NUTRITION ADVOCACY IN ZAMBIA

A strategic approach

REPUBLIC OF ZAMBIA

FOREWORD

In June 2013 the Zambian government pledged to cut chronic malnutrition in the country by half over the next ten years. This is in recognition of the serious threat that malnutrition, particularly to children under the age of five leading to stunted growth has had in the communities. The overall prevalence of stunting among children under the age of five in Zambia stands at 40 per cent. It is clear that the stunting levels among children is high but can be prevented within the First 1000 Most Critical Days period, if key players such as partners, as well as mothers and families are given the necessary information.

The Zambian government is aware of the high levels of under nutrition in the country and that it requires coordinated efforts from different stakeholders to invest significantly in better nutrition. The National Food and Nutrition Commission is equally aware of the prevailing nutrition status of the country and hence has come up with the National Food and Nutrition Strategic Plan for Zambia (2011 – 2015). This plan covers eleven key strategic directions related to improving food and nutrition situation in the country. The Strategic plan gives a major priority to new multi sector and synergistic efforts to nutrition strengthening and expanding interventions related to the First 1000 Most Critical Days Programme. The MCDP outlines the key priority intervention areas that will remarkably reduce and prevent stunting in children less than two years of age. It is from this strategic plan that we draw the advocacy strategy particularly reinforcing the overarching goals of the MCDP while reaching the many audiences that can affect or affected by, opportunities to improve nutrition.

In national-level capacity assessment conducted in 2014, key line ministries identified advocacy and communication as the most significant gap in implementing the MCDP, especially the coordination of advocacy and communications efforts across agencies and organisations working to advance the MCDP.

This Advocacy strategy aims at coordinating communication amongst supporters of the Most Critical Days programme across government, civil society, the private sector and others, building awareness and understanding of nutrition and the importance of investment in nutrition policies and programming and strengthening capacity for actions and accountability. This publication describes the nutrition advocacy trends in the country; various target audiences; each audience playing different roles in advancing the 1000 Most Critical Days programme. This Advocacy strategy complements the communication strategy developed by the NFNC.

It is my sincere hope that this strategy will serve as a key resource in the planning, formulation and implementation of the 1000 MCDP aimed at delivering the optimal nutrition status for the Zambian people and at ensuring that meaningful investment is put in reducing stunting in the country.

Executive Director
The National Food and Nutrition Commission

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Contributor

CARE
Dennis O'Brian
Mary Simasiku
Josephine Nyambe

CSO SUN
William Chilufya

CONCERN
Maijoilen Mwanamwenge

NFNC
Eustina M Besa
Freddy Mubanga
Herbert Macha
Jossy Phiri,
Koji Soneka
Brian Kunda,
Betty Siakwale

Proof Reader
Edem Djokotoe

Executive Director
The National Food and Nutrition Commission

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APPROACH

Interviews were conducted with 25 stakeholders representing government and both national and international organisations responsible for—or with the potential to affect— the implementation of the First 1,000 Most Critical Days Programme (MCDP). These meetings sought to assess:

- strengths of current advocacy efforts;
- gaps in current efforts;
- barriers to advancing nutrition in Zambia; and
- opportunities to create sustainable change.

Meetings were held in April-May 2014 via phone, Skype or in-person. A full list of interviewees can be found in Annex 1.

INSIGHT

Throughout discussions, potential is the word that came up the most. The potential for change. The potential of the next generation. The potential to impact the country's future.

With strategies set and bold commitments made in global arenas, many pieces are in place to tackle malnutrition in Zambia. Members of the nutrition community clearly see what improving nutrition could do. What is often less clear is how to turn this potential into progress.

Nutrition is a complex issue and the First 1,000 Most Critical Days Programme is a multi- faceted, multi-sector, multi-year approach to address the challenge. Because of this complexity, low-issue awareness and the hidden consequences of failing to address nutrition, there is a need for a strategic advocacy effort to ensure that the issue—and the current opportunity—is not lost.

Barriers

- Technical language loses people. Nutrition experts can get lost in the technical terminology, nuances and details of this complex issue. Concepts like stunting are not understood outside of the nutrition community, and understanding is critical to building engagement. Advocates may be speaking nutrition to someone whose first language is agriculture or finance. If nutrition is not translated into something relevant and accessible to these audiences, the conversation will not go far. People from all sectors need to understand why they should care. Asks are not always clear. There is a fine balance between making nutrition seem broad and multi-sectoral while not seeming overwhelming or too big to affect change. Without understanding the clear and specific actions that are needed and within their purview, people are less likely to act. Telling someone that political will needs to be strengthened to support nutrition may not mean much. However, telling them that a

specific number of votes are needed to ensure full funding of a nutrition budget is far more concrete. By making it as easy as possible for people to engage and providing them with the information they will need to act, you shift from presenting an overwhelming problem to presenting a solution.

- Three years is not much time. The initial three year MCDP outlines numerous lofty goals and establishes high expectations—as did the Vice President's commitment at the Nutrition for Growth event in London in 2013. As noted, it takes time to organise efforts and get programmes, investments and people in place—especially with a complex issue that involves many individuals and institutions. The challenge of addressing the underlying causes of malnutrition is significant, and it seems even less feasible when looking at a timeline that ends in 2014 or 2015.

- Capacity is lagging. The First 1,000 Most Critical Days Programme represents a significant shift in how nutrition is approached in Zambia. As a result, existing structures, programmes, trainings and capacities must be reconsidered to ensure alignment with new goals and new ways of thinking. Institutional mandates and capacity to implement and lead have not caught up with the needs of a cross-sector effort, with a focus on coordination, information sharing, integrated programs and a "one-government" approach to nutrition, rather than a one-ministry approach.

- Work remains stuck in silos. With all of the talk of multi-sectoral engagement and new positions created in ministries to lead on nutrition, without a functioning multi- stakeholder platform, planning remains primarily within individual ministries. For example, on communications, each Ministry seems to be developing their own plan and messages without an effort to root efforts across ministries in one cohesive, coordinated campaign based on shared goals and core messages.

- Reliance on maize contributes to nutrition challenges. Hunger and malnutrition often go hand in hand, yet they are not the same issues. Improving food security involves ensuring that people have food; improving nutrition involves ensuring that people have the right foods, supplements or fortification to get the vitamins and minerals needed for health and growth. It can be a challenging distinction anywhere, but the importance of maize in the lives and diets of Zambians makes the need to differentiate between hunger and malnutrition both more difficult and more important.

Opportunities

- The time is now. Even with capacity challenges, every interviewee was optimistic about the opportunities for nutrition in Zambia. With technical consensus converging on a short set of proven interventions and the resulting rise of nutrition on the global

- agenda—people are paying attention to nutrition. Interviewees recognised that when an opportunity like this arises, it must be seized before it passes by and the commitment amongst the community in Zambia was clear. People are looking for a way to bring efforts together and improve coordination. Channelling this commitment and know-how in a targeted and strategic way will enable stakeholders to capitalise on this opportunity.

- Big problems create big opportunities. With a stunting rate among the highest in Africa, there is a lot of opportunity for improvement in Zambia. Even marginal actions have the potential to create significant impact. Focusing on the most accessible possibilities can bring success in the short term and success spurs momentum and interest. People like to be a part of a winning effort, especially leaders in government and across sectors. When plans are implemented and we begin to see progress, people will want to know how they can help reach beyond the low-hanging fruit.

- There is a solid support structure in place. The donor and civil society communities are important partners in this effort. From field offices to global headquarters, nutrition continues to be high on the agenda for these organisations. Aligning with the principles of the SUN Movement, national nutrition efforts are led by the Government of Zambia, but donors and civil society groups are in place to provide essential guidance and support.

- Zambia's star is rising. In 2010, Zambia joined the Scaling Up Nutrition (SUN) Movement and the following year was reclassified as a lower-middle-income country by the World Bank. Taken together, Zambia has the potential to position itself as a leader both regionally and globally. There are opportunities to connect the investment in nutrition to the continued growth and development of the nation—something that can be a source of pride for the government.

- There is lots of potential to recruit and utilise champions. From the Vice President and key permanent secretaries to influential chiefs and well-respected doctors, there are opportunities to recruit leaders from various spheres of influence. Champions do not have to be celebrities—they have to be someone with a channel to reach those who influence change. Some have already signaled interest in joining this effort.

- Dedicated advocacy efforts have achieved big things in Zambia before. Coordinated advocacy efforts and broad government plans have been instituted to address other health challenges in Zambia, including tuberculosis and HIV/AIDS. The experience with HIV/AIDS was raised in numerous discussions, with interviewees noting that when the government declares an emergency and there is coordination among levels and sectors of government, donors and civil society, progress can happen.

PLAN

Based on the research and identified opportunities, the following outlines a strategic approach to advocacy for advancing the First 1,000 Most Critical Days Programme.

Goal: Create an enabling environment for policies, programmes and investments supportive of nutrition and the First 1,000 Most Critical Days Programme

Target Audiences:

This strategy aims to engage and mobilise individuals and institutions with influence over support, investment and implementation of elements of the MCDP. This includes:

- National-level policymakers (president and vice president);
- Parliamentarians;
- Key line ministers;
- Finance minister and planners;
- Provincial and district leaders;
- Chiefs and traditional leaders;
- Ministerial managers and staff; and
- Technical experts and the medical community.

Each audience plays a different role in advancing the MCDP and, in some cases, members of the target audiences can play dual roles—influencing the elements under their purview and championing the Programme to encourage other target audiences to act.

Note that the media is not listed as a target audience, though it does play an important role. The media does have the potential to influence, but in a less direct manner than other audiences. An approach to engage media and leverage coverage to best reach the target audiences is incorporated herein.

The public is not a target audience for advocacy communications either. While the public may be exposed to messages designed to connect with policymakers and influencers, these messages will not be focused on immediate actions that the public can take.

NFNC is currently developing a communications plan focusing on communicating messages associated with the MCDP to broader audiences, which will include behavior change and nutrition education messages directed at the public, healthcare workers and others. These two plans are meant to be complementary—reinforcing the overarching goals of the MCDP while reaching the many audiences that can affect, or are affected by, opportunities to improve nutrition.

When the NFNC plan is completed, it should be reviewed alongside this advocacy approach to ensure that messages align and that there are no gaps in outreach.

Objectives:

- To coordinate communication and advocacy amongst supporters of the MCDP across government, civil society, the private sector and others.
- To build and expand awareness and understanding of nutrition and the importance of investment in nutrition policies and programming.
- To strengthen capacity for action and accountability and on-site learning visits involving high level influencers.

I. COORDINATE COMMUNICATION

In a national-level capacity assessment conducted in 2014, key line ministers identified advocacy and communications as the most significant gap in implementing the MCDP[i]. While ministries created capacity development plans to address challenges, a review of these plans indicates a broader gap in the coordination of advocacy and communications efforts across agencies and organisations working to advance the MCDP.

The key line ministry capacity development plans noted similar challenges across agencies:

- Staff—from high-level leadership to district-level implementers—lack understanding of nutrition as an issue, and the connections to their respective ministry missions.
- Limited understanding of the MCDP and the respective agency's roles/responsibilities in it.
- Lack of key messages.
- Lack of materials.
- A need for specificity in regards to what actions can or should be taken.

Any effort that involves multiple messengers, platforms and audiences must start with a shared foundation of basic tools and messages. Using the same language not only reflects the cohesion of the broader effort, it also promotes a common understanding of the issue and improves the effectiveness of outreach. Without this shared language, the campaign and its goals can be perceived as disparate, which lessens the impact on audiences that you seek to engage.

Communications and advocacy must break down the silos. As ministries conduct meetings and sensitisation sessions and develop messaging and materials to address gaps in advocacy and communications capacity, it is imperative that the effort be coordinated.

Establish Core Messages

As noted, nutrition is a complex issue. Combine the nuances of the issue with a multi-sector, multi-faceted effort, such as the First 1,000 Most Critical Days Programme, and there is a significant chance that describing the challenge will overwhelm audiences rather than inspire them to act.

Messages should be:

- Utilised and integrated across communications. A united voice is needed from all partners engaged in advancing the First 1,000 Most Critical Days Programme. This includes NFNC, government ministries (at the national, provincial and district levels), civil society, donors and other partners backing the MCDP.

- Concise. This enables users to then incorporate additional statistics or proof points depending on audience and need.

- Focused on potential. Stunting as a concept is challenging, partially because the only visible sign of it is in shorter stature. An emphasis on stunting and trying to explain the nuances is not effective outside of the technical community. Meet your audience where they are instead—people understand potential. Stunting at its core is a loss of potential—potential for growth, cognitive development and healthier lives.

- Quick to move from problem to solution. An approach to nutrition advocacy in Zambia developed by RESULTS and released in late May 2014, notes that advocates find themselves short on time when discussing nutrition with policymakers and influencers[ii]. Advocates focus heavily on the details and nuances of the problem and sometimes do not even present a specific solution or call to action for the audience in question. As a result, policymakers will likely feel overwhelmed by the magnitude of the problem and will be unsure of what they could even do to help.

- Clear on the difference between hunger and nutrition. Maize plays a critical role in the diet of Zambians, but at the same time, the focus on a singular food source is limiting access to necessary nutrients from an array of products. Criticising the diet will not work—it is deeply embedded in the culture. Focus on the need for more than maize.

Regardless of the situation or audience, a finite set of standard messages is important to establish the need for the MCDP and what it aims to achieve. The details have their place and should be incorporated as needed to connect with different audiences, but being able to clearly articulate what this effort is about in a way that people understand is a critical first step and should be at the core of communications.

Core Messages:

- Zambia is facing a national nutrition emergency. Nearly half of Zambian children under five years old are chronically malnourished, limiting their health, growth, capacity and potential— and that of our entire nation.

- For a child, the foundation for a healthy and productive life is established in the 1,000 days between a mother's pregnancy and her child's second birthday. Proper nutrition during this critical window is necessary in order to give children the strongest start in life.

- You do not have to be hungry to be malnourished. Zambia had a bumper crop of maize in 2014, but nutrition is more than maize. Nutrition is ensuring that people have the right foods, vitamins and minerals needed to fuel health and development.

- Zambia has one of the fastest growing economies in Africa and in the world, but we will not be able to continue or sustain this growth if we fail to act on nutrition. It is estimated that Zambia loses more than $186 million in GDP annually to vitamin and mineral deficiencies alone.

- It does not have to be like this, and Zambia has a plan in place to change it. The First 1,000 Most Critical Days Programme is about nourishing the future of Zambia to ensure that individuals, communities and the nation have the opportunity to reach their full potential.

- Everyone has a role to play in improving nutrition in Zambia. The government has made significant commitments to increase national investment in nutrition, but we need more than commitment—we need action. By working together, we can achieve what no one ministry, sector or organization could alone.

- By focusing on proven, cost-effective interventions, the First 1,000 Most Critical Days Programme has us poised to move from potential to progress. We have an opportunity to build on the advances made in recent years and change the future of Zambia by improving nutrition.

Define Asks

Nutrition is an issue many still associate solely with health, but creating a stronger Zambia is something that every government Ministry, provincial leader and district official can envision their own role in. By meeting people where they are and framing nutrition in terms of the targeted Ministry or audience, it becomes relevant and actionable. Define what it is you need each audience to do at a particular point in time and integrate these tailored asks into the core messaging to make implicit requests explicit. An initial step would be to work with CSO SUN to refine their 10 policy goals to ensure that the associated asks are clear, measurable and achievable.

Asks should be:

- Specific. Asks need to be specific, achievable actions. Many of the government officials that can play a role in improving nutrition have never been involved in nutrition issues before. They need to know what can be done and specifically, what they can do. Clarifying the policy goals to move beyond general terms will help to push beyond general actions.

- Action-oriented. Asking someone to scale up nutrition or build capacity for nutrition does not tell them what needs to be done. Asking a leader in the Ministry of Local Government and Housing to support integrating nutrition into water, sanitation and hygiene programming does not tell him or her what needs to be done. Discussing the benefits of incorporating a focus on the importance of hand washing before food preparation and before infant feeding into materials outlines an action that can be taken.

- Relevant. In reaching out to leaders or anyone across sectors, if there is an action you want them to take, relate it directly to their mission, not your own. The same can even hold true for teams within the same ministry. For example, a Ministry of Health team focused on HIV will be more receptive to an ask primarily framed as beneficial to their work—as in, allocating additional funds for nutrition counseling for people living with HIV can in turn improve the effectiveness of HIV treatments, as well-nourished, healthy patients are more receptive to medication.

- Timely. Asks are not set in stone, they should evolve as efforts do. Asks to increase financial investment should be targeted at the person or organisation that can make that change, during the time in which they may be open to influence.

- Limited. A lot has to be done to achieve the goals outlined in the MCDP and in the country's Nutrition for Growth commitment, but asking for everything at once will overwhelm audiences. For example, work with ministries to determine

where an early increase in investment could have the most significant impact and aim to achieve that goal. A win on this goal then helps to drive momentum to build toward the full realisation of Zambia's nutrition plans.

If appropriate for the audience, asks can focus on the priority interventions outlined in the MCDP. While these interventions offer an opportunity to be specific and action-oriented, as outlined above, consider the audience first. For example, a meeting with a parliamentarian with influence over the Ministry of Agriculture and Livestock's budget would be an ideal time to integrate specifics regarding priority agriculture interventions into the ask. However, a meeting with the vice president should focus on a broader ask regarding support and funding for the MCDP and national nutrition coordination.

Develop Sector-Specific Messaging

Sector-specific messaging builds on the core messaging to position nutrition as an issue that aligns with and advances the priorities of broader audiences. Framed within the core messages and working toward persuading audiences to take the defined ask, these messages get at the 'why'. Why does nutrition matter to education? Why should agriculture consider nutrition? etc. The answer to 'why' should relate not only to improving nutrition, but the potential benefits to their organisational or ministerial goals. See Annex 2 for suggested elements of sector messaging.

Establish a Goal-Oriented Multi-Stakeholder Platform

Creating a shared understanding among advocates also solidifies the coalition working toward the same goals. This enables supporters to increase the resources available and identify the channels through which each individual and organisation can contribute their unique skills to help the collective work more effectively and efficiently.

Interviewees outlined discussions for two convening platforms—a high-level steering committee comprised of Permanent Secretaries of the key line ministries; and a multi-stakeholder platform, chaired by NFNC. There are roles that each could play, though to be effective, the roles, objectives and responsibilities of each must be well defined.

A convening of permanent secretaries provides an opportunity to raise issue visibility and even draw media coverage, but it is not a working group that will get into the details in regards to gaps or opportunities for increased coordination. This is largely a ceremonial convening.

The high-level steering committee should:

- Convene twice annually for a brief one-hour session. Scheduling should be consistent,

with participants leaving one meeting having already scheduled the next.

- Focus on bolstering perceptions of a coordinated government response to nutrition, with each permanent secretary providing brief high-level remarks on the latest actions and investments in nutrition and outlining plans for the following six months.

- Track progress against the MCDP and national commitments. As outlined under objective three, improved tracking spearheaded by NFNC and partners could be utilised by permanent secretaries to laude progress and note continued need. If meetings are regularly scheduled, permanent secretaries will want to be sure that they are able to show progress—especially if they know that there is an opportunity to gain positive exposure for their ministry.

- Invite media. Permanent secretaries are not involved in the day-to-day implementation of the MCDP, so their roles should not be to know the smaller details, but rather to provide the overarching thematic perspective, with a focus on coordination and shared accountability. Having a collection of permanent secretaries in one place provides an opportunity to build media coverage and get out the core messages of the MCDP.

To complement this, the NFNC-chaired multi-stakeholder platform would provide a forum for government, civil society, cooperating partners, donors and others to identify overlap and opportunities to maximise both efforts and efficiencies. Without an active and goal- oriented coordinating body, the cross-sector approach of the MCDP cannot succeed. Each meeting should end with the next one being scheduled, indicating that this is a lasting commitment and an effort for which partners will be held accountable.

The multi-stakeholder platform should:

- Convene quarterly for a one to two hour session. Scheduling should be consistent, with participants leaving one meeting having already scheduled the next.

- Define its role. This platform is where cross-sector learning, sharing and coordination must happen. Interviewees indicated that there were often meetings within civil society, or within the agriculture organisations, but no one platform to bring them all together to hear what was happening across partners—which perpetuates the silos of work that have typically hindered progress.

Each convening then provides an opportunity to:

- share progress or new results from programming;
- announce newly available grants or funds (if applicable);
- distribute new materials;
- hear from NFNC on the latest government news;

- identify opportunities for shared action in the coming months; and
- build a community that helps cross-sector coordination become more than just an idea.·

Be informed by the high-level steering committee of key line ministers. Ideas and areas of discussion from the permanent secretaries can inform actions and needs for the multi-stakeholder platform to take on. The flow of communications should go both ways, with the multi-stakeholder platform strategically sharing priorities, concerns or opportunities with the high-level steering committee.

Establish clear lines of communication and influence to key ministries and parliamentary leadership to support internal advocacy. As the Q Partnership capacity assessment indicated, within the government ministries alone, each key line ministry includes "advocacy meetings" as an element of their capacity development plans[iii]. If each ministry is reaching out to the same potential influencers with different requests and fractured messaging, policymakers will struggle to prioritise actions. To ensure that the many stakeholders involved in the MCDP are an asset and not a hindrance, the shared platform must be place through which to coordinate timing, outreach and asks.

Develop a communications sub-group. A specialised group with representatives from the communications teams of the government agencies, civil society, cooperating partners and donors will help to ensure consistency and cohesion on core messaging. The communications sub-group is then responsible for relaying messaging to their respective organisations.

II. EXPAND AWARENESS AND UNDERSTANDING

With a foundation of shared messaging and coordinated communications established, there is an opportunity to bring information on nutrition and the MCDP to new audiences with the potential to influence nutrition outcomes. Different tools, moments and channels will be important to reach different influencers.

Develop Strategic Materials to Reach Target Audiences

Messaging is for internal partners and collaborators, tools and materials are how messages are conveyed to broader audiences. Developing tools and materials can be time intensive, so to maximise capacity—consider what your audiences need and what you need from the audience, and then think about the best medium through which to do this.

Materials should be:

- A cohesive suite. To support a coordinated campaign, all materials should look and sound as though they are part of the same effort. When target audiences see an array of partners

utilising the same materials—it bolsters the perception that there is wide interest in prioritising nutrition.· Translated. While materials in English can be effective, ensuring that materials are translated into the country's seven primary languages will reinforce that this is an effort spearheaded by Zambians and the Zambian government—not external partners. These materials can be particularly useful when the campaign moves to engage provincial and district officials and chiefs.

- Written in a way that engages both parties in government. Nutrition is a national-issue and politicising it by aligning it with either the ruling party or the opposition will not serve the issue well in the long-run.

- Materials for Development

- An approach to materials is outlined below.

- One-page summary of MCDP

A critical tool to support outreach across audiences will be a concise, one to two- page document that outlines the basics of the First 1,000 Most Critical Days Programme, together with key points on why nutrition needs to be a national priority. The document should be built around the core messages outlined above. A high-level explanation of the roles and responsibilities of the different key line ministries will also be important—showing how nutrition impacts and is impacted by their work.

Infographic

To complement the one-page summary, a visual depiction of the connections between issues and nutrition as well as the roles of different stakeholders in advancing the MCDP will help to further clarify the concepts. A graphic can also be a helpful tool incorporated into PowerPoint presentations or other meetings as a visual complement.

Policy briefs

A policy brief is an opportunity to outline an issue and supporting facts to a new audience in a way that connects to audience interests and informs the actions that could help to drive advances. A core set of policy briefs will help to communicate the roles of the ministries involved, as well as the areas of opportunity for the ministries to act.

To establish this base of information, one to two-page policy briefs should be created to outline current thinking and evidence on:

- nutrition and maternal/child health;
- nutrition and agriculture/livestock;
- nutrition and WASH;
- nutrition and education; and
- the investment case for nutrition.

The briefs can use a combination of global and Zambian data to illustrate the national situation within the broader global context. Potential sources of information include:

- The Lancet Series on Nutrition, 2013;
- The Lancet Series on Maternal and Child Under-nutrition, 2008;
- Key details of the Vice President's Nutrition for Growth commitment;
- World Bank costing analysis, pending; and
- DHS data.

As work on the MCDP moves forward, additional policy briefs can help build on this base of information and delve into additional opportunities to further progress. Briefs should be focused on specific issues to allow for a clear connection between the issue, action and potential impact. These may include:

- need for revisions of national nutrition act (informed by World Bank review and subsequent recommendations for changes).
- release of the Global Nutrition Report. The report, to be released in
- November 2014, will outline progress on commitments made during the
- 2013 Nutrition for Growth event. A brief on the highlights of the report— and reiterating commitments made by Zambia's Vice President, along with subsequent actions, would help to illustrate the global focus on the issue.

Video

A video can captivate an audience and help them see and understand the importance of nutrition—and the opportunity of the MCDP—in a new way. A short video (60-90 seconds maximum) used as an introduction to a presentation can help set the tone for discussion. Similar to long reports, long videos can result in overly complicated messaging and audiences may miss the point, or even lose interest before the video is over.

When considering a video to reach policymakers and influencers, the focus should be built around a singular powerful message—nutrition is central to improving health and development in Zambia. Focusing on the core messages, rather than delving into the details, enables broader use of the video as presenters can use it with a range of audiences—tailoring presentations that follow the video to meet the specific needs of the targeted audience.Videos are most effective when they are inspiring and emotionally compelling, conveying the impact of an issue on

individuals and the opportunity presented for a nation. As with broader messaging, the video should move quickly from explaining the challenge to outlining opportunities for action and solutions. Audiences need to be inspired to act and making a problem seem insurmountable may instead inspire hesitation.

A video should:

- focus on promise and potential.
- incorporate imagery from across Zambia.
- illustrate that malnutrition is a challenge in all areas of society, from rural to urban areas.
- highlight the "more than maize" message of diet diversity.
- emphasize the cross-sector benefits of an investment in nutrition.
- limit the use of talking heads so as not to complicate use of the video if there are leadership changes.
- limit on-screen text to facilitate translation with a voiceover (or captions).

Just creating a video will not ensure that it is seen by the right audiences, nor will a video alone change support for the MCDP. When a video is created, a dissemination plan that aligns with this advocacy strategy should be developed to maximise reach and effectiveness of the tool.

Case studies/Success stories

Successful stories and experiences from across SUN, particularly from others in the SADC region can help to improve understanding and even inspire competition to ensure that Zambia keeps pace with its regional neighbors or other nations whose work is admired.

Case studies can also be informed by the experience of partners working in Zambia to support MCDP. Concise write-ups on programming in Zambia showing results would be helpful for advocates and could be disseminated through the multi-stakeholder platform to make the information available to the broad partnership.

Annual progress summary

A short, accessible summary of the actions taken to advance the MCDP in the previous year will be helpful to illustrate the momentum behind the initiative. Since policymakers and influencers are not likely to have time or interest in a full report; and lengthy reports take time and capacity to produce—a short, one to wo- page summary would be the most effective and efficient approach. Keeping the summary light on text with a focus on visuals will also help communicate the information.

The summary could include:

- total investment in the MCDP in the previous year (aggregated by category from government and external donors);
- overarching highlights of progress, illustrated with statistics if available;
- a visual to mark incremental progress toward goals;
- a critical advancement made in each of the key line ministries, to ensure this is seen as a cross-sector effort and summary;
- integration of work in different regions and environments (urban and rural); and a
- note of Zambia's role in the SUN Movement/broader global context.

The summary could be shared in December of each year to mark the anniversary of Zambia joining the SUN Movement. The timing also allows for a forward- looking message of how MCDP supporters will build on the work of the previous year to make further advances. The summary could be paired with a brief introductory letter from the high-level steering committee signed by all of the key line ministers and distributed to parliamentarians, the Vice President and President's offices and throughout the ministries. This shared communication will also help support the perception of a common effort toward a common goal.

Technical evidence summary

While many audiences, including policymakers, will not need the detailed technical information on nutrition or the MCDP, some audiences will— particularly technical experts or those in the medical community. A brief of the 2014 Lancet Nutrition Series could help to highlight the latest numbers, simplifying the Executive Summary to something that is accessible and grabs attention, capturing interest and making audiences want to learn more.

Strategically Utilise Media

Media can be beneficial to a campaign, particularly in regards to raising visibility and contributing to the sense of momentum around an issue.

With an issue like nutrition—which impacts and is impacted by so many factors—a potential pitfall is trying to integrate nutrition into every possible storyline or issue that comes up. While this may result in broad media coverage, it is not deep media coverage. A scattershot approach is less strategic and the core goals of what the MCDP is trying to accomplish are lost.

Media and messaging training would be beneficial for individuals that will commonly be speaking with the media or engaging audiences at high-level events to hone skills and message discipline.

To maximise media coverage:

- Target opportunities. Not every opportunity is the right opportunity. Often with media, success is judged on the number of articles (outputs) versus the depth and accuracy of coverage of the issue (outcomes). Fewer articles that incorporate a better picture of the challenges and opportunities for nutrition in Zambia will be more effective in conveying the messages than more articles with less information. Identify those reporters and outlets that are more likely to tell your story and focus efforts there.

- Identify one key message. For media interviews particularly, there is not much time to get your key points across. Identify the most important message that you need to get across and get it out front.

- Keep to the message. Do not let another issue or another actor define the MCDP effort or goals by putting your message in their own frame. Make the messaging accessible but keep it consistent and do not be led off track by trying to make nutrition fit where it may not.

- Invest in media training. Media and messaging training would be beneficial for individuals that will commonly be speaking with the media or engaging audiences at high-level events to hone skills and message discipline. Trainings would include techniques to ensure that messengers bring the questions or story back to their key message.

  One recent example of where the core message of the MCDP was lost is an article that focused on the First Lady's call for improved health and diet awareness. Some comments on nutrition left readers with the impression that overweight and obesity is the only nutrition challenge in Zambia. Media trainings can help spokespersons improve capacity to bridge the issues and bring the discussion on obesity to a bigger conversation on all malnutrition challenges in Zambia, and then connect it all back to the work in the MCDP.

- Provide reporters with background and context. Building successful coverage is often based in building successful relationships with reporters and media outlets—which goes beyond just a training session. Work with reporters to provide background on the broad impact of the issue and key points of opportunity. Reporters need a different type of information than other target audiences, so bringing key reporters—and their editors—together to share nutrition background and framing the broader story for them will be beneficial. Media need to see and hear that there is a story and that there is a need and interest in coverage. Integrate trips to the field to see projects in action; incorporate first-hand accounts from front-line workers; engage chiefs to share their reasons for interest. A scientific argument is not enough to draw interest.

- Acknowledge policymakers that act. Cognisant of voter and constituent perceptions, policymakers may be hesitant to back sweeping changes or significant budget investments. When a policymaker or an influencer does take public action to advance the MDCP, acknowledge that policymaker publicly. "Providing cover" for policymakers that join the effort is appreciated as they are more likely to continue engagement if they feel both appreciated and lauded for their contributions. This may be done through comments to the media when asked about a policymaker's action or in events in their provinces/districts. Note that the importance of engaging both the ruling and opposition party is critically important to keep in mind, and both should be lauded if and when commitments to nutrition are made.

Capitalise on Visibility Opportunities

Whether with media or other audiences, anchoring stories and outreach in a key moment or opportunity helps to create a 'news' element of the MCDP work. Capitalising on a moment does not mean having to develop and host a full event. Sometimes, it means leveraging other events or topics in the news to get your message into the conversation.

Potential moments in the second half of 2014 include:

- Naming of a new NFNC leader. There is an opportunity to introduce the new NFNC leader to partners, key policymakers and the media. These discussions can be framed as an opportunity for the new lead to introduce himself/herself and can be a time to emphasise the organization's goals and commitments, with a focus on the core messages outlined above. Each conversation should end with the leader looking forward to work with the stakeholder, and an offer of support and information on nutrition initiatives—continuing to position NFNC as the government coordinator and resource point for nutrition.

- Release of the IDS Bulletin on Zambia. The Institute of Development Studies (IDS), a UK-based organisation, will soon release a bulletin of Zambia-focused nutrition research, creating an opportunity to highlight new information for the technical community while also engaging targeted media. Coordination with IDS in advance of the launch, anticipated for September 2014 in Lusaka, will be important to ensure that summary materials and key messages from the bulletin are identified and available for partners to integrate into their own commentary.

- SUN Global Gathering/ICN2. In mid-November 2014, representatives from all 51 countries of the SUN Movement will gather in Rome, Italy for the SUN Global Gathering, an annual event that provides an opportunity to share successes, learn from other experiences and inform the next phases of the Movement. This year's event coincides with the 2nd International Conference on Nutrition, an event hosted by the Food and Agriculture

Organisation and World Health Organisation, in coordination with other United Nations partners and international entities.

Given Zambia's role in the SUN Movement, there may be an opportunity to draft and post an opinion piece just prior to or following the Rome meetings, highlighting Zambia's progress and the continued global call for action on nutrition. Having a piece that is signed off on/authored by a representative of each sector engaged in Zambia's multi-stakeholder platform (government, civil society, donors), would further support the positioning of nutrition as a cross- cutting issue.

Zambia's SUN Anniversary. Zambia initially joined the SUN Movement on 22 December 2010. As 2014 comes to a close, celebrating this anniversary provides an opportunity to take stock of partner actions in the previous year, while also looking ahead to the next year's goals. An event does not have to be long or resource intensive—it can be a session that includes a brief remarks from a representative of each sector and issue area involved in the MCDP, with a keynote by a chief that has committed to championing nutrition, and forward- looking closing remarks from the new NFNC leader or a member of the high-level steering committee. The gathering can be leveraged as a media opportunity to outline next year's priorities—and get information out well before government budgets are developed in spring/summer to inform discussions on opportunities/gaps in 2015.

Strategically Mobilise Champions

An idea has even more impact when delivered by the right messenger—someone that connects with an audience, understands their needs and their concerns and, ideally, is in a position to do something about it. Champions should be identified thoughtfully, with consideration of their potential spheres of influence as well as their own commitment or connection to the issue.
Potential champions include:

- Chiefs and traditional leaders. Recent successful efforts to engage chiefs and traditional leaders to advance health objectives signal an opportunity to engage chiefs on nutrition—a broad reaching issue that impacts communities across all chiefdoms. There are several opportunities to leverage this engagement:

  - working with the Ministry of Chiefs and Traditional Affairs to develop materials that will resonate with chiefdoms and to disseminate materials through existing channels. A focus on agriculture and the importance of diet diversity in improving nutrition could be a powerful message for chiefs to deliver. The connection of agriculture with issues regarding land use could align well with interests.

  - engaging the Minister of Chiefs and Traditional Affairs to speak broadly on the issue and incorporate nutrition into discussions with other ministers and senior

government leaders across sectors.

- identifying a main spokesperson/champion on nutrition amongst chiefs.

- Discussions indicate that there is at least one chief interested in taking on this role. This chief can take the lead in building support from other chiefs and within communities. Messages about the connections between diet diversity and agriculture, as well as nourishing a strong future for the chiefdom, would be powerful when delivered by a chief.

- engage the female chiefs, particularly on issues related to the role of nutrition in maternal health and on breastfeeding. Their collective voice will be a powerful one, and a new way to leverage both local visibility and national media.

- chiefs have also conducted study tours of neighboring countries to work with and learn from other chiefs. Similar nutrition-focused study/sharing trips to neighboring SUN countries offer an opportunity to garner media—and to strengthen the perception of a regional leader on the issue.

- Doctors. While research indicated that nutritionists can be marginalised in broader health discussions, the prominent role of doctors, and the range of their interactions—including patients, other doctors and policymakers—positions them as possible champions. As trusted sources of information, doctors need the latest on current trends and understanding of issues in the health community. Engaging the Zambia Medical Association—first to share the latest information, and later to serve as potential partners in a call to action—could activate a new community of advocates. Initial focus should be on those doctors who engage patients during the 1,000 days—obstetricians, gynecologists, pediatricians and even midwives.

- Key line ministers/leaders. Leaders in the key line ministries have the potential to reach an array of audiences, though research indicates that effort must first be put into bringing these ministers and leaders fully on board with the MCDP and an understanding of nutrition. Prominent ministers are more likely to step in as champions when an effort has momentum—and initial victories. As programmes are implemented across Zambia, integrate anecdotes of progress and stories of how individuals are impacted, into communications with ministers and ministry leaders. When they see that a programme has moved from planning into on-the- ground execution, they will be more interested in how they might be able to contribute to continued action.

Targeting Engagement

The matrix below outlines key interests, messaging guides and potential tools to use in discussions and interactions with target audiences. It is meant to serve as a reference when preparing for meetings, events or in developing materials targeted at a specific audience.

Target	*What can they do?*	*Interests*	*Medium*

Key Line Ministers	• Influence budget
	• Reallocate financing
	• Increase integration of programming
	• Improve cross-ministry Coordination
	• Documentation of best practices
	• Monitoring and evaluation of advocacy programs
		• Achieving ministry mission
		• Efficient and effective allocation of ministry budget
		• Preserving and increasing ministry budget
		• Positioning/perception across government and with national leaders
		• Personal leadership/connection with prominent positive issues/efforts
		• Prominence amongst other ministers
			• Meetings with:
			  ○ Ministry leaders
			  ○ Supportive parliamentarians
			  ○ Cooperating partners
			  ○ Other ministers
			  ○ Chiefs
			  ○ Influential doctors
			• One-page summary of MCDP
			• Infographic
			• Policy briefs
			• Video
			• Case studies/success stories
			• Annual progress report
			• Media

Finance Ministers/Planners	• Influence budget at national and sub-national levels	• Economic development and growth
		• Efficient and effective budget allocations
		• Building investment in the country
		• Return on investment
		• National security
			• Meetings with
			  ○ Supportive key line ministry leaders
			  ○ Supportive parliamentarians
			  ○ Cooperating partners
			  ○ Chiefs
			• One-page summary of MCDP
			• Infographic
			• Policy briefs
			• Case studies/success stories
			• Annual progress report
			• World Bank costing analysis
			• Media

Parliamentarians	• Influence budget
	• Bring messages to constituents
	• Integrate nutrition into programming
	• Develop and adopt supportive policies
	• Revise and adopt nutrition act
		• Constituents/voters
		• Efficient and effective budget allocations
		• Impact of budgets in their own provinces/districts
		• Economic development of their province/district
		• Competition with other districts
		• Personal positioning/perception of
			• Meetings with:
			  ○ Key line ministers
			  ○ Chiefs
			  ○ District/Provincial leaders
			  ○ District/Provincial NGOs
			  ○ District/Provincial business leaders
			• One-page summary of MCDP

	• Revise NFNC structure (per WB review, if identified as opportunity) • Encourage (vice) President to officiate meetings	colleagues and leaders • Pride • Personal leadership/connection with prominent positive issues/efforts • Not wanting their district viewed negatively • Province/District-based industry	• Infographic • Policy briefs • Video • Case studies/success stories • Annual progress report • Events, especially in home province/district • Media • Video

National Policymakers (President and Vice President)	• Raise national visibility
	• Establish nutrition as a national priority
	• Influence budget and social protection
	• Call on Parliament and other government leaders to act
	• Give presentation during parliamentary
		• Constituents/voters
		• Perceptions of Zambia as a regional leader
		• Position of Zambia in global economy
		• Building investment in the country
		• Economic development and growth
		• Media/Parliamentarian perception
		• Pride
		• National security
		• Perception of Zambia as a country on the rise (now lower mid-income)
			• Meetings
			  ○ Key line minsters
			  ○ Parliamentarians
			  ○ Cooperating partners
			  ○ Visiting national representatives from other SUN countries
			  ○ SUN global leaders
			  ○ Chiefs
			• Annual progress report
			• Events
			• Media
			• Fax Sheets
			• Video
			• Posters

Chiefs/Tribal Leaders	• Make decrees on nutrition
	• Request budgets
		• Community health and development
		• Community well-being
			• Meetings:
			  ○ Other chiefs
			  ○ Community leaders

	• Prioritise issue • Raise visibility • Influence local leaders • Influence national leaders	• Economic development • Agriculture/land use • Perception/prominence amongst other chiefs and tribal leaders • Competition amongst other chiefdoms • Future strength of people/chiefdom	• One-page summary of MCDP • Infographic • Policy briefs • Video • Events • Media

Provincial and District Leaders	• Call on national ministries to prioritize and allocate funding
	• In case of MoH, there may be more direct opportunities for budget influence given the Ministry's decision structure.
	• Implementation of national budgets and strategies
	• Build support for nutrition
		• Constituents/Voters
		• Budgets
		• Economic growth and development
		• Possible interest in national office
		• Competition with other districts
		• Personal positioning/perception of colleagues and leaders
		• They are closer to the problems
		• Not wanting their district viewed negatively
			• Meetings:
			  ○ Parliamentarians
			  ○ Chiefs
			  ○ District/Provincial business leaders
			  ○ District/Provincial NGOs
			• One-page summary of MCDP
			• Infographic
			• Policy briefs
			• Video
			• Events
			• Media

Ministry Managers	• Influence ministers
	• Influence program development
	• Influence budget requests
	• Influence ministerial priorities
	• Lead ministry teams
	• Coordinate intra-ministerial teams
		• Professional advancement
		• Professional recognition
		• Success of programs/issues they run
		• Efficiency and effectiveness of staff
		• Impact of programs
		• Program budget
			• Meetings:
			  ○ Counterparts in other key line ministries
			  ○ Cooperating partner group
			• One-page summary of MCDP
			• Infographic
			• Policy briefs
			• Video
			• Media
			• Technical evidence summary
			• Internal ministry sensitisation
			• Outcome notes/steps from high-level steering committee
			• Outcome notes/steps from multi-stakeholder platform

Ministry Staff	• Develop program mes • Implement	• Professional recognition • Professional advancement • Connection with a winning effort	• One-page summary of MCDP • Infographic • Policy briefs

	• Request budgets • Improve understanding	• Impact of programmes • Programme budget	• Video • Case studies/success stories • Internal ministry sensitisation • Outcome notes/steps from multi-stakeholder platform

Technical Experts/Doctors	• Conduct research
	• Share research that can inform policy/programs
	• Work with patients
	• Work with students
		• Professional recognition
		• Professional opportunities
		• Investment in research/area of focus
		• Health of individuals/communities
			• Meetings:
			  ○ Global/regional technical experts
			  ○ SUN counterparts from elsewhere in region
			• One-page summary of MCDP
			• Infographic
			• Technical evidence summary
			• Media
			• Workshop/conferences to share latest technical information

Private Sector Engagement	Utilise social cooperate responsibility to respond to nutrition actions	• Company perceived as one that is interested in the needs of the community it serves • More Business profits • More cliental • Good will from GRZ	• Meetings manager of private sector organisations • Breakfast meeting with the Vice President • Lobbying by Members of Parliament
Media	• Report progress/failure to make progress • Hold policymakers accountable • Increase visibility	• Professional recognition • Readership/viewership • Professional opportunities • Perception as connected to issues and communities	

III. STRENGTHEN CAPACITY FOR ACTION AND ACCOUNTABILITY

Stunting and levels of malnutrition have not changed much in Zambia in the past 30 years. There is a window of opportunity now that cannot be missed. To capitalise on this, partners need to act and hold one another accountable for their roles and responsibilities.

Improve Availability of Information

To sustain support of parliamentarians as well as provincial and district officials, they will become more interested in information specific to their own constituents and regions. Review DHS collection surveys to identify opportunities to improve data collection and disaggregate data by province or district.

Investments, particularly of the SUN Fund, are primarily focused on funding interventions at the community and district levels. Bringing this information up to provincial and national policymakers shows that the MCDP is more than a plan—that things are happening. This on-the-ground progress is critical to sustaining interest and investment and building continued support.

Local data can be incorporated to:

- Show wins. When something works, people want to be a part of it. Given the SUN Fund investments at the local level, there will be stories of progress and innovation that can put a human face on the work underway in Zambia. Integrate specific progress and stories that can back-up your targeted asks. For example, if a nutrition-sensitive agriculture investment in Mumbwa is being accepted and beginning to change ideas on diet diversity, use the story when talking to leaders from other districts. The same story can be used to speak to policymakers from Mumbwa, as policymakers are always looking for examples of investments that work and progress being made at home. Collect stories through partners implementing local projects and engage chiefs in relaying stories from their chiefdoms. These stories can be shared during the quarterly multi-stakeholder platform meetings.

- Illustrate challenges and opportunities in a policymaker's home district.

- Bringing this messaging home makes it clear that the problem is not just somewhere else in the country.

- Inform local planning. When district and community leaders can point to progress, they are better equipped to support funding requests.Programmatic progress is a powerful tool for district and local leaders can use to fuel advocacy. As SUN Fund success stories start to

come in, use them to engage these leaders. As interest builds, expand advocacy capacity at this level. Given the advocacy capacity gaps identified at the national level, it is likely that similar gaps will exist locally. However, recognising the limited resources and capacity to expand advocacy efforts—starting by establishing the foundation of shared communications, building information on local successes and increasing awareness of the challenges broadly, positions supporters of the MCDP to expand more localised advocacy efforts moving forward. Assess plans outlined in the NFNC communications plan to identify points to integrate behavior change and advocacy messages locally.

Map Programme Interventions to Mandates and Commitments

The MCDP outlines the priority interventions at the heart of the effort. Ensuring that each key line ministry's MCDP plan and budget maps to these interventions is critical—as this can then be connected to the vice president's 2013 Nutrition for Growth commitments on funding increases. A tool setting a baseline of where things are now in comparison to where the vice president committed the country to be in coming years, creates a starting point for measuring change. This process, informed by the multi-stakeholder platform, can inform a bi-annual report tracking progress and goals against commitments.

A mapping could be leveraged as a:

- focus for discussion and planning at the event marking the SUN anniversary each December, together with the annual brief summary of the MCDP.

- convening point to bring together focal points and key leaders across ministries early in the new year to review progress. This will ensure that information is available before plans for the next annual budgets are initiated.

- moment for civil society advocacy to call for increased funding and priority in line with the Nutrition for Growth commitments. The two convenings—of the multi-stakeholder platform in December and the higher-level ministerial leaders in the new year, provide windows of opportunity to push for further action.

Act on Recommendations for NFNC/Policy Revisions

The World Bank review of the NFNC and the nutrition policy framework can serve as catalysts for change, but they must be acted upon. Interviewees acknowledged that reviews and studies have been conducted before without follow-up action to implement recommended changes. If the review does not recommend changes, it is understandable to move forward with the status

quo. However, conducting a review that results in recommendations yet no action gives the perception that there is little interest or little need for evolution in the existing approach—which research indicates is not the case. The policyframework, having not been revised in decades, will likely require changes to align with both new science and the government's focus on the MCDP.

If policy changes are called for:

- determine which recommendations NFNC and the government would like to pursue. With these ideas identified, develop specific messaging on what changes are needed and why. This messaging should align with the core messages outlined above and utilise similar accessible/non-technical language. Most audiences do not know what the old policies said, let alone what new ones should do or why changes are needed. Start from that perspective when determining how to frame asks. A policy brief outlining the issue and desired changes would be beneficial.

- use the multi-stakeholder platform as a resource. The partnership represents broad potential channels for disseminating the call for change and action.

- leverage the review and recommended revisions to build visibility amongst key audiences. Champions can be mobilised to call for change through both engagement with media and one-on-one meetings with targeted policymakers that can influence the process.

- recognise commitments. When policymakers, ministers or leaders begin to come on board with changes, they should be commended publically. Again, as momentum picks up, other leaders may want to join something they begin to perceive as a winning effort.

Implementation Plan

	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Lead
ESTABLISH CORE MESSAGES													
Share draft messages with partners for feedback	X												NFNC/CARE
Incorporate feedback		X											NFNC/CARE
Share final core messages with partners		X											NFNC/CARE
Assess need for revisions to core messages						X		X		X		X	NFNC/CARE
DEFINE ASKS													
Build on targeting grid to identify specific asks for key audiences in the next six months	X	X											CSO-SUN
Share specific asks with partners for feedback		X											CSO-SUN
Finalize asks		X	X										CSO-SUN
Disseminate asks to partners for integration into communications and advocacy activities			X										CSO-SUN
Assess need for revisions based on progress						X		X		X		X	CSO-SUN
DEVELOP SECTOR-SPECIFIC MESSAGES													
Share draft messages with partners for feedback	X												NFNC/Specific Sectors
Incorporate feedback		X											NFNC
Share final messages with partners		X	X										NFNC
Assess need for revisions						X		X		X		X	NFNC
MULTI-STAKEHOLDER PLATFORMS													
Identify convener of high-level steering committee		X	X										NFNC/Cabinet Office
Determine scheduling opportunity for high-level committee meeting			X	X									NFNC/Cabinet Office

Implementation Plan

Schedule high-level convening					X						X		NFNC/Cabinet Office
Schedule multi-stakeholder platform convening			X			X			X			X	NFNC
Develop agenda for multi-stakeholder platform		X											NFNC
Conduct assessment of private sector opportunities				X	X	X							NFNC
MATERIALS													
Develop look/feel/design to support cohesive suite of materials		X	X										NFNC/CSO-SUN
Develop one-page summary of MCDP		X											NFNC/CSO-SUN
Develop infographic				X									NFNC/CSO-SUN
Develop policy briefs			X	X	X	X	X	X	X	X	X	X	NFNC/CSO-SUN
Plan for video		X											NFNC/CSO-SUN
Shoot/produce video			X	X	X								NFNC/CSO-SUN
Compile success stories			X	X	X	X	X	X	X	X	X	X	NFNC/CSO-SUN
Compile annual progress report			X	X									NFNC/CSO-SUN
Release annual progress report					X								NFNC/CSO-SUN
Compile technical evidence		X	X	X	X	X	X	X	X	X	X	X	NFNC/CSO-SUN
MEDIA													
Develop and maintain editorial calendar of opportunities to leverage media, including events		X	X	X	X	X	X	X	X	X			NFNC/CSO-SUN
Create and maintain list of key editors and journalists		X	X	X	X	X	X	X	X	X			N NFNC/CSO-SUN
Assess existing partner relationships/connections with identified media		X											NFNC
Identify key spokespeople for partner group		X											NFNC
Conduct media training for spokespeople				X						X			NFNC

Implementation Plan

Conduct media visits to SUN Fund districts/projects						X	X	X	X	X	X	X	NFNC
Amplify media coverage via partner channels	X	X	X	X	X	X	X	X	X	X	X	X	NFNC
OPPORTUNITIES													
Coordinate meetings with key policy makers			X	X	X								NFNC
Develop media and amplification plan around IDS Bulletin release	X	X											CSO-SUN
Execute amplification plan for Bulletin release		X	X										CSO-SUN
Develop key talking points on progress for Zambia's attendees to the SUN Global Gathering			X	X									NFNC/CSO-SUN
Amplify Zambia's participation in the SUN Global Gathering through opinion posts at home				X	X								CSO-SUN
Develop talking points on progress for Zambia's attendees at ICN2			X	X									MCDMCH
Develop concept for Zambia's SUN Anniversary celebration			X	X									NFNC
Host event marking Zambia's SUN Anniversary					X								NFNC
CHAMPIONS													
Identify Chiefs to serve as champions		X	X										CSO-SUN/NFNC
Develop champions toolkit specific to needs of Chiefs			X	X	X								CSO-SUN/NFNC
Provide talking points on 1000 MCDP and progress to the Minister of Chiefs and Traditional Affairs			X										CSO-SUN/NFNC

Implementation Plan

Assess opportunities to engage female chiefs							X	X					MCTA
Conduct study tours for Chiefs							X	X	X	X			CSO-SUN/NFNC
Develop stories and opinion pieces based on study tour experiences								X	X	X			CSO-SUN
Conduct initial outreach to the Zambia Medical Association to assess knowledge and needs of obstetricians, gynecologists, pediatricians and midwives regarding nutrition			X	X	X	X							NFNC/MOH
Develop plan for collaboration with ZMA and others							X	X	X				NFNC
BUILD LOCAL INFORMATION													
Compile success stories in SUN Fund districts					X	X	X	X	X	X	X	X	CSO-SUN/NFNC
Incorporate stories into policymaker/local leadership materials						X	X	X	X	X	X	X	CSO-SUN/NFNC
MAP PROGRAMME INTERVENTIONS													
Introduce mapping at SUN Anniversary/high-level steering committee meeting					X								CARE/CSO-SUN
Map interventions and ministerial programs to Nutrition for Growth commitments						X	X	X	X				MCDMCH
POLICY RECOMMENDATIONS													
Assess World Bank/NFNC recommendations *(Recommendations pending)*													CARE
Determine recommendations to pursue													CARE
Develop messages to inform call for change													CSO-SUN
Mobilize partners and champions in support of effort													NFNC

ANNEX 1: RESEARCH CONTACTS

Name	Organisation
William Chilufya	CSO SUN
Silke Seco	DFID
Mwiya Mundia	IrishAid
Calum McGregor	WFP
Zia Hyder	World Bank
Scott Drimie	Consultant/World Bank
Audrey Mwendapole	SIDA
Danny Harvey	Concern World Wide
Josephine Nyambe	CSH
Mofu Musonda	NFNC
Dr. Elwyn Chomba	Ministry of Community Development, Mother and Child Health
Ali Subandoro	World Bank
Marjolein Mwanamwenge	Concern
Dominique Brunet	UNICEF
Ruth Siyandi	UNICEF
Bertha Munthali	FAO
Dorothy Sikazwe	Ministry of Community Development, Mother and Child Health
Isaac Kanguya	Ministry of Chiefs and Traditional Affairs
Freddie Mubanga	NFNC

Additional discussions with ministry staff, district representatives, NFNC staff and others were also conducted during the NFNC Communications Strategy Development.

ANNEX 2: SUGGESTED ELEMENTS FOR SECTOR MESSAGING

The core messages serve as a framework to tailor based on audience needs. To bring cross-sector audiences into nutrition, build on core messages to integrate content relevant to their interests.

Health

- Malnutrition makes children more susceptible to childhood diseases and infections that do not have to be fatal.
- Globally, malnutrition is the underlying cause of nearly half of all under-five child deaths.
- Malnourished children are more susceptible to childhood diseases and infections that do not have to be fatal. Well-nourished children have better developed immune systems and can better stave off infection.
- The health effects of malnutrition early in life last well into adulthood. Children that are malnourished grow to be adults that are more susceptible to non-communicable diseases, obesity and problems in pregnancy and childbirth.
- Nutrition is critical to determining a woman's health and well-being throughout life.
- Women that are well-nourished before and during pregnancy have healthier babies and are able to give their children a stronger start at life.

Education

- When children are well nourished in the 1,000 days between a mother's pregnancy and the child's second birthday, they are better prepared to learn when school-aged.
- Malnourished children do not fully develop physically or cognitively and these effects are mostly irreversible.
- Studies have shown that malnourished children go on to achieve less in school and attend fewer years of schooling. As adults, these malnourished children earn less and are less productive.
- It is estimated that Zambia loses over $186 million in GDP annually to vitamin and mineral deficiencies alone.

Agriculture

- Ensuring food security does not necessarily ensure nutrition.
- A diverse diet and access to a range of crops and foods provides the vitamins and nutrients needed for health and growth.
- It is estimated that Zambia loses over $186 million in GDP annually to vitamin and mineral deficiencies alone.
- Investing in nutrition can increase a country's GDP by at least 3 percent annually.
- That lost productivity is stretching into the next generation. The World Bank estimates that in Zambia, a $48 million investment in nutrition has the potential to increase GDP by $123 million annually—yielding a 23 percent return on investment.

Water, Sanitation and Hygiene

- Diarrhoea is one of the world's leading killers of children—a condition which is often the result of poor access to clean water and adequate sanitation and hygiene.
- According to the World Health Organisation, diarrhea is a leading cause of malnutrition in children under five years old.
- Malnourished children are more susceptible to diarrheal disease and children with diarrhoea are more likely to be dehydrated and lacking nutrients—creating a vicious cycle.

Economic

Parliamentarians and national leaders may have a particular interest in one of the sectors outlined above, making elements of that messaging helpful in outreach to build support, but policymakers also tend to have a broader view of the country and are receiving investment requests from across sectors and issues. Making the argument that nutrition is a smart investment that offers high returns can be beneficial—regardless of what the policymaker's particular interest might be.

- Over time, stunted growth and development caused by chronic malnutrition can result in a 10-17 percent loss in wages.
- It is estimated that Zambia loses over $186 million in GDP annually to vitamin and mineral deficiencies alone.
- According to the World Bank, in 2013, government investment in nutrition was only $3.2 million, with an additional $14.4 million in donor support.
- Productivity amongst the poor will benefit most from improved nutritional outcomes.
- In 2012, Nobel laureates, economists and others gathered at the Copenhagen Consensus named nutrition as the smartest investment in global health.
- An investment in nutrition can increase a country's GDP by at least three percent annually.
- The World Bank estimates that in Zambia, a $48 million annual investment in nutrition has the potential to increase GDP by $123 million annually.
- During the global Nutrition for Growth summit held last year in London, Vice President Scott outlined Zambia's ambitious commitments to nutrition, including increasing government contributions to nutrition by at least 20 percent each year for the next decade.
- The World Bank research indicates how we can strategically make the most of our investments in nutrition and work toward the goals that the vice president outlined.

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