Mobilisation, Advocacy and Communication for Nutrition*'. An analysis of stakeholders, and approaches to reach the target audiences is very important in implementation of the strategy. The goals and strategic outputs of the strategy have been developed in response to the country's status in implementation of the four SUN processes.

Chapter 3

Analyses and proposes tools to be used in implementation of the SMAC Strategy.

Chapter 1

Proposed budget to implement the SUN SMAC Strategy 2019-2021.

1.6 Policy and Legal Framework

(To add content)?????????

Chapter 2: SUN Processes

2.1 Overview of SUN Processes

Somalia's SUN Multi Stakeholder Platform (MSP), known as the National Coordination for Scaling Up Nutrition (NCSUN) held annual assessment workshops at National and sub national levels. It equally holds monthly meetings with government stakeholders and quarterly meetings for all stakeholders

The self-assessment exercise was based on analysis of the following four SUN processes:

1. Bringing people into the same space
2. Coherent policy and legal framework
3. Common Results Framework (CRF) for National Nutrition Plan
4. Financial tracking and resource mobilisation

Bringing people into the same space

Somalia SUN Secretariat is hosted in the office of the Prime Minister. The Secretariat coordinates all SUN networks, functions and activities. The SUN Focal Point coordinates activities at national and supports the sub-national levels at federal member states. Puntland has functional SUN sub-national office, Somaliland has a SUN Focal Point and other federal member states will have functional sub-national focal points by end of 2018

SUN Multistakeholder Platform (MSP) exists and brings together eight (8) government ministries namely Agriculture, Livestock, Education, Planning, Commerce, Water resources, Gender and Human Rights, Health, Humanitarian and Disaster Management, Information, Finance, Fisheries and independent government institutions like Somali National University (NSU), Commission for Refugees and IDPs, Directorate of Environment and the Office of the Prime Minister.

A Cabinet Sub-committee on Social Human Development is chaired by the Deputy Prime Minister and SUN agenda is often discussed. A monthly technical meeting chaired by the National SUN Focal Point brings together line ministerial director generals and heads of government institutions that relate with nutrition.

- SUN networks established - Government, UN, Civil Society, Business and Academia.
- SUN is represented in two national development pillar working groups - Social Human Development Pillar (Health, WASH, Nutrition, Education and Youth) and Resilience Pillar (Environment, Social Protection, Food Security and Nutrition)

Opportunities to strengthen coordination of SUN

Engaging with other actors

- Ministerial meetings coordinated by SUN Focal Point
- Quarterly inter-ministerial meetings focusing on nutrition
- SUN networks engagement with the Focal Point
- Quarterly Nutrition Cluster meetings that bring together nutrition actors

Multi-stakeholder Platform

- Implementation of the National Development Plan (NDP)
- Nutrition chapter in National Development Plan (NDP)
- Health sector strategic plan (HSSP) 2018 – 2021 has integrated nutrition
- Development of Common Results Framework (CRF)

Track, report and reflect on contributions

- SUN progress reports
- Nutrition programmes progress reports
- Nutrition Cluster quarterly updates and reports
- SUN global annual reports

Political impact of MSP

- Nutrition chapter in National Development Plan
- Commitment by Office of PM and key ministries to improve nutrition
- Roadmap for social human development with nutrition indicators
- SUN milestones for 2018-2020

Coherent policy and legal framework

There has been progress to improve the policy and legal framework to enhance scaling up of nutrition in Somalia. The Ministry of Health's Strategic Plan, Health and Nutrition Policy with nutrition indicators are positive developments. Furthermore, the Ministry of Agriculture has integrated nutrition in its Strategy. Other important legislations are the Breastmilk Substitutes (BMS), Food Fortification Strategy, Infant and Young Child Feeding (IYCF) and Integrated Management of Acute Malnutrition (IMAM) strategies.

A nutrition chapter in the National Development Plan (NDP) provides the best opportunities for SUN to engage other stakeholders to address myriad nutrition challenges in Somalia. The attainment of multi-stakeholder support to nutrition especially nutrition sensitive programmes can be achieved through National Food Security Policy developed by the Ministry of Agriculture and Range Lands.

SUN networks will use different SMAC approaches to develop, disseminate, review and recommend policies, legislations and strategies to improve nutrition's policy environment.

Opportunities to enhance policy and legal framework

Nutrition-relevant policies and legislation

- Review of policies to integrate nutrition in sector strategies
- Integration of nutrition indicators in NDP in sector strategies and plans
- Resilience and Recovery framework analysis of the country's nutrition
- Adoption of Code of BMS by parliament

Advocacy to influence development, updating and dissemination of relevant policy and legal frameworks

- Global, national and state conferences/events and meetings
- Development of SUN Social Mobilisation, Advocacy and Communications (SMAC) Strategy
- Advocacy on Breastmilk Substitute legislation, Food Fortification Strategy, IYCF and IMAM strategies
- Alignment of nutrition in ministries' strategies
- Office of PM championing nutrition countrywide
- Vice Presidents of federal member states championing nutrition in states

Coherent policies and legal frameworks

- Health sector's policies and strategies including Health policy, Health Sector strategic plan, costed Nutrition Plan of Action, Micronutrient, IYCF and nutrition strategy.
- Code of Marketing for Breastmilk Substitutes (BMS)
- Gender Policy developed by the Ministry of Gender and Human Rights Federal Government of Somalia which promotes equity for boys and girls
- SUN policy developed by Puntland's Multi-stakeholder Platform (MSP)

Enforce Legal Framework

- Operationalisation of the National Development Plan (NDP) and Action Plan for Nutrition Strategy in the Ministry of Health
- Operationalisation of humanitarian response policies and strategies by Nutrition, Food Security and WASH clusters
- Code of Marketing for Breastmilk Substitutes (BMS) in Parliament
- Enforcement of Food Fortification Strategy
- Parental leave in Civil Servants Act

Track and report learning

- Presentation of studies and reports to Somalia Nutrition
- Sharing of lessons and best practices by Pillars working groups
- DFID's promotion of learning and dissemination
- Partners' monitoring reports
- FSNAU reports on monitoring and surveys

Common Results Framework (CRF) for National Nutrition Plan

Somalia's SUN is developing its Common Results Framework (CRF). For now, all actors align their programmes to the National Development Plan. Their nutrition targets are in line with targets in the Nutrition Chapter in NDP.

The government's line ministries report their progress on milestones in the National roadmaps and share the same with the Delivery Unit in the Office of the Prime Minister. A National Monitoring and Evaluation Framework adopted through the Ministry of Planning guides alignment of nutrition targets across sectors.

There has been political commitment from government leaders and development partners to mobilise technical expertise.

Opportunities to achieve Common Results Framework for SUN

Alignment of existing actions around national nutrition targets/policies

- Alignment of sector plans to National Development Plan, to address nutrition targets in NDP chapter
- Reporting of progress in milestones in national roadmaps by line ministries
- Utilisation of data from FSNAU seasonal assessments and partner assessments including SMART surveys, KAP, SQUEAC in policy and planning
- Updating of cluster matrices and mappings
- National Monitoring and Evaluation Framework to align nutrition and other targets

Translation of policy and legal frameworks into an actionable CRF

- Mapping of NDP priority actions at national and sub-national levels
- Commitment by government leaders and development partners
- Completion and implementation of CRF
- Nutrition champions - Office of PM and Vice Presidents of federal members states

Financial tracking and resource mobilisation

Somalia has a costed Nutrition Action Plan (NAP). However, the plan is not aligned to the Common Results Framework. The Health Chapter in the National Development Plan (NDP) is costed. The humanitarian projects coordinated by the pillars working groups are also costed, including the nutrition component.

Somalia national budget covers direct and indirect allocations as well as expenditures on nutrition. A number of stakeholders mobilise resources to respond to emergencies, with interventions covering nutrition activities. In many cases, both the government and donors do not honour their financial commitments to nutrition. Worse still, lack of long-term and predictable funding plans (investment cases) has affected implementation of activities, thereby impacting on the impact of SUN and nutrition actions across sectors.

Opportunities for financial tracking and resource mobilisation

- SNS multi-year funding plan
- Somalia recurrent cost and reform financial facility
- Prime Minister's coordination of droughts and floods forums
- Tracking and reporting on costed National Nutrition Action Plan
- Tracking and reporting on costed humanitarian projects
- Tracking and reporting nutrition allocations in national budget
- Costing, tracking and reporting nutrition actions in sectoral budgets such as Health & Nutrition, and Education.
- Promotion of nutrition agenda, budgets and actions during emergency response

Chapter 3: SMAC Strategy

3.1 Social Mobilisation, Advocacy and Communication (SMAC) Strategy

PURPOSE

A coordinated, government-led approach to multisector social mobilisation, advocacy and communication efforts to scale up nutrition in Somalia.

The two-year SMACH Strategy seeks to improve maternal and child nutrition in Somalia, with focus on reduction of maternal infant and young child under-nutrition and child stunting. This will be achieved by up scaling both essential nutrition specific as well as nutrition-sensitive interventions.

3.2 Why SMAC Strategy?

SUN Movement defines Social Mobilisation, Advocacy and Communication (SMAC) based on broad approaches adopted by various countries to address the Movement's four process.

Mobilising society behind a common narrative and ownership for scaling up nutrition. Through empowering individuals to take action, the four SUN strategic processes can be advanced to achieve better nutrition. Behaviour change of individuals, communities, staff and organisations can directly and indirectly contribute to improved nutrition.

Advocating for action to advance the four strategic processes of the SUN Movement. Stakeholders in countries are using different methods and approaches to convince those who can play a productive role in scaling up nutrition.

Communicating their experience and practice in advancing the four strategic processes and the impact achieved, by sharing their learning both within and across countries.

3.3. Methodology

(To add content)

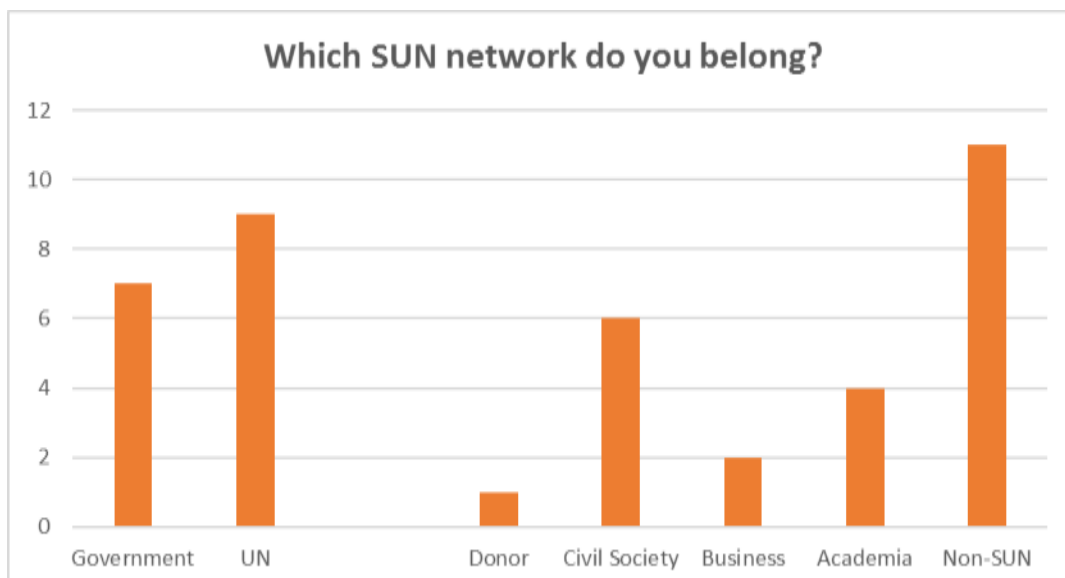
3.4 SMAC Development Process

A survey involving members of SUN networks and key stakeholders implementing nutrition programmes in Somalia was undertaken in August 2018. More than 40 members of SUN networks responded to questions in a SMAC survey monkey. The results from the survey informed the identification and prioritisation of SMAC goals and objectives for 2018-2020.

The survey was conducted in different phases. First, a questionnaire was filled by participants in a SUN workshop held in Mogadishu and Garowe . Second, a survey monkey was sent to SUN and Nutrition Cluster members. Third, face-to-face interviews were conducted with some officers supporting SUN networks. Out of 40 participants who participated in the survey, 27 were members of SUN networks, 9 non-members and 4 anonymous.

Most of the participants interviewed in the survey were health and nutrition professionals whose organisations are implementing programmes in Somalia. A number of them are implementing SMAC strategies as well as social behaviour change communication (SBCC) strategies. UN agencies are responsible for the development of some strategies implemented by NGOs and community based organisations.

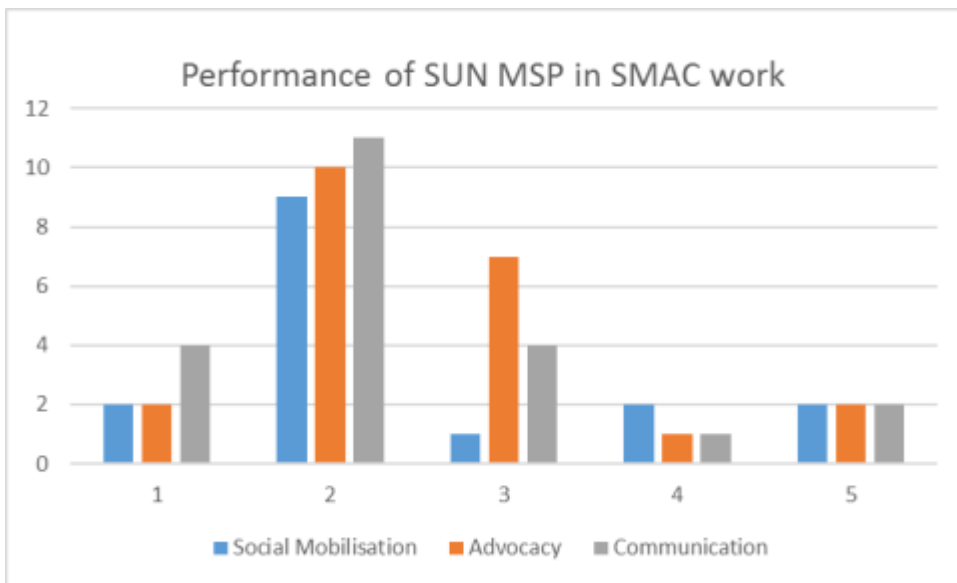
Below some findings from the survey:



From the survey, the SUN networks with the highest number of participants in the survey were the Government, UN and Civil Society. These are likely the most active networks, while the least participation was from the Donor, Business and Academia networks.



The results above indicate that majority of SUN member organisations are implementing SMAC strategies. This is likely to enhance the implementation of SUN’s SMAC Strategy. At least 37% of those interviewed had participated in SUN country-self assessment meetings. There is limited involvement of majority of SUN members in this annual exercise.



Somalia’s SUN performed poorly in SMAC activities as rated by most participants (5 is highest score). SUN scored better in social mobilisation work. This confirms the need for SMAC Strategy and training of SUN networks to implement the strategy.

3.4.1 Meaning of SMAC

Key words that explain the meaning of Social Mobilisation, Advocacy and Communication, as understood by interviewees:

A word cloud for 'Social Mobilisation' with the central term in large blue font. Other words include 'Empowering' (pink), 'Awareness' (brown), 'Sensitisation' (brown), 'Community engagement' (blue), 'Community Participation' (orange), 'Motivation' (yellow), and 'INVOLVEMENT' (orange).

INVOLVEMENT
Awareness
Sensitisation **Social Mobilisation**
Empowering
Motivation Community engagement
Community Participation

A word cloud for 'Advocacy' with the central term in large red font. Other words include 'Engagement' (dark blue), 'Speaking' (dark blue), 'Influence Policies' (green), 'Collective action' (pink), 'Partnership' (orange), 'RIGHTS' (black), 'Policy' (dark blue), 'CHAMPIONING' (light blue), 'Lobbying' (dark blue), 'Decision-making' (pink), and 'Support' (grey).

Speaking
Engagement
Influence Policies
Collective action
Advocacy Partnership RIGHTS Policy
CHAMPIONING Lobbying
Decision-making Support

A word cloud for 'Communication' with the central term in large purple font. Other words include 'Sharing information' (brown), 'Voice' (blue), 'Behaviour Change' (green), 'Awareness' (green), 'Sensitization' (pink), 'Exchange information' (green), 'Informing' (orange), 'Messages' (dark blue), 'Knowledge' (yellow), 'Dissemination' (brown), and 'Public speaking' (green).

Sharing information
Voice Behaviour Change
Awareness
Sensitization
Communication
Exchange information Informing
Messages Knowledge
Dissemination Public speaking

3.5 Stakeholders Analysis

Key Allies	People and institutions already engaged in SUN activities. Members of SUN networks are key allies and are expected to work together to achieve the Movement's agenda. They mobilise and sensitise neutral parties.	SUN Networks, Nutrition Cluster
Allies	Actors in nutrition sector. They can be involved in SUN activities, events and support the Movement.	Nutrition actors not in SUN
Targets	People and groups with the greatest influence in the country. They should be informed on SUN activities on a regular basis.	President, MPs, ministries, business community, CBOs
Neutral Allies	People and groups that neither oppose nor support SUN. This group can be sensitised to be involved in SUN.	Media, private & public institutions
Opponents	People or groups opposed to nutrition agenda. They can be sensitised and educated on importance of SUN.	Producers & traders of harmful products

3.6 SUN Processes SWOT Analysis

Strength	<ul style="list-style-type: none"> • SUN Focal Point located in Office of the Prime Minister • Establishment of SUN MSP at national and state levels • Eight line ministries in SUN MSP • SUN Focal Point's role in inter-ministerial forums • Representation of SUN in two development pillars • SUN partners' capacity to implement SMAC Strategy • SUN members have developed SBCC strategies • Nutrition Chapter in National Development Plan • Nutrition indicators in sectoral policies and strategies • Strong support from UN agencies and Nutrition Cluster • Existing legislations – Health Policy, Breastmilk Substitutes legislation, Food Fortification Strategy, IYCF and IMAM strategies • Participation of SUN in global and regional forums
Weaknesses	<ul style="list-style-type: none"> • Limited knowledge of SUN across sectors • Marginalised and vulnerable communities not involved in SUN and decision-making processes • Incomplete SUN MSP Common Results Framework (CRF) • SUN networks not fully established – weak structures • Weak enforcement of existing laws, policies e.g. Code of BMS • Lack of long-term and predictable funding plans (investment case) • Unfulfilled budget commitments by governments and donors • Weak tracking and reporting on allocations and expenditures on nutrition. • Limited knowledge, skills and experience in SUN process, including SMAC strategies.
Opportunities	<ul style="list-style-type: none"> • Policy reviews • Annual budget circles • SUN global and regional partnership • SUN country self-assessment exercise • Knowledge management platforms within SUN and partners • Legislation of Code of BMS • Development of SUN MSP Common Results Framework • Development and implementation of SUN SMAC Strategy • Nutrition Cluster meetings, to influence multi-stakeholders • Nutrition Cluster's Advocacy Framework • Global, national and state events – forums for promotion of SUN's activities • Review of education curriculum
Threats	<ul style="list-style-type: none"> • Competing needs in the country – humanitarian emergencies and development. Focus is more on emergency response • Competing interests among nutrition stakeholders • Political instability and terrorism that affects smooth operations in and outside country. Thus some activities coordinated outside Somalia

	<ul style="list-style-type: none"> • Low prioritisation of nutrition in policies, development plans, sector strategies and investment
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3.7 SMAC Pillars, Goals and Strategic Outputs

Goal 1: SUN mobilises and engages stakeholders from different sectors in Somalia

1. Different stakeholders in Somalia are sensitised and involved in SUN activities, by end 2019.
2. A strong multi-sectoral support in scaling up nutrition with active involvement of leading public and private institutions.
3. There is good political will, momentum and commitment for scaling up nutrition in Somalia.
4. Mass and traditional media create awareness, influence decision-making processes and accountability on the importance of the first 1000 days of life

Goal 2: Nutrition policy framework supports integration of nutrition specific and nutrition sensitive programmes

1. There is increased awareness on nutrition policies, legislations and strategies in Somalia.
2. SUN influences the development and review of policies, legislations and strategies to promote the integration of nutrition specific and nutrition-sensitive programmes.
3. Nutrition actors advocate for enforcement of nutrition policies, legislations and guidelines.

Goal 3: Strong coordination of nutrition, humanitarian and emergency programmes in Somalia

1. Nutrition stakeholders align programmes to national policies and priorities.
2. By end of 2019, there are clear coordination mechanisms among SUN stakeholders.
3. Scaling up nutrition agenda is integrated into emergency responses and humanitarian programmes in Somalia.

Goal 4: Improved financing of costed nutrition plans in Somalia

1. By 2019, nutrition specific and nutrition-sensitive programmes in Somalia are costed in key sectors.
2. Allocations and expenditures for nutrition-specific and nutrition-sensitive programmes are tracked and reported by members of SUN Multi-stakeholder Platform.
3. Non-traditional donors provide additional resources to nutrition programmes.
4. Government, donors and development partners meet their commitments to finance nutrition.

Pillar 1: Ownership of SUN

In line with the SUN Movement's Strategy and Roadmap 2016-2020, the Movement should be "open to all stakeholders that demonstrate their commitment to its goals and principles."³ However, those who undermine efforts to scale up nutrition including violation of the International Code of Marketing of Breastmilk Substitutes are deemed to undermine efforts to improve nutrition and therefore excluded from the Movement;

Ownership of SUN Movement in Somalia is an important pillar of the SMAC Strategy 2019-2021. SUN members will strive to bring together the public, politicians, all actors in nutrition and marginalised groups to support efforts to tackle malnutrition.

Somalia's SUN aims to maintain the "momentum and collaboration in the battle to end all forms of malnutrition by 2030. This challenge was affirmed by world leaders with the adoption of the 2030 Agenda for Sustainable Development at the end of 2015. The Scaling Up Nutrition (SUN) Movement, is a formidable, collective, country-led force working to make this vision a reality."

By working together to achieve the World Health Assembly (WHA) targets for maternal, infant and young child nutrition by 2025, stakeholders in Somalia will be joining the global community in achieving Sustainable Development Goals (SDGs).

Strong leadership in driving forward the nutrition agenda is paramount for success of SUN in Somalia. SMAC Strategy seeks commitment by leaders from district, state to national level. Their actions will inspire the public to embrace SUN activities.

Somalia needs collective political and social momentum in the fight against malnutrition. The involvement of elected leaders, influencers and celebrities in nutrition issues is therefore critical. All stakeholders, from the ordinary citizen, decision-makers and CEOs should find space in SUN multi-stakeholder platform and join efforts in collective action, as nutrition change agents and play their roles in scaling up impact. The ultimate goal is to enable Somalia to achieve Sustainable Development Goals (SDGs).

Key Targets

- General public
- President & PM
- Politicians, MPs
- Women, youth
- Marginalised groups
- Leading institutions
- Public-private sector
- Nutrition champions
- Celebrities, media

³ SJA Movement Strategy and Roadmap 2016-2020 http://docs.scalingupnutrition.org/wp-content/uploads/2016/09/SR_20160901_ENG_web_pages.pdf

Goal 1: SUN mobilises and engages stakeholders from different sectors in Somalia

Strategic Objective 1. Different stakeholders in Somalia are sensitised and involved in SUN activities, by end of 2019

Strategic Outputs

- SUN Focal Point and SUN networks have good capacity to mobilise members of the public including men, women, youth and adolescents to promote nutrition from village to national level. Marginalised and poor communities are sensitised on nutrition issues, among them IDPs, rural population and people with disabilities.
- More than 20% of heads of households and villages in Somalia share information on the first 1,000 days of life, good nutrition and care of children under 2 years.
- Over 3,000 frontline workers are trained in communication and community mobilization, to promote key optimal nutrition practices in line with the first 1000 days of life.
- Nutrition is promoted in at least 30% of public events from districts to national level. Nutrition campaigns are used as platforms to mobilise the public to be involved in SUN activities.
- Public debates and citizen's parliaments promote discussions on nutrition issues.
- Influencers, champions and celebrities are identified and involved to promote good nutrition. Celebrities are engaged in 50% of nutrition campaigns and events in Somalia (artists, chefs)
- A criteria for identifying nutrition champions is developed and adopted by nutrition stakeholders. Nutrition champions and influencers from different sectors are identified, trained and engaged in positioning nutrition as a priority across sectors. Outstanding nutrition champions are recognised and motivated by SUN and partners.
- Nutrition information is disseminated in more than 50% of public meetings, multi-sectoral trade fairs and cultural events from districts to national level.
- Celebrities develop and promote nutrition messages through music, art, games, cooking demos.
- Nutrition messages targeting marginalised populations are disseminated using tools relevant to their environment e.g. IDPs and people with disabilities.
- SUN develops multimedia tools and SBCC materials to sensitise masses on nutrition issues. Increased awareness creation on SUN during health and nutrition events, as well as relevant sector events such as the World Food Day.

Strategic Objective 2: A strong multi-sectoral support in scaling up nutrition with active involvement of leading public and private institutions

Strategic Outputs

- All SUN networks are established in Somalia, with similar structures in federal member states and districts. SUN MSP is fully established and brings together key stakeholders implementing nutrition specific and nutrition-sensitive programmes.
- SUN Multi-stakeholder Platform includes government ministries, departments, institutions, professional groups and human rights organisations.
- SUN participates in inter-ministerial, multi-sectoral and quarterly Nutrition Cluster meetings. SUN members attend national and sub-national multi-sectoral events, and sensitise participants on nutrition issues.
- Puntland sub-national office is strengthened and federal member states have functional offices.
- More 50% of leading institutions in Somalia, public, private and corporates are actively involved in SUN.
- At least 20% of chief executives and managers of leading institutions are sensitised and motivated to be involved in SUN activities.
- Ministry of Commerce supports and strengthens SUN Business network.
- 90% of local health volunteers are trained in optimal maternal and child feeding and care practices.
- Education curriculum is reviewed to include nutrition issues, from basic to higher education. At least 80% of formal institutions including schools in Somalia promote hygiene and good nutrition.
- A public-private sector partnership is established and drives nutrition agenda in their institutions among them government ministries and departments, business, agriculture, trade and industry.
- Members of the Social Human Development pillar (Health, WASH, Nutrition, Education and youth), Resilience pillar (Environment, Social protection and for security and nutrition), Agriculture, Livestock and Fisheries ministries actively support SUN.
- Somalia meets SUN milestones for 2018-2020.
- SUN website and social media platforms are popular sources of nutrition information. SUN bi-annual bulletin is published and disseminated widely.
- Nutrition messages and SBCC materials are developed and disseminated to nutrition stakeholders.
- A set of messages on reduction of malnutrition and promotion of good healthy habits is incorporated into nutrition-related communication of existing service delivery activities including IYCF, education, agriculture, WASH.
- At least 80% of SUN networks share progress reports and success stories through multi-stakeholder platforms and events.
- SUN reports are disseminated in multi-sectoral meetings including Nutrition Cluster meetings.
- Somalia nutrition profiles produced annually and disseminated by nutrition stakeholders.

Strategic Objective 3: There is good political will, momentum and commitment for scaling up nutrition in Somalia.

Strategic Outputs

- Local and national leaders are mobilised and sensitised on nutrition issues. At least 50% of politicians and elected leaders from local to national level are sensitised on nutrition situation and importance of the first 1,000 days of life.
- The President, Prime Minister and cabinet provide leadership in scaling up nutrition. Somalia is represented by top leadership during national and global nutrition events.
- Nutrition champions are identified among MPs, grassroots leaders, women leaders and other leadership groups. At least 20 MPs actively promote nutrition at national and sub-national levels. The MPs influence debate on nutrition issues.
- At least 20% of cabinet and parliamentary committee meetings address malnutrition challenges in the country.
- Youth Parliamentary group is established and promotes nutrition among young people.
- Somalia's nutrition agenda is positioned in regional plans and events, such as the Africa Union, IGAD, Africa Leaders for Nutrition and other political groups.
- Government officers, MPs and local leaders participate in launch and commissioning of nutrition projects and reports.
- Political parties' manifestos and constitutions include commitments to scale up nutrition.
- SUN develops policy briefs, position papers targeting leaders, influence debate and legislations.
- MPs and leaders are trained and supported to use media to address nutrition issues. At least 2 political leaders discuss nutrition issues in the mainstream media every month.
- More than 500 community leaders and religious leaders are trained in communication and community mobilisation to promote key optimal practices and services in line with the first 1000 days of life.
- SUN documents and shares best practices working with leaders to promote nutrition.

Strategic Objective 4: Mass and traditional media create awareness, influence decision-making processes and accountability on the importance of the first 1000 days of life.

Strategic Outputs

- SUN Focal Point and SUN networks have capacity and skills to work with the media in scaling up nutrition.
- Surveys of media reporting on nutrition issues in Somalia is done by SUN and partners. A database of journalists working in and outside Somalia, is developed and updated regularly.
- Mass and traditional media staff working in Somalia are sensitised and supported to promote the first 1000 days of life, policies issues and nutrition agenda.
- Members of the public access nutrition messages, news and advertisements via electronic media, print media, online media and their informal media.
- More than 50% of nutrition events and activities are covered and reported in the mass media
- At least 80% of public and private health facilities provide platforms to disseminate nutrition messages from the mass media to members of the public.
- Community volunteers, health workers, professionals, politicians, leaders, SUN networks and nutrition partners use media to promote the nutrition agenda.
- A media network to champion scaling up of nutrition is established in Somalia. SUN and partners support the media network to achieve its goals.
- Nutrition champions in the media are identified, trained and supported to advocate for nutrition.
- Media monitoring and coverage analysis is undertaken by SUN Movement
- Media programmes, talk-shows, newspapers and community media cover nutrition stories.
- Social media platforms enable nutrition experts to provide technical support to journalists and to exchange nutrition news/stories.
- Outstanding media and media practitioners are recognised for their efforts in scaling up nutrition.

Pillar 2: Policy Environment

While there are policies and strategies to support the implementation of nutrition programmes in Somalia, there is need to sensitise diverse actors to understand existing legislations. Furthermore, through advocacy and communication, SUN will advocate to stakeholders to be accountable on existing policies and strategies, to integrate them in their plans, track and report progress.

The development of new policies, regulations and strategies will be important to strengthen linkages between nutrition specific and nutrition-sensitive programmes.

With strategic advocacy, stakeholders will sustain commitments to scaling up nutrition. We need to motivate all actors to support SUN. We can influence change at all levels and nurture a society that values good nutrition, quality food and proper hygiene.

Key Targets

- Nutrition policies
- Nutrition guidelines
- Nutrition Action Plan
- Enforcement of policies
- Development agenda

Goal 2: Nutrition policy framework supports integration of nutrition specific and nutrition-sensitive programmes

Strategic Objective 1: There is increased awareness on nutrition policies, legislations and strategies in Somalia.

Strategic Outputs

- SUN Focal Point and SUN networks are sensitised on nutrition policies and legislations; skilled in mobilisation and sensitisation of other stakeholders.
- Key nutrition stakeholders are sensitised on SUN policy developed by Puntland Multi-stakeholder Platform's (MSP).
- At least 50% of key national and local events in Somalia are platforms for creating awareness on existing nutrition policies and legislations.
- Stakeholders are sensitised on existing policies and legislations that promote integration of nutrition specific and nutrition-sensitive programmes across ministries and sectors e.g. agriculture, livestock, fisheries, trade, industry.
- Stakeholders are sensitised on the National Development Plan (NDP) nutrition targets and supported to integrate its targets in programmes.
- Stakeholders are sensitised on Code of Conduct for Breastmilk Substitutes e.g. businesses, industrialists, public and private institutions.
- Stakeholders are sensitised on the National Food Security Policy developed by the Ministry of Agriculture and Range Lands.
- Harmonised dissemination of nutrition policies by stakeholders to meet their commitments and obligations.
- Nutrition policies are aligned and implemented across sectors.

- SUN advocates for accountability in implementation of NDP, Code of Conduct for BMS and other sector policies.
- Facts sheets and SBCC materials on nutrition policies and legislations are developed and disseminated.
- Learning and best practices are documented and shared by SUN and stakeholders on quarterly and annual basis.

Strategic Objective 2: SUN influences the development and review of policies, legislations and strategies to promote the integration of nutrition specific and nutrition-sensitive programmes

Strategic Outputs

- SUN Multi-stakeholder Platform analyses existing policies, legislations and strategies on nutrition specific and nutrition-sensitive programmes; and identifies gaps to be addressed in new policies.
- Stakeholders are sensitised on Resilience and Recovery framework of the country's nutrition and Food Fortification Strategy.
- Stakeholders in agriculture, livestock and fisheries are mobilised and sensitised on alignment of policies and legislations, to achieve the country's CRF.
- Stakeholders are sensitised to incorporate nutrition (specific and sensitive) policies and targets in their local government (*gobollada* and district) plans and planning processes.
- Parliamentary committees are mobilised and sensitised on relevant policies and legal framework to harmonise nutrition interventions in Somalia.
- Nutrition stakeholders advocate for enactment of policies to promote integration of nutrition (specific and sensitive) programmes.
- Partners develop and harmonise nutrition specific and nutrition-sensitive monitoring and evaluation framework.
- Sectoral annual work plans include nutrition specific and nutrition-sensitive monitoring and evaluation framework.
- Nutrition-sensitive indicators and components are included in policies, strategies and plans for the ministries of Agriculture, Water, Livestock and Fisheries.
- Stakeholders share their experiences in nutrition specific and nutrition-sensitive interventions.
- SUN convenes regular meetings involving stakeholders implementing nutrition specific and nutrition-sensitive programmes.
- At least 30% of nutrition policies and strategies are reviewed to improve the country's nutrition policy framework.
- Regular documentation and reporting of best practices in nutrition specific and nutrition-sensitive programmes.
- Social behaviour change communication materials are developed and disseminated.
- Increased knowledge on nutrition specific and nutrition-sensitive interventions across ministries and sectors such as agriculture, livestock, fisheries, trade, industry and education.

Strategic Objective 4: Nutrition actors advocate for enforcement of nutrition policies, legislations and guidelines.

Strategic Outputs

- SUN mobilises and sensitises government regulatory bodies on nutrition policies, legislations and guidelines.
- Nutrition partners are sensitised on gender issues, rights of women and girls, and gaps in existing policies.
- Enhanced compliance with nutrition policies and legislations in government line ministries and nutrition actors.
- Manufacturers and food handlers are responsible in provision of quality food and nutrition in Somalia.
- A national secretariat to coordinate the implementation and enforcement of nutrition policies and legislations is established.
- SUN develops policy briefs, position papers and press statements lobbying for enforcement of nutrition policies and legislations.
- Clear mechanisms are in place to operationalise and enforce legislation, such as the International Code of Marketing of Breast-milk Substitutes, maternity protection and paternity and parental leave laws, food fortification legislation, the right to food, among others.
- SUN has mechanisms to report cases of violation of nutrition policies and legislations.
- Platforms to report violation of nutrition policies and legislations are established from village to national level. SUN is responsible for collection, documentation and presentation of abuse cases for review and prosecution.
- Fact sheets and SBCC materials on nutrition policies, legislations are developed and disseminated.
- Success stories on implementation of policies and legislations are documented and disseminated
- Media report compliance and violations of nutrition policies and legislations.

Pillar 3: Coordination of Nutrition Efforts

Through this pillar, SUN Movement will guide nutrition stakeholders to focus on common action, results and improve partnership at all levels. The aim is to coordinate nutrition actions from grassroots to national level, guided by SUN's Common Results Framework (CRF).

Sensitisation of nutrition actors to work together to complete and implement CRF is central in the SMAC Strategy. A multi-sectoral approach in nutrition efforts will also be monitored and reported from time to time. There will be need to share experiences and lessons, learn from previous CRF and sustain improvements across sectors.

There is need to strengthen the capacity of nutrition stakeholders to collaborate effectively, to align programmes guided by CRF and to achieve common goals

For this to happen, SUN Movement will address conflicts among stakeholders, build confidence and trust among partners.

In the context of Somalia, the goal under this pillar is seeks to strengthen coordination of nutrition programmes implemented across sectors including humanitarian and emergency responses.

Key Targets

- SUN CRF
- SDGs, WHA targets
- SUN Focal Point
- SUN Networks
- SUN MSP
- Nutrition Cluster
- Nutrition Actors
- SMAC Strategy
- Nutrition events

Goal 3: Strong coordination of nutrition, humanitarian and emergency programmes in Somalia

Strategic Objective 1: Nutrition stakeholders align programmes to national policies and priorities

Strategic Outputs

- SUN Movement members are sensitised on national policies and strategies.
- SUN members are mobilised and involved in development of the Common Results Framework (CRF). Gaps and challenges in achievement of CRF from grassroots to national level are identified and stakeholders supported to address them.
- Stakeholders in humanitarian and emergency fields are mobilised and sensitised to align their activities to achieve a common goal.
- SUN takes stock of alignment of actions and policies to reflect national policies.
- SUN holds quarterly meetings with line ministries to agree on milestones in national policies and priorities. SUN supports development of achievable milestones.

- Data from FSNAU seasonal assessments and partner assessments including SMART surveys, KAP and SQUEAC are utilised in policy and planning.
- Nutrition messages, materials and SBCC materials are jointly developed and disseminated by SUN networks, humanitarian and relief agencies.
- Documentation and reporting of progress in achievement of common results framework across sectors.
- Progress in achievement of nutrition indicators in NDP, implementation of Code for BMS and other nutrition policies is documented and reported.

Strategic Objective 2: By end of 2019, there are clear coordination mechanisms among SUN stakeholders.

Strategic Outputs

- SUN Multi-stakeholder Platform has strong capacity in communication, negotiation, team building, leadership, planning and coordination.
- Nutrition coordination mechanisms are assessed, capacity needs and gaps are identified and addressed.
- SUN's Common Results Framework is completed and nutrition partners align their programmes to the CRF
- SUN and Nutrition Cluster support partners to achieve key nutrition indicators.
- Coordinated assessments involving multi-stakeholders to inform FSNAU, SMART surveys, KAP and SQUAEC studies.
- Regular reporting of progress in coordination of SUN activities. Nutrition stakeholders share lessons learnt and report progress
- Progress reports from Federal Member States implementing nutrition programmes are shared with SUN Focal Point and key stakeholders.

Strategic Objective 3: Scaling up nutrition is integrated into emergency responses and humanitarian programmes in Somalia

Strategic Outputs

- Mapping of emergency and humanitarian programmes with nutrition components is done annually. Stakeholders are sensitised and motivated by SUN to prioritise nutrition during humanitarian and emergency responses.
- Nutrition Cluster members are sensitised on role of SUN in emergency response and humanitarian actions. Synergy between Nutrition Cluster and SUN is strengthened to increase sharing lessons, learning and capacity development in nutrition programmes.
- Nutrition Cluster Advocacy Framework and SUN's SMAC Strategy strengthens integration of nutrition in humanitarian and emergency fields.
- SUN supports implementation of the Drought Impact and Needs Assessment (DINA) strategies, to achieve nutrition indicators.
- SUN, Nutrition Cluster and stakeholders in humanitarian and emergency fields document best practices, lessons learnt and case studies. Knowledge is disseminated on various platforms including websites and newsletters.

Pillar 4: Investment in Nutrition

Investment in nutrition remains a major challenge in many countries. Financing of nutrition has been left to a few UN agencies and international non-governmental organisations. The goal of SMAC Strategy is to lobby the government and non-traditional donors to invest more in nutrition programmes. Furthermore, the strategy calls on all partners to increase resources for nutrition specific and nutrition sensitive programmes across the country.

There is need for solidarity in financing nutrition, bring together the government, public and private sector, UN agencies, businesses and consumer organisations. Another important goal of SMAC Strategy is to mobilise the public to participate in decision making processes that affect financing of nutrition activities. Accountability in allocation and spending of resources is therefore important at all levels.

Year after year, SUN will track and report investment in nutrition in Somalia.

Key Targets

- Investment in nutrition (specific & sensitive)
- Costed plans
- Cost of hunger study
- Budgets
- Donors, dev partners
- Non-traditional donors
- Track and report

Goal 4: Improved financing of costed nutrition plans in Somalia

Strategic Objective 1: By 2019, nutrition specific and nutrition sensitive programmes in Somalia are costed in key sectors.

Strategic Outputs

- SUN Networks and nutrition stakeholders are sensitised on costing of nutrition specific and nutrition sensitive programmes.
- Mapping and analysis of costed nutrition specific and nutrition sensitive programme is undertaken by SUN. Advocacy is done across sectors to strengthen costing of nutrition-specific and nutrition-sensitive programmes.
- Donors/development partners are sensitised on investment in nutrition (specific and sensitive) programmes.
- SUN tracks and reports allocations and expenditures on nutrition (specific and sensitive) programmes.
- Documentation and reporting of costed nutrition specific and nutrition sensitive programmes. Investment in nutrition is reported in annual reports.
- Lessons learnt and best practices in costing of nutrition programmes is done and disseminated on various platforms.

Strategic Objective 2: Allocations and expenditures for nutrition-specific and nutrition-sensitive programmes are tracked and reported by members of SUN Multi-stakeholder Platform

Strategic Outputs

- SUN Focal Point and SUN members' capacity and understanding of budget processes is strengthened.
- Analysis of investment in nutrition provides data on funding gaps to be addressed by the government and donors.
- SUN influences the development of Somalia's Nutrition Action Plan and multi-sectoral plans to improve allocation and expenditures on nutrition programmes.
- SUN mobilises stakeholders to increase allocation and expenditures on nutrition programmes.
- SUN strengthens public participation in budget processes.
- Stakeholders use innovative tools to report progress their nutrition specific and sensitive programmes.
- SUN tracks and reports progress in financing of nutrition programmes.
- SUN civil society lobbies the government and other stakeholders to invest in nutrition specific and nutrition-sensitive programmes.
- The government and development partners create budget lines for nutrition, clear budget ceiling for nutrition and prioritise nutrition in their plans.
- Costing, tracking and reporting of allocations and expenditures in nutrition actions is undertaken across sectors including nutrition-sensitive programmes.
- SUN develops and disseminates adequate information on financing of nutrition programmes in Somalia.
- Lessons and best practices in investment in nutrition specific and nutrition-sensitive programme are disseminated by SUN networks.
- SUN annual reports, country self-assessment and updates to other sectors include financing of nutrition programmes.

Strategic Objective 3: Non-traditional donors provide additional resources to nutrition programmes

Strategic Outputs

- Donor funding of programmes across all sectors is analysed and reported. Financial gaps are identified and addressed by key stakeholders.
- SUN mobilises and sensitises donors and development partners from nutrition-sensitive sectors, humanitarian and emergency fields to invest in scaling up nutrition.
- Mapping of non-traditional donors is undertaken by SUN on annual basis. Additional funds are mobilised to support SUN activities.
- Development partners understand the link between nutrition, economic and national development. Analysis of the cost of malnutrition on the country's GDP, economy and socio-political life is reported annually.

- SUN lobbies the Ministry of Humanitarian Affairs to take lead in engaging non-traditional donors to allocate resources for nutrition programmes.
- Scaling Up Nutrition programmes are supported through the National Drought Relief Committee, Central Emergency Response Fund, Somalia Humanitarian Fund, Central Emergency Response Fund and Somalia Humanitarian Fund.
- SUN convenes regular donor meetings, advocates for diversification of donor funding to include nutrition programmes.
- SUN writes position papers and case studies targeting non-traditional donors, detailing the impact of malnutrition to the economy, GDP and achievement of SDGs.
- Annual reports, Cost of Hunger Study and investment in nutrition studies are disseminated across sectors.
- Media reports, expert articles and reports highlight the cost of malnutrition to the economy, the value of investing in nutrition etc.

Strategic Objective 4: Government, donors and development partners meet their commitments to finance nutrition

Strategic Outputs

- SUN analyses and reports annual investment in nutrition across sectors. Evidence generated is used to sustain advocacy with the government and donors supporting nutrition programmes.
- Leaders in government, ministries, departments and sectors are sensitised on their commitments to finance nutrition.
- Long-term and short-term investment plans for nutrition are discussed with nutrition stakeholders.
- Government and nutrition stakeholders are held accountable for their commitments to investment in nutrition.
- A strong citizen voice and parliamentary committees hold to account the government and development partners, ensure timely allocation and disbursement of funds to nutrition programmes.
- Progress reports, best practices, annual reports are disseminated, to motivate partners to meet their commitments.

3.8 Reaching target audience

Target Audience	Method and Channels	Action	Stakeholders
President and Prime Minister	<ul style="list-style-type: none"> • National holidays • Launch of projects • Media debates • SUN Focal Point in PM Office • Ministerial meetings 	<ul style="list-style-type: none"> • Champion nutrition • Representation in high level events • Prioritise nutrition in development agenda • Support implementation of legislations 	SUN Focal Point Health Minister Federal state leaders
MPs, politicians, local leaders	<ul style="list-style-type: none"> • Parliamentary committee meetings • Parliamentary sessions • Seminars • Conferences • Consultative workshops • Capacity building trainings 	<ul style="list-style-type: none"> • Champion nutrition in parliament and constituencies • Represent country in national and global events • Sensitise masses on good nutrition, food security and importance of the 1000 days • Advocate for policy change • Legislate and pass laws • Allocate resources • Reinforce and implement SUN MSNP 	SUN Focal Point SUN MSP SUN Civil Society Health Minister
Mass Media	<ul style="list-style-type: none"> • Radio and TV messages • Short stories • Dramas • Press briefings on nutrition • Script writing for documentaries • Media talk shows 	<ul style="list-style-type: none"> • Sensitise population on nutrition • Document success stories • Address health issues due to malnutrition and stunting and wasting of children • Reinforce messages through drama, news, reports and infotainment events 	SUN Civil Society SUN Focal Point
Journalists	<ul style="list-style-type: none"> • Journalists network 	<ul style="list-style-type: none"> • Strengthen capacity of media to 	SUN Civil Society

	<ul style="list-style-type: none"> • Training • Field visits • Sharing updates on malnutrition in children • Expert sharing • Information and situational briefs • Press releases • Press kit 	<p>report nutrition stories</p> <ul style="list-style-type: none"> • Increase visibility of nutrition in media • Position nutrition as media agenda • Focus on food and nutrition issues • Reinforce messages through articles, news stories and infotainment events 	SUN Focal Point
UN Agencies, INGOs, NGOs and CBOs	<ul style="list-style-type: none"> • SUN networks meetings • Nutrition project events • Global and national events • Regular updates on the progress/ process of the project Monthly newsletters • Websites • Social media • Brochures 	<ul style="list-style-type: none"> • Strengthen SUN at country level • Technical support in development of policies, strategies • Mobilise public participation in policy making and budgeting • Participate in nutrition campaigns/activities and/or cross-learning activities, etc. • Mobilise resources to support nutrition programmes • Joint statements, position papers, policy briefs 	SUN Focal Point SUN MSP
Young girls and women of reproductive age	<ul style="list-style-type: none"> • Schools • Clubs • Community groups • Gender groups • Interpersonal communication Informative materials • Community meetings • Group discussions • School discussions 	<ul style="list-style-type: none"> • Identify nutrition champions • Mobilise communities to support nutrition activities • Participate in decision-making processes • Influence change of lifestyle • Promote good nutrition • Participate in nutrition events • Participate in policy and budget processes 	SUN MSP Champions

		<ul style="list-style-type: none"> • Understand importance of special 1000 days • Proper pre- and postnatal care • Seek help from trained attendant • Importance of breast feeding • Proper nutritive diet to be consumed by expecting mothers • Behaviour change for food and dietary habit 	
Husbands/male heads the families	<ul style="list-style-type: none"> • Community groups • Leadership forums • Events and information meetings • Interpersonal communication • Information materials • Community meetings • Group discussions 	<ul style="list-style-type: none"> • Identify nutrition champions • Sensitise households on good nutrition • Importance of male involvement in health of women and children 	SUN MSP Champions MPs
Health care providers including local health volunteers	<ul style="list-style-type: none"> • Health facilities • Nutrition events, meetings • Capacity building • Refresher course Expert sharing • Seeking new information • Information materials 	<ul style="list-style-type: none"> • Promote nutrition messages in facilities • Sensitise public on good nutrition • Take care of basic nutrition needs 	SUN MSP Health Minister

3.10 Key Messages SMAC Strategy

Goal and Objectives	Key Messages (Examples)
<p>Goal 1: SUN mobilises and engages stakeholders from different sectors in Somalia</p> <ol style="list-style-type: none"> 1. Key stakeholders in Somalia are sensitised and involved in SUN activities, by end 2019. 2. A strong multi-sectoral support in scaling up nutrition with active involvement of leading public and private institutions. 3. There is good political will, momentum and commitment for scaling up nutrition in Somalia. 4. Mass and traditional media create awareness, influence decision making processes and accountability on the importance of the first 1000 days of life 	<p>By 2030, Somalia is a country free from malnutrition in all its forms. The governments, citizens and leaders have a common goal to ensure every child, adolescent, mother and family realise their right to food and nutrition, reach their full potential and shape sustainable and prosperous societies.</p> <p>SUN agenda is driven by dedicated change agents including the President, Prime Minister, members of parliament, community leaders and celebrities</p> <p>Nutrition is central in emergency and humanitarian responses in Somalia. The rights of marginalised groups to good food and nutrition is guaranteed by SUN, Nutrition Cluster and all nutrition actors in Somalia.</p>
<p>Goal 2: Nutrition policy framework supports integration of nutrition specific and nutrition sensitive programmes</p> <ol style="list-style-type: none"> 1. There is increased awareness of nutrition policies and strategies in Somalia. 2. SUN influences the development and review of policies, legislations and strategies to promote the integration of nutrition specific and nutrition sensitive programmes. 3. Nutrition actors advocate for development of new policies and legal framework to harmonise multisectoral interventions 	<p>Nutrition is a top priority in national development, policies and legislations at all levels of governance.</p>
<p>Goal 3: Strong coordination of nutrition, humanitarian and emergency programmes</p> <ol style="list-style-type: none"> 1. Nutrition stakeholders align programmes to national policies and priorities. 	<p>All nutrition actors in Somalia are committed to a common goal, common agenda and impact in scaling up nutrition.</p>

<ol style="list-style-type: none"> 2. By end of 2019, there are clear coordination mechanisms and roles of SUN stakeholders. 3. Scaling up nutrition is integrated into emergency responses and humanitarian programmes in Somalia 	
<p>Goal 4: Improved financing of costed nutrition plans in Somalia</p> <ol style="list-style-type: none"> 1. By 2019, nutrition specific and nutrition sensitive programmes in Somalia are costed in key sectors. 2. Allocations and expenditures for nutrition-specific and nutrition-sensitive programmes are tracked and reported by members of SUN Multi-stakeholder Platform. 3. Non-traditional donors provide additional resources to nutrition programmes. 4. Government, donors and development partners meet their commitments to finance nutrition. 	<p>Investing in nutrition unlocks human capital and economic prosperity.</p> <p>Investing in nutrition is an economic investment. Somalia's development depends on well-nourished population free from hunger and malnutrition.</p>

Chapter 4: SMAC Tools

4.1 Strategy Tools

Advocacy Toolbox

- **Research and analysis** into the causes and consequences of the issue and identify potential solutions
- **Reports and briefings** to present your research and analysis to government, donors, sister NGOs, etc.
- **Lobbying:** face to face influencing of key stakeholders
- **Seminars and conferences** to increase interest in the issue and publicise your research and analysis as well as the views of others
- **Media work:** newspapers, radio, TV, etc. to publicise your message to a wider audience
- **Exposure visits:** taking decision makers and those with influence to see the impact at the grassroots
- **Running an active website** (must be kept up-to-date)
- **Networking, alliance building** with NGOs and other key actors sympathetic to your objectives
- **Social marketing** (usually only used when the main advocacy objective is to change behaviours or attitudes)

Campaigning toolkit:

- **Public meetings** for communities, or supporters, or potential supporters, etc.
- **Petitions:** mass signatures for presentation to decision makers
- **Leaflets** for public distribution
- **Celebrities:** they can attract support and publicise your cause
- **'Stunts' and mass events:** dressing up, creating models, mass fasts or cycle rides, street theatre, etc.
- **Letter writing or postcard campaigns**
- **Mass lobbies, peaceful demonstrations**
- **Posters or advertisements**
- **Media work**
- **Social media:** facebook, youtube, blogs, podcasts, targeted email distribution, and SMS

Results-Action <http://www.action.org>

Monitoring & Lobbying

- Use:
- To both receive and deliver information on the latest technical and policy developments or political events that impact SUN should be a centre of decision-making processes, identify key partners and political dynamics, and allies and opponents to its work.
- Target:
- Decision makers.
 - Nutrition actors
 - Potential SUN members
 - Donors
 - General public
- Format:
- Reading official notes and documents: sectorial policies and strategies, national budget, donor strategies and reports, NGO reports, briefing papers and analysis, etc.
 - Formal meetings with government officials, donor representatives, NGO/CSO representatives.
 - Networking: participation in thematic task forces or groups, workshops, conferences, formal meetings or informal discussions with decision makers and informants.

Press Releases and Editorials

- Use:
- Give visibility to an issue, message or an activity among both the public and decision makers.
 - Inform about the launch of an intervention, and the success of that intervention.
 - Influence the opinions and attitudes of key stakeholders as well as the public.
 - Insure that messages and activities get reported on by the media.
- Target:
- Decision makers and influencers (government authorities, donors, UN agencies, private sector).
 - General public.
- Format:
- A press release should be brief — a one pager at most. It should have some analytical content and some quotes that can be directly used as by journalists.
 - An editorial should be short (one page maximum), it should bear an original opinion and should include a conclusion. It can be proposed to several newspapers and disseminated online.

Press Conference

- Use:
- Bring up a subject that has not been particularly covered by media, to launch a campaign, etc.
 - Allows you to focus attention on a subject with multiple speakers and to interact with journalists.
 - Used to sensitise journalists that are not specialists regarding the issue, so that they are able to cover properly the issue in the future.

Targets: • Decision-makers (government, donors, UN, Private sector)
• General public
• Journalists

Format: • Less than an hour, with speakers addressing different perspectives.
• A facilitator can be used to introduce and give the floor to speakers.
• Make sure you send a “press pack” beforehand: it is made up of a few pages that allow the journalist to become more familiar with the issue while providing different perspectives of a subject, facts and figures.

Policy Paper

Use: • To explain a position or specific subject. The paper clarifies a position and makes recommendations or proposals for change. It is therefore the basis of advocacy work.

Targets: • Decision-makers and influencers.
• Potential allies.

Format: Short and clear
• Based on research or expertise
• Includes specific demands and recommendations.

Public Mobilisation: Disseminate a Petition

Use: • Use public support to explain your position and reflect the importance of your issues. It can call for change or a political commitment and target one or several decision makers in a precise way.
• Raise awareness of the issue among the general public.
• Public support for our cause can form the basis of legitimacy

Targets: • Decision-makers and influencers (government authorities, donors, UN agencies, private sector).
• General public.

Format: • A petition should include information on why it is important to mobilize over this issue now as well as stating the solutions proposed. A specific action is then proposed to the public.

Exhibitions

Use: • It can be considered halfway between awareness raising and mobilization because on the one hand it makes the question of advocacy visible but on the other hand it makes the general public aware of the issue.

- Targets:
- General public.
 - Decision makers and influencers (government authorities, donors, UN agencies, private sector).
 - Journalists.
- Format:
- Can be very diverse depending on the goal, the subject and the angle: photography exhibitions, projection of a film or documentary.

Chapter 5: SMAC Budget

Proposed Budget

Annexes

Annex 1: Opportunities and Events (To be updated)

Event	Events and external opportunities	Date (to be fixed by ROG)	Focal Point
National	• World Breastfeeding Week		
	• World Food Day		
	• World Health Day		
	• World Immunization Week		
	• Global Handwashing Day		
	• World Diabetes Day		
	• World AIDS Day		
	• World Anti–Obesity Day		
Global	• World Health Assembly		
	• SUN Global Gathering		
	•		
	• Global Nutrition Report		

References

SJN Movement Strategy and Roadmap 2016-2020

http://docs.scalingupnutrition.org/wp-content/uploads/2016/09/SR_20160901_ENG_web_pages.pdf

SUN (July 2014), *Social Mobilisation, Advocacy and Communication for Nutrition*,

https://www.unicef.org/cbsc/files/Scaling_up_nutrition.pdf

SUN Website <http://scalingupnutrition.org/>