

## Scaling Up Nutrition / 1000 Days

### Civil Society Meeting

Washington DC, 14<sup>th</sup> June, 2011



## Scaling Up Nutrition: Meeting Summary Memorandum

### Summary

Over 60 representatives from civil society met in Washington DC on 14<sup>th</sup> June 2011 to share experiences on building effective civil society engagement with and support for [the Scaling Up Nutrition \(SUN\) movement](#). The participants were primarily members of civil society active on nutrition in 'early riser'<sup>1</sup> countries including Guatemala, Ghana, Niger, Zambia, Malawi, Uganda, Tanzania, Ethiopia, and Bangladesh. These actors were supported by regional members of civil society from Europe, North America, Africa and Asia<sup>2</sup>.

The meeting was organized by SUN [Task force C](#) to raise civil society awareness and understanding of Scaling Up Nutrition in early riser countries. The meeting illustrated the progress and challenges from early riser countries already taking forward efforts to do more on nutrition. Civil society stakeholders were encouraged to develop broad ideas and take steps to widen the SUN movement in their countries.

David Nabarro, the UN Secretary General's Special Representative on Food Security and Nutrition and Chair of the SUN [Transition Team](#) outlined the important role that civil society organizations have to deliver nutrition services, build the size of the movement through partners, institutions and with the public and hold governments and all stakeholders to account.

The outcomes of discussions were encouraging with frank exchange on the opportunities and challenges of moving ahead to scale up nutrition. The meeting began a new and exciting process of engagement among civil society stakeholders that will provide a stronger enabling environment for civil society to be an important and influential player within the evolving SUN movement. All country representatives identified key priorities for their attention on return to their countries and outlined next steps that were necessary to raise awareness on scaling up nutrition and further strengthen the involvement and ownership of civil society at national level.

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<sup>1</sup> Early riser countries: Any country that is developing policies and plans of action to scale up nutrition can participate in the SUN movement. Countries that are already participating in the movement have identified themselves as Early Risers and their Government has formally signalled interest to scale up nutrition.

<sup>2</sup> A list of participants is found in Annex 1

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### ***Key points and outcomes of the discussions***

1. Civil Society Organizations (CSOs) need to pro-actively work towards ensuring a space in their national multi stakeholder platforms;
2. CSOs have a multi-faceted role within the SUN movement (implementer, watchdog, communicator, advocate, data collector among others);
3. The country case studies demonstrated that each country has its own set of specific conditions for SUN and have very different approaches and levels of progress;
4. What can CSOs do when Government has not manifested interest to scale up nutrition?
5. There is a different understanding about the role of the private sector in different countries and much to learn between countries;
6. Farmers' organizations need to be brought more centrally into the SUN movement—they are well organized in Africa and Asia at national, regional, and continental levels;
7. Civil society focal points are critical in establishing a clear network of communication. Where possible these should be led by domestic organizations rather than INGOs.
8. Lessons learned from large scale nutrition programmes are:
  - a. Harmonize training resources across field partners;
  - b. Build on what exists already;
  - c. Forge linkages, build networks and ownership through participatory methods;
  - d. Capacity building is key with strong emphasis on interpersonal communication skills;
  - e. Ensure availability of nutrition supplies;
  - f. Monitor performance and have a quality control system in place;
9. There is need for mapping tools, monitoring and evaluation tools, guidance on bottom up approaches to mobilize the public, guidance on working with the private sector, guidance on the recruitment of Nutrition Champions, guidance on resource mobilization;
10. Need to better support and include non Anglophone countries;
11. Work to involve regional structures in the SUN Movement (e.g. NEPAD, ECOWAS, AU, ASEAN);
12. Effective communication is key within country among stakeholders and globally;

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### The Meeting

On 14<sup>th</sup> June 2011, over 60 representatives from civil society met in Washington DC to share experiences on building effective civil society engagement with and support for the Scaling Up Nutrition movement. The participants were primarily members of civil society active on nutrition in 'early riser'<sup>3</sup> countries including Bangladesh, Ethiopia, Ghana, Guatemala, Malawi, Niger, United Republic of Tanzania, Uganda, and Zambia. These country CSO representatives were supported by regional members of civil society from Europe, North America, Africa and Asia<sup>4</sup>.

The meeting was organized by SUN Task force C<sup>5</sup> to raise civil society awareness and understanding of Scaling Up Nutrition (SUN) in early riser countries and to encourage key civil society stakeholders to develop ideas and take steps to widen the SUN movement in their countries.

The purpose of the meeting was:

- To ensure participants understand the role civil society can play in the Scaling Up Nutrition movement and are inspired to move forward together with national and sub-national partner organisations to articulate next steps
- To inspire and provide guidance and insight into how to build a popular movement for change
- To develop an outline of activities / next steps for each country by national level representatives as well as articulating priority needs to achieve next steps
- To align Task Force C and other participants to support the development of next steps at national level and articulate the ways in which international actors can support national efforts to scale up nutrition

This report summarizes the rich conversations that took place throughout the day.

### 1. The Role of Civil Society – Reflections from David Nabarro

David Nabarro, the UN Secretary General's Special Representative for Food Security and Nutrition and Chair of the SUN Transition Team, opened the proceedings by addressing the assembly. One of his primary observations from the previous day's meeting, he said, was that it will be impossible to move forward on nutrition without the support of people's organizations. Civil society can effectively express the views of people affected

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<sup>3</sup> Early riser is a term for countries that have been eager to do more to scale up nutrition and the Government has formally signalled interest to do more to scale up nutrition

<sup>4</sup> A list of participants is found in Annex 1

<sup>5</sup> Task Force C is one of six task forces with a specific focus to strengthen the role of civil society in the scaling up nutrition movement

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by malnutrition, and therefore civil society is at the heart of the Scaling Up Nutrition movement.

Governments have the responsibility to ensure food and nutrition security for their citizens, but they do not always allow space for people's organizations to participate. We must ensure that civil society is involved in all aspects of SUN's work. Many in this meeting are experts at involving civil society in important causes, and that is what Task Force C is all about. Dr. Nabarro articulated five key messages:

### *1) Know what needs to be done*

We need to be able to explain SUN concisely and consistently, ensuring that we are all on the same page. The [Framework for Scaling-Up Nutrition](#) sets out an agreed approach to scaling up nutrition specific and nutrition-sensitive interventions. However, we need to understand that SUN is not prescriptive. Civil society must ensure that all stakeholders know the basic interventions and the need for nutrition-sensitive development, and then leave space for everyone to implement them as appropriate.

### *2) Do what needs to be done*

Governments often see civil society as those that “do the work.” That is part of the job of civil society. We must be willing to do the work, to ‘do what governments ask of us’ but that is far from the whole task.

### *3) Be part of inclusive partnerships for planning and policy-making*

Civil society needs to do more. Civil society must be part of the planning and policy-making platforms and processes. We need to be creating multi-stakeholder platforms for inclusive collaboration. The International Alliance Against Hunger and Malnutrition (IAAHM) model is one of those, but there are many others.

### *4) Advocate for the most marginalized and disadvantaged*

Civil society is also important as a witness to what is happening on the ground. Civil Society organisations bring the people dimension to the conversation. Civil society need to remind and to point out when things aren't working as intended – when access is limited or inequitable and when quality of service delivery and participation is poor. CSOs have a critical role as advocate and watchdog.

### *5) Require us all to be accountable*

Civil society must use its collective voice to bring accountability to donors and governments for commitments made. CSOs are capable of collecting data and need to be prepared to develop reports to drive all stakeholders to be accountable.

Dr. Nabarro pointed out the difficulty in fulfilling all of these roles, and observed that it may be necessary on occasion to criticize those we work closely with. Without civil society change will not occur at the scale and with the sustainability needed. Solidarity among civil society is critical to the success of the SUN movement.

## **2. Learning from our Peers: Insight from a selection of Early Riser Countries and CAADP's Non-State Actors Team**

### 2.1 Case Study Number 1– Uganda

Uganda, the 'Pearl of Africa', has been proactive in making commitments to food security and nutrition. The country adopted a Food & Nutrition Policy in 2003 and a draft Nutrition Action Plan that spans 2010 to 2015. While the Ugandan Constitution recognizes the right to adequate food and pledges to ensure food & nutrition for all, malnutrition and hunger are still a challenge. 38% of all children under 5 are stunted and 73% suffer from Iron Deficiency Anemia (UBOS 2006). It is estimated that stunting, anemia, iodine deficiency, and low birth weight (less than 2.5 kg) deprive Uganda of US\$310 million per year and will reduce its gross domestic product by 4.1 percent. Uganda also suffers from a high burden of under-5 mortality rates.

Although malnutrition is a national scourge, some regions are affected more than others. Children in south-west and northern Uganda have consistently experienced more malnutrition than other regions. The data show that malnutrition persists even in regions that are traditionally known to be the food basket of the country. Both highly ranked wealthy areas and those with largest levels of poverty had high levels of malnutrition. In fact, although Uganda had a 2% decline in poverty per year between 1995 and 2006, there was only 0.6% decline in stunting.

The government just launched the National Development Plan (NDP) 2010 to 2015. The main thrust of the "plan" is to promote social economic transformation and human resource development as a means to sustainably reduce poverty and inequality in Uganda. The country made significant strides in reducing poverty in the past. This plan provides strategies for reducing the number of people living in poverty even further. Three overlapping strategies are key to achieving sustainable economic development in Uganda: increasing agricultural productivity and value addition through the production chain, improved health, and human capacity development through education.

In order for the NDP aspirations to be met, it requires that from early age, Ugandans are well cared for, in order for the population to achieve its full potential in terms of productivity, health, and education. But many of our population will not contribute optimally to the achievement of the NDP because of malnutrition and its raging effects of on well-being and productivity.

A Uganda Nutrition Action Plan (UNAP) 2010-2015 has been drafted in line with NDP and the SUN framework. It aims to improve key nutrition indicators for children by improving access and utilization of MIYCN related services; enhancing the consumption of diverse diets; protecting households from the impact of shocks and other vulnerabilities that affect nutrition; strengthening the policy, legal, institutional framework and capacity to effectively plan, implement, monitor and evaluate nutrition

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programmes; creating awareness and foster national interest and commitment to nutrition and engaging in advocacy to achieve policy change.

Civil society in Uganda had been active in influencing the nutrition agenda. For example, the Child Health Now campaign (led by World Vision Uganda) is now present in over 40 districts and Voluntary Efforts for Development Concerns (VEDCO) works on nutrition and livelihood interventions in over 20 districts. Civil society has worked together to raise awareness and create momentum around nutrition through jointly funding conferences, workshops and fairs and by participating in national technical working groups and feeding into consultations on the NDP and UNAP. There is the emergence of partnerships, coalitions and joint campaigns around food and nutrition security.

The Uganda CSO Coalition on SUN (UCCOSUN), which was only recently established in 2011, has grown from a meeting of 4 people to welcoming the membership of more than 50 civil society organisations. At present there is an interim steering committee in place that comprises 10 CSO representatives. Rather than start from scratch, the UCCOSUN consolidates and builds on existing CSO initiatives on maternal and child nutrition. The coalition supports joint advocacy platforms and audiences and contributed to development of UNAP 2010-2015. UCCOSUN have been working with the Speaker of Parliament and at least 15 MPs to lobby for Legislature prioritising MIYCN, and to influence the IPU agenda. The coalition has also developed & published in mainstream print media a signed national commitment on nutrition with CSO logos. Just recently the UCCSON exhibited jointly at the first Uganda CSO Fair 6-7 June 2011, raising its profile and solidifying its identity.

The emerging vision of SUN in Uganda involves a strong CSO coalition that engages in demanding public and private investment in nutrition. Support is needed for the interim secretariat in order to mobilise and coordinate the coalition's efforts to awaken government and sectoral commitment towards SUN. In order to be effective, UCCOSUN needs to harness the power of information and communication, using e-communication technologies in order to share, develop and disseminate information. The coalition will continue to work to support advocacy opportunities including conference and congresses on nutrition along with continued engagement with development partners.

Civil Society in Uganda can change the current situation on child malnutrition. We have made significant strides and we can accelerate the achievements in order to draw the benefits of good nutrition. We are accountable to many children who experience disease and suffering and who die every day in Uganda due to easily preventable malnutrition. We are accountable for the lost productivity and the high costs we incur every day due to malnutrition. We are accountable for the mental retardation and reduced learning capability of our children associated with malnutrition.

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### **2.2 Case Study Number 2—Bangladesh**

Dr Sultana Khanum, presented a case study of Bangladesh, a state in which national context is key in the campaign. She first noted that it is a country of around 160 million where only 30 million receive assistance under nutrition intervention programs, and that the primary goal in Bangladesh is to increase the number of people covered. They are focused on preparing a roadmap for development. Key activities to date have included meetings with development partners with a focus on production, organization, and implementation of action, as well as a preliminary assessment of opportunities to engage key demographics. A specific example cited is the engagement of mass-media women's groups as campaign promoters. Campaigns have been proven as effective means by which to popularize similar programs in Bangladesh, so these resources and groups should be utilized to create an effective and widespread campaign.

Dr Khanum noted that the largest hurdle to success has been in finding government support for an action plan and how this can be implemented. Only NGO's and other civil society organizations working in Bangladesh have participated in meetings thus far. A key challenge will be bringing all of these actors together in total engagement. A next step is to find ways to continuously engage the government and engender a strong political commitment and sense of government ownership.

### **2.3 Case Study Number 3—Tanzania**

Tanzania was presented as an interesting case study that can demonstrate ways to develop partnerships at the district level and methods to engage with individual societies. Joseph Mugyabuso, manager of the Partnership for Nutrition explained that they are trying to work with district NGOs in a unique sub-national approach. Tanzania is 151<sup>st</sup> in the UN Development Index and has 81 child deaths per 1000 live births, in part because of poor infant feeding with less than 30% of children breastfed the full recommended six months after birth. To address this problem, CSOs, the private sector, and other development partners are beginning to work together to deal with infant and young child health through the Partnership for Nutrition. This partnership was conceived before SUN and it is recognized that CSOs are perhaps not as effectively engaged as they could be. The next step is to develop a strategic partnership to move action forward with planning meetings, review meetings, developing and implementing one cohesive partnership strategy, building nutrition advocate champions at all levels, and establishment of a communication hub where members can share information. The partnership is currently being facilitated by Save the Children and funded by UNICEF. USAID, Irish Aid and the World Bank are key actors working with Government on nutrition in Tanzania.

Tanzania is an early riser country although the national level SUN framework has not yet been articulated. Secretary of State Hillary Rodham Clinton had a high level national meeting on Nutrition with the Tanzanian Prime Minister-Mizengo Peter Pinda and the Deputy Prime Minister and Minister of Foreign Affairs and Trade of Ireland Eamon Gilmore. The Prime Minister committed to Tanzania's endorsement and support of the



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SUN movement and then announced six steps that would be undertaken by the Government of Tanzania to address the nutrition situation and make progress towards achieving the MDGs. These steps included;

- i) Finalization of the implementation plan for the National Nutrition Strategy
- ii) Establishing a new high level National Nutrition Steering Committee led by the Government with participation of selected development partners and Civil Society Organizations
- iii) Effective from year 2012/2013, establishment of a designated line in the national budget for nutrition
- iv) Stronger integration of nutrition into Agriculture and Food Security Investment Plan
- v) Rapid Establishment of Nutrition Focal Points at District level
- vi) Announcing, finalization and enforcement of the national standards for edible oil, wheat and maize flour that were set in 2010 so that millers and edible oil producers will begin fortifying

Secretary Clinton appreciated the importance of the six commitments and emphasized the importance of the 1000 Days Partnership. She announced that Nutrition will be a key component of the Feed the Future Initiative and that USAID will be providing \$ 6.7 million for nutrition interventions in the year 2011/12. She emphasized support for the SUN Movement and the 1000 days Partnership

The Deputy PM and Minister for Foreign Affairs and Trade of Ireland Eamon Gilmore, pledged Ireland's continued support to improve maternal and child nutrition at the community level in Tanzania including funding of \$2 million this year. The high level meeting involved ministers for Agriculture and Health from both Zanzibar and Tanzania Mainland.

For SUN to be as successful, the Partnership for Nutrition will need to work with other stakeholders (government, private sector and donors) and make nutrition an issue of primary focus in Tanzania. Of critical importance, is the need to go 'sub-national' and ensure that local NGOs are brought in to the movement.

### 2.4 Case Study Number 4—Niger

Niger provides a unique case study for the new role of civil society organizations in scaling up nutrition. Niger is one of the malnutrition hotspots with the highest burden in the world. In 2010, over 330 000 SAM children were treated in Niger alone. Therefore scaling up has already happened in Niger since the 2005 nutritional crisis. Yet many challenges remain in a country where malnutrition is prevalent and recurrent. Niger demonstrates the importance of supporting national initiatives when developing a strategy. The government was one the first to implement new WHO guidelines into the national protocol in 2005 and has repeatedly called for international aid over the past two years. Niger has experienced human resources available and a number of structures are in place to provide treatment. But funding is unstable and only from emergency

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donors which precludes the implementation of a multi-year strategy and severely limits the possibility of a multi sectoral approach. Still, two Nigerien medical NGOs have shown great results in scaling up nutrition. FORSANI and BEFEN have succeeded , together with the MoH and INGOS, in increasing access to treatment, going from 43 workers (in 2008) to over 450 (in 2010). At the start, these NGOs were reaching about 4,000 children with SAM and in 2010 could scale up to treat 43,000 children with above sphere standards outcomes. These NGOs have also implemented prevention strategies by distributing Ready to Use Supplementary Foods to over 35 000 children from 6 to 23 months of age. These NGOs have also integrated the need for solid epidemiological analysis of the results of these interventions and will publish hard data on these programs. In addition to providing treatment, these NGOS have worked in partnership with the national university to train doctors in order to further increase capacity. Beyond this, civil society in Niger is very interested in sharing strategies with other NGOs at the national and international level. There are still many hurdles, but in order to go forward civil society in Niger will need to secure multiyear financial commitment, work with the government to develop the national strategy, strengthen its capacities on communication, inform the international community about their policies. To do so, Nigerien NGOS are committed to building a platform for national medical NGOs and civil society.

### 2.5 Question and Answer Session

Several questions were raised for the presenters of the country case studies.

*How is advocacy done in Uganda without an active government platform for engagement and clear responsibilities for nutrition among government ministries?*

The Ugandan delegation had several ideas, including widening the parameters of operation for CSOs, and involving technical experts who straddle the CSO and government lines and can pull the players together.

The group then discussed the challenges faced in countries where interest is not manifested by the government. Many countries have CSOs participating at some level in the government and can therefore use their credibility to demand action. In some countries delivery of programmes is easy, but getting the government to take an active role and be accountable may be much more challenging. The challenge of CSOs and NGOs is to call government to account on their commitments including allocating the required resources needed to uphold those commitments. CSOs at the national level need legitimacy to be a part of the dialogue with government. One of the challenges of SUN is to develop a platform to give civil society an organized and clear voice, and also to recognize what needs to change.

*What is and can be the involvement of the private sector and what is being done in this sphere—specifically, are there criteria developed for their involvement?*

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Answers illustrated the different understanding and role of private sector by country. For example in Ethiopia, the private sector has begun monitoring iodization of salt and the inclusion of micronutrients in certain products, but these programmes are just beginning to be implemented with the assistance of the World Bank.

### 2.6 The Agricultural Sector: The position of agriculture and Farmers' Organizations in the SUN Movement

Chief Alangeh Romanus Che, Chair of the Comprehensive African Agriculture Development Programme's Non-State Actor Coordination Task Team, Focal point of the NEPAD/CAADP Africa Forum for Central Africa, Member of the Regional Council of the Sub Regional Platform of Farmers' Organizations in Central Africa (PROPAC) and 1<sup>st</sup> Vice President of the National Consultation Forum of Farmers' Organizations of Cameroon (CNOP-CAM), spoke of the decline in agricultural production and income levels of the rural dwellers for the past two and one-half decades, which has made it difficult if not impossible, to ensure adequate nutrition for babies and nursing mothers in Sub-Saharan Africa, and of the key role that farmers could play in ensuring food security. It was noted that agriculture did not feature on the priority agenda of the international donor community for this period and also that there is a long history of agriculture not being linked directly to nutrition problems, and in light of this four needs were highlighted:

- Technology patterns regarding agricultural promotion need to evolve and adapt to ecological conditions where indigenous knowledge is blended with results presented by the scientific communities; technological capacities need to be reviewed.
- To ensure that new technologies are adequately transferred, the capacity profiles of extension workers and all those involved in technology transfer should be reviewed and capacity development need assessment conducted to enable them deliver.
- National and Foreign political landscape and institutional frameworks need to be reviewed, along with the support architecture currently in the field. Such initiative needs political environments that are conducive with structures that reflect the realities and meet the desire of the final consumers. It needs to be ensured that they are responsive to both the practical and strategic gender needs of the target group, well-coordinated, of high technical quality, and effective. We need to address these questions and involve key actors in discussions.
- The existence of Farmers' Organizations (FOs) should be considered as an advantage to the SUN Movement. Therefore, FOs need to be utilized as disciples of the SUN movement—they are well organized in Africa at national, regional, and continental levels with the creation in 2010 of the Pan Africa Farmers' Organization (PAFO), an organization with a clear constituency. They may influence Policy Decisions and Aid at the national and international levels. To this effect, the role of these organizations should be advocacy, scaling up of food security and nutrition, and the advancement of food technology, as well as raising awareness to develop better field capacities. If FOs are supported to fully

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operate, the other practitioners or actors like Nutritionist, Medical Practitioners etc, etc will have and easy walk in their endeavours to realize the global objective of the SUN Movement.

### 3. Key Steps to Scaling up Nutrition: Lessons Learned from other large-scale nutrition programmes

Victoria Quinn of Helen Keller International presented five primary challenges to large-scale nutrition programmes:

**Challenge 1: How do you provide the right nutrition at the right time to the right person?** Several critical junctures require specific actions. The Essential Nutrition Actions (ENA) framework was outlined which includes 7 action areas (the what) and a strategy to implement these at scale (the how). These include the provision of quality nutrition support for optimal breastfeeding, optimal complementary feeding at six months with continued breastfeeding to 2 years, nutritional care for sick and malnourished children, women's nutrition, control of vitamin A deficiency, control of anemia and control of iodine deficiency disorders.

**Challenge 2: How do we get started and coordinate action?** Globally, the SUN movement has over 100 groups that are aware, committed, and mobilized. However, this presents a challenge of getting all these enthusiastic groups to coordinate, harmonize and focus on a common outcome.

**Challenge 3: How do you prevent the huge numbers of currently missed opportunities,** like pregnant women attending ante-natal clinics and receiving iron/folate tablets for anemia prevention but not being told to eat more during pregnancy and lactation, two areas critical for optimal nutrition outcomes for the woman herself and her baby.

**Challenge 4: Who will be the clear leader managing the many different partners needing to work together at the country level?** This individual needs to be neutral and not aligned with any one group in order that all partners feel equally valued and that their space is being respected.

**Challenge 5: How do we reach women and children at large scale?** To achieve the massive 'public health' impact we desire from improved nutrition, The Lancet (2008) cites that optimal nutrition practices (spanning the seven ENA above) need to be adopted at 'near to universal scale' (over 80-90% depending on the ENA). Achieving this is a massive challenge and necessitates the formation of broad partnerships to combine efforts, resources and create positive programme synergies using multiple programme opportunities (that reach pregnant mothers and children under two years) both inside the health sector as well as outside in other key sectors such as agriculture, community development, water/sanitation, education, etc...

The key steps for implementing the ENA framework require an approach that is not based on vertical programmes but rather identifies and targets multiple programme opportunities both inside and outside the health sector and at all levels.

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There have been major achievements in micronutrients and infant feeding through ENA's:

- The first lesson learned from these achievements is that we need to work across all sectors and at all levels.
- Next, we need to assess and analyse the nutrition situation before designing new programmes as each country, region and community faces different nutrition challenges. Tools to do this already exist and are available from [www.coregroup.org](http://www.coregroup.org).
- Third, we need a positive policy and planning environment for nutrition, including normative guidelines in health worker training in these countries. We should provide 'useful information' targeting the right decision-makers in a concerted advocacy effort, which must be strong and ongoing.
- Fourth, building vibrant field partnerships, including bringing together broad networks of civil society, government and other development partners, should use participatory techniques to build trust, create teamwork, and engage people. Keep regular partner meetings informal and fun; prevent bureaucracy. Energy comes from good involvement.
- Finally, we should create broad partner networks that allow us to cover more areas in the country, fast-track programme roll-out and, very importantly, leverage resources to the benefit of nutrition. Most countries have dozens of groups currently working in nutrition, thus representing an immensely valuable existing pool of talent and resources. Moving forward under SUN we should build on this talent and energy to every extent possible, improving current programmes (often through training and staff development) in order to create a harmonized field approach aimed at reaching the same objectives of improving the nutrition of young children and women of reproductive age.

Dr. Quinn's key points and strategies included the following:

- Need to harmonize across partner field groups with training, similar training materials, etc.
- Build on existing groups, systems, and structures rather than starting from scratch (dependent on each country/region's individual structures).
- Key is forging "linkages" which can make short-term skills-based training of health and community workers much easier/more streamlined.
- Short, precise training courses can be effective to train community volunteers to help pregnant mothers.
- Emphasize capacity building via training in the area of interpersonal communication (IPC) in counselling mothers and other child caretakers. Develop a communication strategy that is multi-channel using IPC along with key ENA message reinforced by harmonized mass media strategies (local radio, television, print) and community mobilization.

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- Nutrition supplies need to be available in addition to the logistics to deliver them—need to worry about micronutrient supplements, Ready to Use Therapeutic Foods (RUTFs), de-worming pills, malaria prophylactics, etc.
- Countries that used the above approach, through support by the USAID funded LINKAGES Project include Bolivia, Ethiopia, Ghana and Madagascar. In all countries dramatic improvements were seen in key ENA areas, especially optimal breastfeeding and complementary feeding (see attached articles). Breastfeeding results were evident within 6-9 months of initiating the field support to civil society and government partners. Such good monitoring and evaluation results helped to fuel subsequent enthusiasm across partners as ‘success breeds success’.

### 4. Building a movement: lessons learnt and steps forward

Gaby Schembri, Head of Global Campaigning at Save the Children, presented some key insights based on a recent report published by her organization entitled, “Ready for Action: Campaigning at the Grassroots and in Coalition”.

A movement requires teamwork - a group of people working together to advance shared ideas and a common agenda. SUN is about multiple stakeholders, so how do you best work alongside donors, grassroots, communities, and UN groups simultaneously? She noted that we as civil society bring credibility and a human face forward—empowering people to speak out and have their views and experiences heard and create agents for change. She then presented anecdotal lessons learned from some of the most successful international campaigns of recent years:

#### 1. Build Strength from the Ground Up

Many international campaigns that already exist built momentum from the ground up, for example the international campaign to ban land mines. Princess Diana acted as a high-level celebrity supporter to push this issue forward on the international scene. It was built, however, at the national level. In 1991 it began with one or two organizations that had a vision for change. Only six years later 150 countries signed and ratified a national treaty. It started small and built to something substantial. To do this, groups had to make the public aware and make people care, build a global alliance, and successfully use international figureheads.

#### 2. Embrace External Opportunities and Be Clear on Your Leadership – both internally and externally

Make Poverty History was focused on delivering results from a political event: the G8 summit in Scotland. This was a strong grassroots mobilization and effective mass-marketing campaign with a good use of advertising and strong branding to raise strong public engagement and awareness of the issue. While the coalition debated (too long) on who was best placed represent them externally, the media and public couldn’t wait and approached their own public faces for the campaign engaging with high level and

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high profile celebrities included George Clooney, Brad Pitt, and Angelina Jolie so it's important to think about who you wish to act as a spokesperson/people or figure head for the campaigning you do, otherwise the media will appoint one for you. Public marches were also used, with 250,000 people peacefully marched in Edinburgh. This example shows how to galvanize people and create an international movement.

### 3. Harness the power of coalitions – proactive secretariats, coordinated and sustained advocacy and engaging the media

**Mobilizing for Malaria:** The goal of this campaign was to establish a common framework and to use all of the effective strategies of advocacy to be as effective as possible. Every coalition worked in the country context (no one size fits all) but all revolved around the same aim. They needed to make sure they weren't competing but were doing what they could to create an effective programme of influence.

a. Specific Malaria country example: Cameroon— organizers worked to create a constituency of MP's within the government who focused on malaria and could bring the issue to other government officials. Setting up a media coalition against malaria with journalists, training them to understand not only the scale but the causes, consequences, etc. Journalists spreading the word for them, "chain-link" effect as awareness spread. Lesson: this coalition was successful as they have an effective secretariat that reaches out rather than waiting to be reached, and understands who to connect with outside of the country. Working with parliamentarians is an investment in time and energy but can be highly effective if done correctly.

### Lessons to take away:

#### 1. Start off with a clear purpose

- Define the problem and the change this is required, including carrying out your own analysis of how and where change can be achieved.
- Develop a campaign plan with broad aims and more specific objectives. Identify target audiences, potential allies and opponents. Define key messages, activities and tactics. Create a timeline, and ways of monitoring and evaluating at each stage. Use this as your campaign framework but remain flexible to the changing environment you are working in.

#### 2. Build from the grassroots

- Be ready to present evidence to state your case. Gather the facts about what the problem is, the number of lives it affects and how they are affected.
- Look to working with the media, which can help you publicise your issue, build a strong voice and shape debate. There will be occasions, though, when it's not right time to take an issue to the media.
- Recognise the opportunities and challenges of grassroots and local campaigning, which may need their momentum maintained over a long period and may struggle for resources.

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3. Work in coalitions with others
  - In working with others, including in coalition, be explicit about the added value this brings in helping you deliver on the objectives set for the campaign.
  - Decide what type of coalition your campaign needs – informal (growing organically or coming together briefly for a specific event) or one that is more formal and turns into an organization in its own right.
  - Aim to build a broad coalition, perhaps combining a diverse range of actors and groups who don't usually work together but who, when they combine forces, can achieve more than their separate parts.
  - Clarify ways of working with your coalition partners, including what everyone's contribution to the work will be. Recognise the different strengths they bring, the different amounts and types of work they can take on and how to ensure the work happens. For more information see SC's Ready for Action: campaigning at the grassroots and in coalition.
4. Ensure your campaign strategy is based on sound socio-political- cultural analysis
5. Consider the balance between insider and outsider approaches
6. Build constituencies of support with key public audiences and high profile public ambassadors and campaign champions from the world of entertainment, sport and/or academia.

### 5. Group Review

Following this presentation, the participants were asked to identify those issues which they feel had not yet been adequately addressed over the past 2 days. They were also asked to signal, based on the discussions so far, which tools and resources they felt were urgently needed. The following were identified:

1. Need for mapping tools – stakeholders, activities, policies and funding streams
2. Need for monitoring and evaluation tools
3. Need for accountability frameworks through which impact of the movement can be measured locally and globally
4. Comprehensive messaging hierarchy—audience specific which could lead to a slogan / goal for the SUN Movement
5. Guidance on 'bottom-up' approaches to mobilizing the public (rather than 'top-down' strategy)
6. Guidance on the challenges of working with private sector
7. Guidance on resource mobilisation
8. Country readiness requirement—minimum standards for success
9. Guidance for the recruitment of nutrition champions
10. Economic analysis: cost of investment per child
11. Time frame we are working within
12. Details on support available from SUN Transition Team and Taskforces
13. More Info on successful models of interaction between civil society and government Interaction With Government
14. Better support and inclusion of francophone countries



## 6. Country Breakout Sessions: identifying priority next steps and needs

During the afternoon the focus was on action in the future. Participants were organized by country to develop the *three priority needs* and the *three next steps*.

### 6.1 Ghana Group

Current situation: The government of Ghana has committed itself to promoting the ideals of the SUN movement – political support is assured. However, prior to the June 13<sup>th</sup> – 14<sup>th</sup> meetings, the critical mass of Civil Society Organizations (CSOs) needed to collectively and efficiently implement the SUN initiative had not been identified.

- a. Three priority next steps
  1. The representatives present at the meeting upon return to Ghana, will give feedback (this will include a brief report on the meeting capturing lessons learned) to identified stakeholders such as the Government of Ghana/Ghana Health Services, and CSOs working in maternal and child nutrition.
  2. The team will form an interim unified, neutral CSO Steering Committee, to monitor Ghana's SUN efforts. This Committee will facilitate CS SUN meetings with national leaders/the Government/Ghana Health Services. Such meetings will seek to review the SUN Movement as a whole, discuss and agree on in country level objectives under SUN, set short-term and long-term goals for CSO activities under SUN in Ghana.
  3. The committee together with the CSOs will set specific goals as to what the CSOs in Ghana can do as a group. The group acknowledged that there is a window of opportunity for CSOs to contribute to the National Nutrition Policy that is currently being developed in Ghana.
- b. Three priority needs
  1. Resource mobilization: The Committee will have frank discussions with various CSOs on the need to participate in the implementation of the in-country SUN activities based on motivation and commitment. The need for participating CSOs to share resources of all kinds will be emphasized. There will also be the need to collectively look into the possibility of getting funding and assistance from various organizations including international agencies.
  2. Mapping of CSOs in Ghana: This is critical and will be done by type of stakeholders, focus of CSOs, regional presence or representation of CSOs, as well as the capacity of the various CSOs.
  3. Communication: The delegation could not overemphasize its relevance and hence agreed that the principles of communication for engagement with the various stakeholders be set from the onset.

## 6.2 Tanzania Group

Current situation: in Tanzania, The Partnership for Nutrition in Tanzania has been effective and includes a group of 90 civil society members. However, it is important that this group establishes its independence in future.

- a. Three priority next steps:
  1. Share the outcomes of these meetings with CSO nutrition partnership members and explore the events of the meeting with Secretary of State Clinton and Tanzanian leaders that just occurred.
  2. The 90 members of the partnership in Tanzania need to work together more efficiently, and this will require mapping, especially determining the individual capacities of each of these 90 members. The role of the Partnership within SUN at the national level must be clearly identified.
  3. Internal mapping will need to occur, including assessment of strengths, weaknesses, and the role of nutrition partnerships in the country, of funding streams, and of the political landscape in Tanzania. From this, development of a three-year plan of action will be necessary.
- b. Three priority needs:
  1. Funding for the mapping and the tools required for that process.
  2. A way for different organizations to agree that the partnership is a freestanding organization not driven by outside sources (funding, etc.).
  3. Need to increase the visibility of the partnership and this will require support from SUN.

## 6.3 Uganda Group

Current situation: There are three tracts of activities around nutrition in Uganda. Existing policy on nutrition and a draft bill on food and nutrition are in place and SUN implementation is being led in collaboration with a national nutrition plan. CSO's have founded a common organization that is growing in influence.

- a. Three priority next steps:
  1. CSO's need to galvanize support from the global SUN body in order to pressure national government to pass the food and nutrition plan.
  2. They need to launch the national nutrition plan and create an institutional framework to institute this plan.
  3. The government and CSO's need to move along together, and CSO's need to get support from SUN global.
- b. Three priority needs:
  1. A dialogue with SUN Task Force C.
  2. A key visit from someone who can bring together leaders to facilitate discussion at the national level.
  3. A way to make CSO's more coordinated so they may have more weight. Passing of the food and nutrition bill will put in place the mechanisms for implementation.

### 6.4 Zambia Group

#### Current Situation

There is no current CSO focal point. Government, with support from UN and donors is aware of SUN and has begun planning activities without CSO input. Government has a framework in place and some donors (Dfid, Irish Aid and UNICEF) are interested. Civil Society Poverty Reduction (CSPR) can play lead interim role. Concern Worldwide and Jesuit Society will support CSPR. Upon return to Zambia, CSPR will organize meetings with National Food Commission, Dfid, UNICEF, and Irish Aid to offer CSO support as an active constituency and to seek support for next steps including the hosting of a multi-stakeholder conference. CSPR will work with its Nutrition Thematic Group under CSPR as a planning committee. CSPR will involve CHAZ, NGO Coordinating Committee, Nutrition Society and other actors to inform them of SUN and assess their potential interest.

#### Next Steps

1. Convene group to plan for SUN conference (July)
2. Plan for SUN Meeting sometime in August / September.
  - a) Invite outside resource person involved in SUN such as Anna Larrey and others to present at conference
  - b) Invite government and CSOs to share plans, map opportunities and challenges
  - c) Use meeting to initiate mapping of players involved in nutrition specific and nutrition sensitive interventions.
  - d) Consider advertising meeting in newspaper to attract non conventional players
  - e) Plan meeting so that a set of results are achieved including:
    - a. Selection of a permanent secretariat / CSO focal point including roles / responsibilities
    - b. Setting of a broad advocacy target and strategy
    - c. Sharing of lessons learned from successful previous activities such as Jubilee debt reduction that can be applied to SUN
    - d. Broadening civil society participation in SUN
    - e. Securing donor and UN (such as WFP) commitment
    - f. Developing a communications strategy for CSOs and between CSOs and government.
3. Plan for longer-term activities:
  - a. Workshops / trainings in nutrition
  - b. Advocacy campaigns / communication messages
  - c. Community sensitization campaigns / outreach
  - d. Strengthening a secretariat

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### Challenges

- Coordination: Immediate coordination and information dissemination requires time and dedicated staff.
- Resource mobilisation: funding for networking, conference, dedicated staff; need to attract multiple donors
- Capacity development: 1) for health / nutrition professionals: understanding SUN, importance of cross-sectoral issues; 2) for nutrition –sensitive sectors: basic nutrition training
- Sustaining interest: requires dedicated staff, networking budget; senior level staff buy-in

### Opportunities

- Involve students / internships
- Work with District development coordinating committees
- Utilize sectoral advisory groups

### Key Principles

- Ensure local ownership
- Build on lessons learned / good practices from Jubilee debt cancellation advocacy
- Involve current networks, media, non-traditional players
- Link with global movement and other early riser countries
- Develop and refine simple, clear, compelling message on importance of SUN to attract broad audience and sustain interest.

### 6.5 Bangladesh Group

#### a. Three priority next steps:

1. Brief CSO's based on the SUN International Washington Meeting (brief all relevant working groups & task force (July 2011)
2. Orienting the National Gov't stakeholder to SUN movement (in conjunction with CSO's): (August 2011 – based on orientation)
3. Expand Civil Society boards to include specialist or Associations

#### b. Three priority needs:

1. Development of the SUN road map by stakeholders
2. Influence Government and Ministries to incorporate SUN concept in all Operational Plans (July-Sept 2011) of relevant Ministries. (ongoing orientation – for next Fiscal Year)
3. Increase profile & accountability of SUN

## **6.6 Niger Group**

- a. Three priority next steps:
  - 1. To create a network of CSO stakeholders in nutrition after a meeting in Niger of all of those who were here and participated in this meeting.
  - 2. To contact all CSO stakeholders in Niger and try to assess the true commitment of those actors. Then contact government through the Secretary General at the Ministry of Health and discuss SUN; know the Government calendar on this issue in order to harmonize and align work .
  - 3. Organize a public forum that would mobilize the social actors and graft this with another forum as was done in 2010 for World Food Day.
- b. Three priority needs:
  - 1. Funding.
  - 2. To set up an efficient network of communication with which to connect and inform all of the actors.
  - 3. Financial support for operational nutrition research in Niger.

## **6.7 Malawi Group**

Current situation: The Office of the President and Cabinet has a nutrition, HIV and Aids arm led by a host of nutritionists, and it is active in developing nutrition policy in Malawi. Basic tools are present within the nutrition department. They have taken the lead in instigating the SUN process and bringing civil society together to further strategize on this initiative. The SUN initiative will be launched officially in Malawi on 28<sup>th</sup> July, so unlike in other countries a lot of the groundwork has been done.

- a. Three priority next steps:
  - 1. For now, only step is to meet with the Head of the Department of Nutrition, HIV and Aids to brief her and her team on what happened at this conference and discuss with her (Dr. Mary Shawa) on how the team that was here can help her in planning and carrying out an action plan.
- b. Three priority needs:
  - 1. To help the Department of Nutrition to advocate with donors and the government at regional and district levels because that is where wide gaps exist in effectiveness. Good plans exist at the national level.
  - 2. A plan for segmented nutritional delivery system with proper coordination of nutrition services at the district levels needs to be developed.
  - 3. Civil societies need to coordinate to support government efforts and reach different households with a coordinated voice even if through different channels. There is also a lack of resources available to print and reproduce materials—leaflets, pamphlets, etc. Tools and materials, as well as volunteers for local nutrition clubs and school groups are a top priority need.

### 6.8 Guatemala Group

Current Situation: Guatemala is a place of tremendous opportunity, but development of programmes must proceed carefully because it is a political transition year. There is currently no substantive governmental support for food and nutrition security plans, but there is a national food and nutrition security law and the legal structures are in place to implement programmes.

- a. Three priority next steps:
  1. Review SUN within the Guatemalan context, taking into account national and departmental leaders, civil society members, donors, etc.
  2. Develop a SUN Guatemala action plan.
  3. Integrate SUN Guatemala priorities into Feed the Future and national nutrition plans.
- b. Three priority needs:
  1. Internal and external technical assistance
  2. Well-timed high level personal touch point with the new President when he or she is elected to reinforce the importance of SUN and the Guatemalan efforts.
  3. A unified, neutral and central body to track progress of SUN country efforts, impact, lessons, etc. on the global level

### 6.9 International Group

An international discussion group was also established to focus on the ways and approaches for international and regional actors to best support national level activities. The main conclusions of this group are outlined below.

It is crucial to provide meaningful and timely support from global and regional level to support national level planning and implementation including the development of strategies to improve communications between these two levels for civil society. Some key principles and points were developed:

- Build on existing alliances/forums: strategies must clearly engage with and make use of existing networks.
- Awareness: Creating greater awareness and understanding of SUN is a key challenge that requires considerable investment
- Added value: Clear focus on adding value so that activities done at regional and global level are only those best placed to be done at those levels
- Support options: Develop a 'menu' of support options with areas like technical and advocacy support, as well as resource mobilization. Resources need to be financial as well. Need to assess what are the possible sources. The first point of contact for mobilizing financial resources should be at country level. Where that is not sufficient or possible, global SUN and Task Force C should support resource mobilisation.

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- Share the burden: Mobilize support from the Task Force C so not all of the weight falls on the two facilitators' shoulders.

### Closing remarks

The meeting concluded with Alex Rees and Anna Lartey providing final comments and reflections. Alex Rees began by noting the clear need to scale up efforts, as well as a demand for governments to lead the scale up efforts in an inclusive manner. Those present at the meeting see the need to make governments view involvement of civil society as an obligation, not a suggestion. But CSO need to be organized so that the Government knows who to talk to. He also remarked on the need for individual CSOs to scale up direct actions as well as lobby others to invest in scaling up nutrition.

In closing, through questions and answers the meeting identified some useful areas for participants and Task Force C to consider in future when planning and implementing scaling up nutrition:

#### 1. Using existing leadership structures and identifying champions

A participant commented on the potential for advocacy within existing African leadership structures—AU, ECOWAS, etc. Large regional organizations, (including farmer's organizations) can be mobilized to support the nutrition agenda. The attendees were challenged to identify champions from within these regional structures who can act as motivational speakers to get elected officials to think about nutrition all the time, not just before elections. We must grasp opportunities including, for example, the AU Food and Nutrition Day on October 30<sup>th</sup> each year to mobilize around.

2. The importance of the multi-stakeholder platform and the establishment of a reputable 'focal point' for civil society. The creation of national level multi-stakeholder platforms are a critical element of the SUN movement and it is of primary importance that we ensure that strong civil society focal points are firmly situated within these platforms and Government knows who the civil society focal point is. Civil society focal points are critical in establishing a clear network of communication. Where possible these should be led by domestic organisations rather than INGOs. There is the need to consider how we can make SUN something that is truly locally owned and translated into a sustainable, action-orientated movement, rather than just a impalpable outsider concept. We need to think carefully of how to create the incentive for local civil society to become involved in SUN.

#### 3. Maintaining an active dialogue

Finally, the discussion turned to the importance of communication and keeping the dialogue flowing between the national and international level and increasingly between CSO colleagues in early riser countries. Both external and internal communications need to be considered. It was proposed that mechanisms first be developed domestically within each country and then assessments performed to determine the

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external communication that needs to occur. Regarding communication, the importance of making considerable effort to diversify language was noted (particularly French and Spanish and Portuguese), as well as the use of various channels and the use of communication as a tool for advocacy and mobilization—where the message and the audience determine the format and channel of presentation.

The conclusion by Mr. Rees focused on the role of task Force F in monitoring and evaluating the SUN process and the need for measuring progress of civil society engagement. He outlined the new web portal [www.scalingupnutrition.org](http://www.scalingupnutrition.org) as a portal providing information and communication platform, and suggested that members utilize this site. Finally he asked members to please keep in mind that in September, the first year of 1000 Days will be complete, and at that time Task Force C will need to report back on what has been done thus far.

The meeting was adjourned.



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### Annex 1: List of Participants

Organisation	Name	Position	Country/Region
AED/FANTA-2 Project	Dr Mrs Ferdousi Begum	MCHN Specialist and Country Manager	Bangladesh
Eminence	Mr Md. Shamim Hayder Talukder	Chief Executive Officer	Bangladesh
Centre for Health Care Management	Sultana Khanum	International Public Health Consultant & Chairman	Bangladesh
CAADP	Alangheh Romanus Che	Chair of CAADP NSA Coordination Task Team	Cameroon
AFA	Estrella Penunia Banzuela	Secretary General	East Asia
Concern Worldwide	Pankaj Kumar	Assistant Country Director for Concern Ethiopia	Ethiopia
University of Ghana (TF C Co-facilitator)	Anna Lartey	Associate Professor	Ghana
Ghana Alliance against Hunger and Malnutrition,	Nana Ayim Poakwah	Executive Director,	Ghana
Ghana Coalition of NGOs in Health	Victoria Dennis	Chairwoman	Ghana
Nutrition Department of the Ghana Health Service (African Women International)	Rosanna Agble	Nutrition Consultant, former Head	Ghana
Ghana Nutrition Association	Dr Amos Laar	School of Public Health, University of Ghana	Ghana
Save the Children-Guatemala	Leonardo Argueta	Technical Assistant Manager, Maya Food Security Programme	Guatemala
Human Rights Ombudsman	Louis Monterosso	Ombudsman for Food Security	
PATH	Janet Guta	IYCN Country Coordinator	Malawi
WALA	Adugna Kebede	Deputy Chief of Party, WALA food security program	Malawi
Concern Worldwide	Mphatso Mapemba	Manager, CTC Advisory Service	Malawi
Management Science for Health	Margaret Khonje	Community Health and Nutrition Advisor	Malawi

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Organisation	Name	Position	Country/Region
FORSANI	Dr Mallam Issa Kanta	general coordinator	Niger
Bien Etre de la Femme et de l'Enfant au Niger	Laminou Kolle	President	Niger
ALTERNATIVE/Coalition for Food Security and Nutrition	A.T. Moussa Tchangari	General Secretary	Niger
ONG Gapain	Dr. Aissata Diop Guimba	National Coordinator	Niger
CAPAN	Abankawel Ilitinine	Secretary General	Niger
Centre for Counseling, Health and Nutrition Care (COUNSENUTH)	Pauline Kisanga	Executive Director	Tanzania
Naadutaro Pastoralist Survival Options (NAADUTARO)	Mr. Lembulung, M. Ole Kosyando	Coordinator/Executive Director	Tanzania
World Vision Tanzania	Anatoli Rugaimukam	Ag. Director of Program Development	Tanzania
Tanzania Nutrition Partnership	Joseph K.L. Mugyabuso	Manager	Tanzania
Uganda Action for Nutrition	Peter Rukundo	Secretary	Uganda
VEDCO	Henry Musoke Kizito	Country Director	Uganda
World Vision	Mr. James Kintu	Country Director	Uganda
World Vision Uganda	Ms Rudo Kwaramba	National Director	Uganda
AED/FANTA-2	Robert Mwadime	Regional Nutrition Advisor	Uganda
Jesuit Center for Theological Reflection	Leonard Chiti	Director	Zambia
Civil Society for Poverty Reduction Zambia	William Chilufya	Provincial Liaison/Civic Engagement & Advocacy Program Officer	Zambia
Bread for the World	Asma Lateef	Director	USA
Concern	Rakesh Katal	Country Director, Concern Zambia	Zambia
Emergency Nutrition Network	Carmel Dolan	Technical Director	UK
ALIMA	Guillaume Leduc	Programme Manager	
University of Greenwich	Paul Amuna	Principle Lecturer	UK
UNSCN	Lina Mahy	Technical Officer, Advocacy, Communication and Partnerships Building	Switzerland
CORE Group	Karen LeBan	Executive Director	USA

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Organisation	Name	Position	Country/Region
Concern Worldwide	Allyson Brown	Acting Operations Director	USA
Concern Worldwide	Jennifer Thompson	Hunger Advocacy Officer	Ireland
ACF	Elise Rodriguez	Advocacy Officer	France
Helen Keller International	Victoria Quinn	Senior Vice President, Programs	USA
World Vision	Kate Eardley	Child Health Policy Advisor	UK
Bioversity International / Chair of International Alliance Against Hunger and Malnutrition	Jessica Fanzo	Senior Nutritionist	Italy
United Nations Development Programme	Matthew Cousins	Coordination Team	Switzerland
HLTF Coordinator/SRSG (SUN TT)	David Nabarro	UN S-G Special Representative for Food Security and Nutrition, Coordination on Avian and Pandemic Influenza	Europe
Independent Consultant	Lola Gostela	Consultant - SUN Stewardship Study	UK
Independent Consultant	Paul Isenman	Consultant - SUN Stewardship Study	USA
International Alliance Against Hunger	MarieChristine Laporte	Coordinator	Italy
International Alliance Against Hunger	Elisa Pozzi	Consultant	Italy
Medecins sans Frontieres	Dr Susan Shepherd	Coordinator - Nutrition Working Group	USA
Medecins sans Frontieres	Judit Rius	Policy and Advocacy	USA
Medecins sans FrontieresMSF (SUN TT)	Nathalie Ernoult	Nutrition Policy Advisor	France
World Vision, East Africa Region	Sisay Sinamo	Nutrition Advisor	Ethiopia
World Vision International	Dr Carolyn MacDonald	Nutrition Director	Canada
AMREF	Bill Yaggy	Director of Programmes	USA
John Snow Incorporated	Agnes Guyon	Senior Nutrition and Child Survival Adviser	USA

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Organisation	Name	Position	Country/Region
Save the Children US	Steve Meyers	Public Policy and Advocacy	US
Save the Children UK	Delphine Valette	Senior Hunger Advocacy Advisor	UK
Save the Children UK	Gaby Schembri	Head of Global Campaigns	UK
Micronutrient International	Venkatash Mannar	President	Canada