



THE REPUBLIC OF UGANDA
OFFICE OF THE PRIME MINISTER



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DRAFT

Uganda Nutrition Advocacy
Strategy and Plan

December 2012

Draft Uganda Nutrition Advocacy Strategy and Plan

Background

Although the 2011 Uganda Demographic and Health Survey indicates an improvement in certain nutrition indicators, more improvement is needed for the people of Uganda to reach their full health, education, and economic potential. Among children under 5 years of age, 33 percent suffer from chronic malnutrition (stunting, or short for age), 14 percent are underweight, and 5 percent suffer from acute malnutrition (wasting). Micronutrient malnutrition remains a hidden killer, especially anaemia (affecting 49 percent of children under 5 and 23 percent of women of reproductive age) and vitamin A deficiency, which affects 4 out of 10 children under 5 years of age. Malnutrition is associated with about 47 percent of child deaths in Uganda and almost a quarter of all maternal deaths. It reduces Uganda's gross domestic product by about 4 percent, costing US\$310 million in lost economic productivity every year. The consequences of malnutrition, such as impaired mental development, affect school performance and reduce Uganda's ability to educate the next generation, contributing to low school completion rates (PROFILES, 2010). Addressing malnutrition and its consequences requires commitment at the national, regional, district, and community levels to develop, fund, and implement effective nutrition interventions to improve nutritional status.

Uganda has ratified several international covenants aimed at ending hunger and malnutrition. The 1995 Constitution of the Republic of Uganda pledged to ensure food and nutrition security for all Ugandans, and the Uganda Food and Nutrition Policy, adopted in 2003, expressly recognises the human right to adequate food for all. As a signatory of the Millennium Declaration 2000, Uganda has agreed to achieve the eight Millennium Development Goals (MDGs) by 2015. In addition, Uganda's master development framework, the 2010–2015 National Development Plan, is consistent with the MDGs. There has been mixed progress to date in achieving targets for MDGs 1, 4, 5, and 6, which directly relate to and depend on improvements in women's and children's nutrition. Uganda has almost reached the first target of reducing poverty, which fell from 56 percent in 1992 to 31 percent in 2006. The rate of change was –1.8 percentage points per year and, at this rate, Uganda is likely to meet the income-poverty target of less than 10 percent by 2015. Even with this progress in poverty reduction, the prevalence of underweight in children under 5 decreased only slightly between 1995 and 2011, from 27 percent to 17 percent. At this rate, it is unlikely that Uganda will meet the MDG target to halve hunger and malnutrition by 2015 (MDG Report for Uganda, 2010). Continued improvement in reducing malnutrition, therefore, will require a more focused effort.

To scale up nutrition interventions, Uganda developed and instituted the Uganda Nutrition Action Plan (UNAP) in 2011. This is a comprehensive, multisectoral commitment of resources to reduce malnutrition levels among women of reproductive age, infants, and young children from 2011 through 2016 and beyond. It is during the first 1,000 days from the start of a woman's pregnancy until her child's second birthday, in particular, that efforts should be focused to ensure that all Ugandans are properly nourished.

Development of the Advocacy Strategy for the Uganda Nutrition Action Plan

To ignite change to improve nutrition at all levels, a comprehensive social and behaviour change approach is needed. Within this approach, three key components are necessary:

1. Advocacy to raise resources and political/social commitment for change goals
2. Social mobilization for wider participation, collective action, and ownership, including community mobilization
3. Behaviour change communication for changes in knowledge, attitudes, and practices of specific audiences



SOURCE: Adapted from McKee, N. Social Mobilization and Social Marketing in Developing Communities (1992)

This strategy focuses on the outer ring of the graphic above—advocacy—to build support for an enabling environment for nutrition. Advocacy is needed at national, regional, and district levels to galvanise support for effective implementation of the UNAP, which is being led by the Office of the Prime Minister. A unified and harmonised approach to nutrition advocacy in Uganda would maximise the effectiveness of these efforts conducted by the Government of Uganda and partners. The additional two components illustrated in the inner rings—social mobilization and behaviour change communication—will focus on igniting change at the community, household, and individual level. These components will build on existing interventions that target those most affected by the problem of malnutrition (i.e., pregnant and lactating women, children under 5, adolescents, school-age children, food-insecure households, people living with infectious diseases, people living with non-communicable diseases, and the elderly) as well as those who directly influence them (e.g., caregivers to children under 5, husbands/partners, teachers and school administrators, relatives, peers, leaders in the community, and service providers).

Key steps in the development of the advocacy strategy and plan included forming a task force to oversee the process and bringing together key stakeholders from multiple sectors, donors, and implementing agencies to agree on an approach to nutrition advocacy, including an implementation plan and timeline. A multistakeholder team participated in a 4-day consultative workshop to develop the following advocacy strategy and plan, which aligns with the priorities and outcomes outlined in the UNAP. This process included determining key audiences and tailoring messages to address each group's desired changes and perceived barriers and benefits. The activities outlined in the following advocacy strategy and plan are expected to contribute to increased visibility, commitment, action, and resources for nutrition in the health, agricultural, education, and social development sectors, as well as public sector management. The plan targets media; parliamentarians; members of government ministries, departments, and agencies and the cabinet; local government; the private sector; and civil society.

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Draft Uganda Nutrition Advocacy Strategy

Problem

The 2011 Uganda Demographic and Health Survey indicates an improvement in certain nutritional indicators, however, more improvement is needed for the people of Uganda to reach their full health, education, and economic potential. Among children under 5 years of age, 33 percent suffer from chronic malnutrition (stunting, or short for age), 14 percent are underweight, and 5 percent suffer from acute malnutrition (wasting). Micronutrient malnutrition remains a silent killer, especially anaemia (affecting 49 percent of children under 5 and 23 percent of women of reproductive age) and vitamin A deficiency, which affects 4 out of 10 children under 5 years of age. Malnutrition is associated with about 47 percent of child deaths in Uganda and almost a quarter of all maternal deaths. It reduces Uganda's gross domestic product by about 4 percent, costing US\$310 million in lost economic productivity every year. The consequences of malnutrition, such as impaired mental development, affect school performance and reduce Uganda's ability to educate the next generation, contributing to low school completion rates (PROFILES, 2010).

While nutrition has an impact on health, education, and economic productivity, the consequences of malnutrition are not fully appreciated. There is limited awareness and understanding of the importance of reducing malnutrition among the public and government. As a result, opinion leaders and decision-makers do not recognise nutrition as a priority issue and there is little multisectoral collaboration. Because nutrition is not a priority issue, there is inadequate financial and human resource investment toward reducing malnutrition, limited action toward integration and scaling up nutrition, and few nutrition champions at any level.

Changes the Problem Calls For

Advocacy should support the following changes:

- a) Increased financial and human resource investment in all relevant sectors for nutrition
- b) Adequate institutional structures to scale up nutrition, including staffing, placement, reporting, and supervision
- c) A wide social movement to rally support for nutrition services among the public and stakeholders
- d) Nutrition champions who take action to support nutrition at the national, regional, and local levels
- e) Strengthened coordination among stakeholders and harmonization of messages (i.e., "one voice" on nutrition)
- f) An enabling legal and policy framework for nutrition

Final Audience Segmentation

Those Most Affected by Malnutrition

- Children under 5 years
 - Pregnant and lactating women (15–49 years)
 - Adolescents (12–18 years), including adolescent mothers
 - School-age children (5–18 years)
 - Food-insecure households
 - People living with infectious diseases
 - People living with non-communicable diseases
 - Elderly community members
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Those Directly Influencing Populations Most Affected by Malnutrition

- Caregivers to children under 5 (including mothers and fathers)
- Spouses/partners of pregnant and lactating women
- Teachers and school administrators
- Relatives
- Peers: women groups, corporate groups, work groups, social groups (e.g., rotary groups, farmers' groups, traditional groups, religious groups)
- Employers
- Leaders: political, traditional and cultural, religious, and opinion leaders
- Service providers

Those Indirectly Influencing Populations Most Affected by Malnutrition

- Media
 - Parliament
 - Local government
 - Civil society (including community-based, nongovernmental, and faith-based organizations)
 - Private sector (e.g., food and beverage manufacturing, food outlets, and telecom industries)
 - Ministries, departments, and agencies (MDAs) and the Cabinet
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**Strategic Approach/
Framing**

This plan focuses on advocacy to build support for an enabling environment for nutrition targeting members of media, Parliamentarians, local government, civil society, the private sector, and MDAs and the Cabinet. The additional two components within social and behaviour change communication—social mobilization and behaviour change communication—will focus on igniting change at the community, household, and individual levels. Together these components will build on existing interventions that target those most affected by the problem of malnutrition as well as those who directly influence them (see **Final Audience Segmentation** above).

**Advocacy Activities
and Materials**

- Information kits and other print materials
 - Presentations/guides and training modules
 - Workshops, seminars, and trainings with commitment to action
 - One-on-one meetings
 - Video documentary
 - Media outreach and press briefings (with TV, radio, and print coverage as an outcome)
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Those Indirectly Influencing Populations Most Affected by Malnutrition

Audience	MEDIA
Desired Changes	Increase the amount of consistent quality media reports on nutrition.
Barriers	<ul style="list-style-type: none"> • Inadequate information on nutrition • Limited skills in investigative journalism on nutrition • Inadequate financial resources (i.e., for transportation and accommodation to travel to field) • Lack of understanding of the consequences of malnutrition • Nutrition is not prioritised • Lack of understanding of the role media can play in improving nutrition
Advocacy Objective	By the end of 2015, the number of media houses and practitioners with adequate information, skills, information, and understanding of nutrition and the consequences of malnutrition in Uganda will increase.
Advocacy Activities and Materials	<p>Advocacy activities</p> <ol style="list-style-type: none"> 1. Conduct baseline media monitoring. 2. Establish relationships with power holders in media houses. <ul style="list-style-type: none"> ○ Hold one-on-one meetings with top management (e.g., editors-in-chief, station managers, editorial directors, managing editors). ○ Hold workshops and dialogues with middle managers (e.g., sub-editors, page editors and producers, operational staff). 3. Provide support to media practitioners. <ul style="list-style-type: none"> ○ Conduct trainings with media practitioners based on priority areas in the UNAP. ○ Develop mentorship programs with awards for practitioners (with categories including TV presenters, newspaper reporters, and TV and radio talk shows). <p>Advocacy materials</p> <p>Media training modules; media kit in electronic and print formats in appropriate local languages (thematic briefs, fact sheets, case studies and testimonies, links and contacts); advocacy videos</p>

Audience	PARLIAMENT	
Desired Changes	Prioritise nutrition and influence increased allocation of resources for nutrition.	
Barriers	<ul style="list-style-type: none"> • Competing demands for resources • Inadequate knowledge on the extent and consequences of malnutrition in Uganda • Lack of understanding of the role Parliament can play in improving nutrition 	
Advocacy Objective	By the end of 2015, among Parliamentarians, there will be an increase in the understanding and appreciation of the effect of malnutrition on national development in Uganda.	
Advocacy Activities and Materials	<p>Advocacy activities</p> <ol style="list-style-type: none"> 1. Develop orientation guide. 2. Identify champions for nutrition (including the President, Prime Minister, First Lady, and individual committee members). 3. Conduct orientation for Parliamentary committees on nutrition issues (1-day workshop or breakfast meeting), including social services, health, agriculture, gender, and social development and budget. 4. Establish a Parliamentary Committee on Nutrition, which engages multiple sectors. 5. Organise a commemoration of nutrition events. 	<p>Advocacy materials</p> <p>Memos and letters of nomination; orientation guide; PowerPoint presentations; policy briefs and testimonials</p>

Audience	LOCAL GOVERNMENT (Districts, Municipal, Sub-County, Town Councils)	
Desired Changes	Prioritise nutrition and budget for nutrition interventions.	
Barriers	<ul style="list-style-type: none"> • Inadequate knowledge/awareness on the extent and consequences of malnutrition • Lack of understanding of the role local government can play in improving nutrition 	
Advocacy Objective	By the end of 2015, there will be an increase in the understanding and appreciation among local government leaders on the effects of malnutrition in their communities.	
Advocacy Activities and Materials	<p>Advocacy activities</p> <ol style="list-style-type: none"> 1. Conduct partner/stakeholder mapping of those implementing nutrition services in local government. 2. Identify nutrition champions in the districts and communities (including religious and cultural leaders). 3. Arrange an orientation of district leaders and district nutrition committees on UNAP. 4. Organise a commemoration of nutrition events/days by Parliament. 5. Conduct an orientation of district nutrition committees on their roles. 6. Conduct a workshop on planning and budgeting for nutrition district technical planning committees. 7. Disseminate terms of reference for district nutrition committees. 	<p>Advocacy materials</p> <p><i>(To be translated into local languages)</i></p> <p>Mapping framework; PowerPoint presentations; letters of nomination and circulars; UNAP orientation guide, planning and budgeting guide</p>

Audience	CIVIL SOCIETY ORGANIZATIONS (CSOs), including nongovernmental, community-based, and faith-based organizations and cultural institutions
Desired Changes	Strengthen coordination of CSOs to effectively contribute to scaling up nutrition.
Barriers	<ul style="list-style-type: none">• Inadequate coordination and weak information sharing• Inadequate integration of nutrition into CSOs• Weak information coordination information platforms• Lack of understanding of the role CSOs can play in improving nutrition
Advocacy Objective	By the end of 2015, CSOs will have a harmonised agenda on scaling up nutrition.
Advocacy Activities and Materials	<p>Advocacy activities</p> <ol style="list-style-type: none">1. Conduct mapping of CSO nutrition actors at all levels.2. Conduct assessments to identify advocacy gaps among CSO nutrition actors at all levels.3. Establish a mechanism for regular information sharing.4. Share best practices. <p>Advocacy materials</p> <p>A common set of talking points on nutrition; write-ups for websites and blogs; brochures; mapping tool</p>

Audience	PRIVATE SECTOR	
Desired Changes	Engage private sector in activities in scaling up nutrition.	
Barriers	<ul style="list-style-type: none"> • Inadequate information on the consequences of malnutrition on productivity and profitability in business • Inadequate information on the benefits of involvement in scaling up nutrition in productivity gains and profitability • Limited or no relationships between private sector and nutrition community 	
Advocacy Objective	By the end of 2015, the number of private sector players engaged in activities aimed at scaling up nutrition in Uganda will increase.	
Advocacy Activities and Materials	<p data-bbox="412 611 647 643">Advocacy activities</p> <ol style="list-style-type: none"> 1. Profile private sector companies currently engaged in activities to scale up nutrition as well as those with potential to engage in activities to scale up nutrition. 2. Hold meetings to introduce nutrition and its potentials and consequences to the growing private sector in Uganda. 3. Identify nutrition champions among the private sector. 4. Invite private sector representatives to nutrition activities. 5. Hold consultative meetings to explore ways to promote nutrition through the private sector. 6. Develop a plan of action to work with each private sector partner. 	<p data-bbox="1473 611 1720 643">Advocacy materials</p> <p data-bbox="1473 651 1977 683">Mapping guide; talking points; information kit</p>

Audience		MDAs AND CABINET	
Desired Changes	Increase resources for nutrition and institute a conducive legal and policy framework.		
Barriers	<ul style="list-style-type: none"> • Lack of prioritization of nutrition activities • Nutrition capacity gaps in leadership • Limited awareness of benefits of nutrition on national development 		
Advocacy Objective	By the end of 2015, through strengthening leadership and coordination mechanisms, there will be an increase in MDA and Cabinet members' understanding of the essential role nutrition plays in development.		
Advocacy Activities and Materials	Advocacy activities	Advocacy materials	
	<ol style="list-style-type: none"> 1. Hold meetings or workshops to identify and orient champions/sector nutrition coordination committees. 2. Map out advocacy opportunities. 3. Conduct a stakeholder analysis. 4. Arrange excursions to field sites (with the media). 5. Create a presence in radio/TV talk shows. 6. Organise a commemoration of national nutrition related days 7. Hold meetings with the Ministry of Finance, Planning and Economic Development and the Ministry of Local Government to include nutrition as a cluster of cross-cutting issues 	Information kits (including technical and policy briefs and testimonials; talking points; mapping guide)	

Draft Implementation Plan Matrix

Target Group				
MEDIA				
Indicators:		<ul style="list-style-type: none"> # of reports/clips on nutrition Frequency of nutrition reports per month per media house # of media houses reporting on nutrition 	<ul style="list-style-type: none"> # of reports on nutrition # of perspective/angles of the reports on nutrition 	
Means of verification:		<ul style="list-style-type: none"> Media M&E reports Desk review on reports/clips 	<ul style="list-style-type: none"> Newspaper reports 	
ACTIVITY	MATERIALS TO SUPPORT ACTIVITIES	TIMELINE	POSSIBLE RESPONSIBLE ORGANIZATIONS*	POSSIBLE SUPPORTING ORGANIZATIONS
1. Baseline media monitoring report	Media Monitoring Guide	Jan. 2013–March 2013	OPM/MOICT, MOING	SUN-CSOs, UHCA, USAID, CDFU, U.N. Agencies (UNICEF, WHO, FAO, WFP), REACH, MOH/MAAIF/MOGLSD, MOES, MOFPED, MOLG, NPA, UHMG Center for Communication Partnership, USAID’s FANTA Project, SPRING, CC, UHCA, Communication for Development Foundation Uganda
2. Develop training manual with modules		May 2013– June 2013	OPM/MOICT, MOING	SUN-CSOs, MOICT, MOING, UHCA, USAID, U.N. Agencies (UNICEF, WHO, FAO, WFP), REACH, MOH/MAAIF/MOGLSD, MOES, MOFPED, MOLG, NPA, UHMG Center for Communication Partnership, FANTA, SPRING, CC, UHCA, Communication for Development Foundation Uganda
3. Develop media kits (which include thematic briefs, fact sheets, case studies and testimonies, and links and contacts)		May 2013 – June 2013	OPM, OPM/MOICT, MOING	SUN-CSOs, MOICT, MOING, UHCA, USAID, U.N. Agencies (UNICEF, WHO, FAO, WFP), REACH, MOH/MAAIF/MOGLSD, MOES, MOFPED, MOLG, NPA, UHMG Center for Communication Partnership, FANTA, SPRING, CC, UHCA, Communication for Development Foundation Uganda
4. Review of media kits		Jan. 2014 Jan. 2015	OPM, OPM/MOICT, MOING	SUN-CSOs, MOICT, MOING, UHCA, USAID, U.N. Agencies (UNICEF, WHO, FAO, WFP), REACH, MOH/MAAIF/MOGLSD, MOES, MOFPED, MOLG, NPA, UHMG Center for Communication Partnership, FANTA, SPRING, CC, UHCA, Communication for Development Foundation Uganda
5. Hold one-on-one meetings with top management (editors-in-chief, station managers, editorial directors, managing editors)	Media kits	May 2013 May 2014 May 2015	OPM, OPM/MOICT, MOING	SUN-CSOs, MOICT, UHCA, USAID, U.N. Agencies (UNICEF, WHO, FAO, WFP), REACH, MOH/MAAIF/MOGLSD, MOES, MOFPED, MOLG, NPA, UHMG Center for Communication Partnership, FANTA, SPRING, CC, UHCA, Communication for Development Foundation Uganda

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Target Group MEDIA				
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<ul style="list-style-type: none"> • # of reports/clips on nutrition • Frequency of nutrition reports per month per media house • # of media houses reporting on nutrition 		<ul style="list-style-type: none"> • # of reports on nutrition • # of perspective/angles of the reports on nutrition 		
Means of verification:				
<ul style="list-style-type: none"> • Media M&E reports • Desk review on reports/clips 		<ul style="list-style-type: none"> • Newspaper reports 		
ACTIVITY	MATERIALS TO SUPPORT ACTIVITIES	TIMELINE	POSSIBLE RESPONSIBLE ORGANIZATIONS*	POSSIBLE SUPPORTING ORGANIZATIONS
6. Hold workshops and dialogues with middle managers (sub-editors, page editors and producers, operational staff)	Media kits	June 2013 June 2014 June 2015	OPM, OPM/MOICT, MOING	U.N. Agencies (UNICEF, WHO, FAO, WFP), REACH, SUN-CSOs, MOICT, MOING, UHCA, USAID, MOH/MAAIF/MOGLSD, MOES, MOFPED, MOLG, NPA, UHMG Center for Communication Partnership, FANTA, SPRING, CC, UHCA, Communication for Development Foundation Uganda
7. Conduct trainings with media practitioners based on priority areas in the UNAP	Training modules	June 2013–July 2013 May 2014–June 2014 May 2014–June 2015	OPM, OPM/MOICT, MOING	SUN-CSOs, MOICT, MOING, UHCA, USAID U.N. Agencies (UNICEF, WHO, FAO, WFP), REACH, MOH/MAAIF/MOGLSD, MOES, MOFPED, MOLG, NPA, UHMG Center for Communication Partnership, FANTA, SPRING, CC, UHCA, Communication for Development Foundation Uganda
8. Develop mentorship programs with awards for practitioners (with categories including TV presenters, newspaper reporters, and TV and radio talk shows)	Mentorship schedule; Media kit	June 2013–June 2015	OPM, OPM/MOICT, MOING	SUN-CSOs, MOICT, MOING, UHCA, USAID, U.N. Agencies (UNICEF, WHO, FAO, WFP), REACH, MOH/MAAIF/MOGLSD, MOES, MOFPED, MOLG, NPA, UHMG Center for Communication Partnership, FANTA, SPRING, CC, UHCA, Communication for Development Foundation Uganda
9. Conduct field visits for mentees	Media kits	Oct. 2013 March & Aug. 2014 March & Aug. 2015	OPM, OPM/MOICT, MOING	Media Houses/UCCO-SUN, USAID, MOICT, MOING, U.N. Agencies (UNICEF, WHO, FAO, WFP), REACH, MOH/MAAIF/MOGLSD, MOES, MOFPED, MOLG, NPA
10. Conduct annual sharing and review forum	Assessment form	Nov. 2013 Nov. 2014 Nov. 2015	OPM, OPM/MOICT, MOING	SUN-CSOs, MOICT, UHCA, U.N. Agencies (UNICEF, WHO, FAO, WFP), REACH, MOH/MAAIF/MOGLSD, MOES, MOFPED, MOLG, NPA, UHMG Center for Communication Partnership, FANTA, SPRING, CC, UHCA, Communication for Development Foundation Uganda

Target Group MEDIA				
Indicators:				
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Means of verification:				
<ul style="list-style-type: none"> Media M&E reports Desk review on reports/clips 		<ul style="list-style-type: none"> Newspaper reports 		
ACTIVITY	MATERIALS TO SUPPORT ACTIVITIES	TIMELINE	POSSIBLE RESPONSIBLE ORGANIZATIONS*	POSSIBLE SUPPORTING ORGANIZATIONS
11. Invite media to all other advocacy activities	Media advisories and press releases	Ongoing	OPM Media, OPM/MOICT, MOING	SUN-CSOs, MOICT, MOING, UHCA, USAID, U.N. Agencies (UNICEF, WHO, FAO, WFP), REACH, MOH/MAAIF/MOGLSD, MOES, MOFPED, MOLG, NPA, UHMG Center for Communication Partnership, FANTA, SPRING, CC, UHCA, Communication for Development Foundation Uganda

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Target Group PARLIAMENT				
Indicators:	<ul style="list-style-type: none"> • # of champions identified • # of committees oriented • # of copies of memo briefs 			
Means of verification:	<ul style="list-style-type: none"> • List of champions • Workshop reports 		<ul style="list-style-type: none"> • Attendance list/register • Memo/briefs 	
ACTIVITY	MATERIALS TO SUPPORT ACTIVITIES	TIMELINE	POSSIBLE RESPONSIBLE ORGANIZATIONS*	POSSIBLE SUPPORTING ORGANIZATIONS
1. Identify champions for nutrition (including the President, Prime Minister, First Lady, and individual committee members)	Letters of nomination	Jan. 2013–March 2013	OPM, MOH/MAAIF/MOGLSD, MOES, MOFPED, MOLG, NPA	USAID, U.N. Agencies (UNICEF, WHO, FAO, WFP), REACH SUN-CSOs, IFPRI, MOH/MAAIF/MOGLSD, MOES, MOFPED, MOLG, NPA, LGs
2. Develop orientation guide		2nd week of Nov. 2012	OPM, MOH/MAAIF/MOGLSD, MOES, MOFPED, MOLG, NPA	USAID, U.N. Agencies (UNICEF, WHO, FAO, WFP), REACH, SUN-CSOs, IFPRI, MOH/MAAIF/MOGLSD, MOES, MOFPED, MOLG, NPA, LGs
3. Conduct orientation for Parliamentary Committees (1-day workshop or breakfast meeting) including social services, health, agriculture, gender, social development, and budget	Memos; Existing print policies and guidelines (i.e., UNAP); Orientation guide; PPT	Jan. 2013–March 2013	OPM, MOH/MAAIF/MOGLSD, MOES, MOFPED, MOLG, NPA	USAID, U.N. Agencies (UNICEF, WHO, FAO, WFP), REACH, SUN-CSOs, IFPRI, MOH/MAAIF/MOGLSD, MOES, LGS, MOFPED, MOLG, NPA, LGs
4. Establish a Parliamentary Committee on Nutrition, which engages multiple sectors	Terms of Reference for Parliamentary Committee	March 2013	OPM, MOH/MAAIF/MOGLSD, MOES, MOFPED, MOLG, NPA	U.N. Agencies (UNICEF, WHO, FAO, WFP), REACH, SUN-CSOs, IFPRI, MOH/MAAIF/MOGLSD, MOES, LGS, MOFPED, MOLG, NPA, LGs

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Means of verification:					
<ul style="list-style-type: none"> • List of champions • Workshop reports • Attendance list/register • Memo/briefs 					
ACTIVITY	MATERIALS TO SUPPORT ACTIVITIES	TIMELINE	POSSIBLE RESPONSIBLE ORGANIZATIONS*	POSSIBLE SUPPORTING ORGANIZATIONS	
5. Invite Parliamentarians to nutrition events	Progress and M&E reports; Policy briefs; Testimonials	Aug. 2013 Aug. 2014 Aug. 2015	OPM, MOH/MAAIF/MOGLSD, MOES, MOFPED, MOLG, NPA	USAID, U.N. Agencies (UNICEF, WHO, FAO, WFP), REACH, SUN-CSOs, IFPRI, MOH/MAAIF/MOGLSD, MOES, MOFPED, MOLG, NPA, LGs, UHCA	

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Target Group LOCAL GOVERNMENT				
Indicators:				
<ul style="list-style-type: none"> • Number of partners identified • Orientation guide developed • # of workshops held • # of leaders who participated in orientation 		<ul style="list-style-type: none"> • # of nutrition district committees formed • # of copies of guides • # of district leaders oriented • # of champions identified 		
Means of verification:				
<ul style="list-style-type: none"> • Completed template of partners/district stakeholders • Finalised copies of district orientation guide • Attendance list • Workshop reports • List of district nutrition committees formed • Attendance registry 		<ul style="list-style-type: none"> • Workshop reports/photos • Terms of reference for district nutrition committees available • District planning and budgeting guide for nutrition • List of leaders orientation workshop report/photos • List of names of champions 		
ACTIVITY	MATERIALS TO SUPPORT ACTIVITIES	TIMELINE	POSSIBLE RESPONSIBLE ORGANIZATIONS*	POSSIBLE SUPPORTING ORGANIZATIONS
1. Partner/stakeholder mapping	Template/framework to map out stakeholders	Jan. 2013–March 2013	OPM	USAID, U.N. Agencies (UNICEF, WHO, FAO, WFP), REACH, SUN-CSOs, IFPRI, MOH/MAAIF/MOGLSD, MOES, MOFPED, MOLG, NPA, LGs
2. Identification of champions in the districts and communities (religious and cultural leaders)	Letters of nomination; Resolution from local government council	Jan. 2013–June 2013	OPM, MOLG	USAID, U.N. Agencies (UNICEF, WHO, FAO, WFP), REACH, SUN-CSOs, IFPRI, MOH/MAAIF/MOGLSD, MOES, MOFPED, MOLG, NPA, LGs, UHCA
3. Development of orientation guide		2nd week of Nov. 2012	OPM	USAID, U.N. Agencies (UNICEF, WHO, FAO, WFP), REACH, SUN-CSOs, IFPRI, MOH/MAAIF/MOGLSD, MOES, MOFPED, MOLG, NPA, LGs, UHCA
4. Orientation of district nutrition committees on roles		2nd week of Nov. 2012	OPM	USAID, U.N. Agencies (UNICEF, WHO, FAO, WFP), REACH, SUN-CSOs, IFPRI, MOH/MAAIF/MOGLSD, MOES, MOFPED, MOLG, NPA, LGs, UHCA
5. Orientation of district leaders on UNAP	PPT; Orientation Guide	Jan. 2013–March 2013	OPM	USAID, U.N. Agencies (UNICEF, WHO, FAO, WFP), REACH, SUN-CSOs, IFPRI, MOH/MAAIF/MOGLSD, MOES, MOFPED, MOLG, NPA, LGs, UHCA

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Means of verification:				
<ul style="list-style-type: none"> • Completed template of partners/district stakeholders • Finalised copies of district orientation guide • Attendance list • Workshop reports • List of district nutrition committees formed • Attendance registry 		<ul style="list-style-type: none"> • Workshop reports/photos • Terms of reference for district nutrition committees available • District planning and budgeting guide for nutrition • List of leaders orientation workshop report/photos • List of names of champions 		
ACTIVITY	MATERIALS TO SUPPORT ACTIVITIES	TIMELINE	POSSIBLE RESPONSIBLE ORGANIZATIONS*	POSSIBLE SUPPORTING ORGANIZATIONS
6. Invite local government to nutrition events	Bylaws to participate in nutrition events/days; Resolution from local government council	Aug. 2013 Aug. 2014 Aug. 2015	OPM	USAID, U.N. Agencies (UNICEF, WHO, FAO, WFP), REACH, SUN-CSOs, IFPRI, MOH/MAAIF/MOGLSD, MOES, MOFPED, MOLG, NPA, LGs, UHCA
7. Develop planning and budgeting guide for districts	Existing policies and guidelines (i.e., UNAP)	Nov. 2012	OPM, Ministry of Finance	MOH/MAAIF/MOGLSD, MOES, SUN-CSOs, U.N. Agencies (UNICEF, FAO, WFP, WHO), USAID, REACH
8. Conduct workshop with leaders on planning and budgeting for nutrition	PPT; Planning and budgeting guide	Jan. 2013–March 2013	OPM, Ministry of Finance, MOLG	SUN-CSOs, UHCA, USAID, MOH/MAAIF/MOGLSD, MOES, CC, LGs, U.N. Agencies (UNICEF, WHO, FAO, WFP), REACH

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Target Group				
MDAs and CABINET				
Indicators:		<ul style="list-style-type: none"> • % of MDAs with budget lines for nutrition • % of districts with nutritionists in posts by 2015 	<ul style="list-style-type: none"> • # of MDAs trained and sensitised 	
Means of verification:		<ul style="list-style-type: none"> • Budget plan for nutrition in place in districts • Nutritionists in posts • Training reports 	<ul style="list-style-type: none"> • Orientation reports • Workshop/meeting registers 	
ACTIVITY	MATERIALS TO SUPPORT ACTIVITIES	TIMELINE	POSSIBLE RESPONSIBLE ORGANIZATIONS*	POSSIBLE SUPPORTING ORGANIZATIONS
1. Hold meetings to identify and support champions	Information kits with nutrition data Talking points	Starts Nov. 2012, ongoing	OPM, MOH/MAAIF/MOGLSD, MOES	U.N. Agencies (UNICEF, WHO, FAO, WFP), REACH, CC, SPRING, FANTA, REACH, UHCA, USAID
2. Map out advocacy opportunities		Nov. 2012	OPM, MOH/MAAIF/MOGLSD, MOES	USAID, U.N. Agencies (UNICEF, WHO, FAO, WFP), SUN-CSOs, REACH, UBOS
3. Conduct a stakeholder analysis			OPM, MOH/MAAIF/MOGLSD, MOES, MOFPED	U.N. Agencies (UNICEF, WHO, FAO, WFP), SUN-CSOs, REACH, USAID, UBOS
4. Field site visits	Information kits; Media kits	Aug. 2013 Aug. 2014 Aug. 2015	OPM, MOH/MAAIF/MOGLSD, MOES, Local Government	U.N. Agencies (UNICEF, WHO, FAO, WFP), SUN-CSOs, REACH, Media (UHCA), Private Sector (UHMG)
5. Radio/TV talk shows that feature and target other MDAs and Cabinet members	Talking points for MDAs and Cabinet	Ongoing	OPM, MOH/MAAIF/MOGLSD, MOES	
6. Invite MDAs and Cabinet members to nutrition events	Progress and M&E reports; Information kits; Testimonials	Aug. 2013 Aug. 2014 Aug. 2015	OPM, MOH/MAAIF/MOGLSD, MOES	U.N. Agencies (UNICEF, FAO, WFP, WHO), REACH, SUN-CSOs, USAID, MOH/MAAIF/MOGLSD, MOES, LG
7. Hold meetings with MOFPED and MOLG to include nutrition as a cluster of cross-cutting issues		Nov. 2012	OPM, MOH/MAAIF/MOGLSD, MOES, MOFPED, MOLG, LGs	SUN-CSOs, USAID, U.N. Agencies (UNICEF, FAO, WFP, WHO), REACH

Target Group		CSOs			
Indicators:		<ul style="list-style-type: none"> Existence of a functional CSO coordination system and structure for advocacy # of M&E CSO reports compiled and disseminated Existence of a CSO information sharing platform developed # of consultative/dissemination meetings held for CSOs 	<ul style="list-style-type: none"> % of CSOs that have adopted and implemented the harmonised agenda # of advocacy materials for CSOs developed # of CSOs participating in the functional coordination system and structure 		
Means of verification:		<ul style="list-style-type: none"> Minutes of meetings Memorandum of understanding Reports 	<ul style="list-style-type: none"> Site observation Attendance registers Progress reports 	<ul style="list-style-type: none"> CSO plans CSO annual review reports Physical verification 	<ul style="list-style-type: none"> Procurement reports Receipts for printing services
ACTIVITY	MATERIALS TO SUPPORT ACTIVITIES	TIMELINE	POSSIBLE RESPONSIBLE ORGANIZATIONS*	POSSIBLE SUPPORTING ORGANIZATIONS	
1. Mapping out of CSO nutrition actors at all levels	Mapping tool	Jan. 2013–March 2013 June 2014	OPM, MOH/MAAIF/MOGLSD, MOES, MOLG	NPA, REACH, USAID, Irish Aid, SUN-CSOs, UHCA	
2. Assessments done to identify advocacy gaps among CSO nutrition actors at all levels	Assessment tools	April 2013–June 2013 Jan. 2014	OPM, MOH/MAAIF/MOGLSD, MOES, MOFPED, MOLG	NPA, REACH, USAID, Irish Aid, SUN-CSOs, UHCA, World Bank, U.N. Agencies (UNICEF, WHO, FAO, WFP), REACH	
3. Establish a mechanism for regular information sharing	Write-ups for websites and blogs Brochures (based on PROFILES and Dashboard)	Bi-annual	UCCO-SUN	OPM, MOH/MAAIF/MOGLSD, MOES, MOFPED, MOLG, NPA, SUN-CSOs, UHCA, USAID, U.N. Agencies (UNICEF, WHO, FAO, WFP), SUN-CSOs, REACH, NPA, LGs	

Target Group PRIVATE SECTOR				
Indicators:	<ul style="list-style-type: none"> # of meetings with private sectors companies # of private sector representatives attending nutrition-related events 	<ul style="list-style-type: none"> # of action plans developed in collaboration with private sector companies # of action plans with private sector companies executed 		
Means of verification:	<ul style="list-style-type: none"> Minutes of meetings Action plans 	<ul style="list-style-type: none"> Reports Attendance registers 		
ACTIVITY	MATERIALS TO SUPPORT ACTIVITIES	TIMELINE	POSSIBLE RESPONSIBLE ORGANIZATIONS*	POSSIBLE SUPPORTING ORGANIZATIONS
1. Profile private sector companies with a stake in nutrition at all levels	Mapping tool	April 2013–June 2013	OPM/MTIC	U.N. Agencies (UNICEF, WHO, FAO, WFP), SUN-CSOs, REACH, PSFU, SUN-CSOs, UHCA/UNBS/UMA/UWEA/UNCST/Telecommunications/Uganda Bankers Association/Uganda Insurance Institute, NPA, MOH/MAAIF/MOGLSD, MOES, MOFPED, MOLG, LGs
2. Hold meetings to introduce the benefits of improving nutrition and the consequences of malnutrition to the private sector	Talking points; PPT; Brochures	TBD	OPM/MTIC	PSFU, UHCA, USAID, NPA, MOH/MAAIF/MOGLSD, MOES, MOFPED, MOLG, LGs, U.N. Agencies (UNICEF, WHO, FAO, WFP), SUN-CSOs, REACH
3. Identify private sector nutrition champions		Ongoing	OPM	USAID, U.N. Agencies (UNICEF, WHO, FAO, WFP), SUN-CSOs, REACH, PSFU, UHCA, NPA, MOH/MAAIF/MOGLSD, MOES, MOFPED, MOLG, LGs
4. Invite private sector representatives to nutrition activities		Ongoing	OPM	U.N. Agencies (UNICEF, WHO, FAO, WFP), REACH (PSFU, SUN-CSOs, UHCA, USAID, NPA, MOH/MAAIF/MOGLSD, MOES, MOFPED, MOLG, LGs
5. Hold consultative meetings to explore ways to promote nutrition through the private sector		Ongoing	OPM	PSFU, SUN-CSOs, UHCA, USAID, U.N. Agencies (UNICEF, WHO, FAO, WFP), SUN-CSOs, REACH, NPA, MOH/MAAIF/MOGLSD, MOES, MOFPED, MOLG, LGs
6. Develop a plan of action to work with each private sector partner			OPM	PSFU, SUN-CSOs, UHCA, USAID, U.N. Agencies (UNICEF, WHO, FAO, WFP), SUN-CSOs, REACH, NPA, MOH/MAAIF/MOGLSD, MOES, MOFPED, MOLG, LGs

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*Acronyms used in the table are as follows:

CC: Community Connector Project; CDFU: Communication for Development Foundation of Uganda; FANTA: Food and Nutrition Technical Assistance III Project; FAO: Food and Agriculture Organization of the United Nations; IFPRI: International Food Policy Research Institute; LG: local government; MAAIF: Ministry of Agriculture, Animal Industry, and Fisheries; MOES: Ministry of Education and Sports; MOFPED: Ministry of Finance, Planning and Economic Development; MOGLSD: Ministry of Gender, Labour and Social Development; MOH: Ministry of Health; MOICT: Ministry of Information and Communications and Telecommunication; MOING: Ministry of Information and National Guidance; MOLG: Ministry of Local Government; MTIC: Ministry of Trade, Industry and Cooperatives; NPA: National Planning Authority; OPM: Office of Prime Minister; PPT: PowerPoint presentation; PSFU: Private Sector Foundation Uganda; REACH: Renewed Efforts Against Child Hunger; SPRING: Strengthening Partnerships, Results, and Innovations in Nutrition Globally Project; SUN-CSOs: Scaling Up Nutrition – Civil Society Organizations; TOR: terms of reference; UBOS: Uganda Bureau of Statistics; UCCO-SUN: Uganda Civil Society Coalition on Scaling Up Nutrition; UHCA: Uganda Health Communication Alliance; UHMG: Uganda Health Marketing Group; UMA: Uganda Manufacturers Association; U.N.: United Nations; UNBS: Uganda National Bureau of Standards; UNCST: Uganda National Council for Science and Technology; USAID: U.S. Agency for International Development; UWEA: Uganda Workers' Education Association; WFP: World Food Programme; WHO: World Health Organization.

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A GANTT CHART FOR NATIONAL NUTRITION ADVOCACY STRATEGY AND PLAN

Activities	2012/2013							2013/2014							2014/2015																										
	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D			
Baseline media monitoring report																																									
Develop training manual with modules																																									
Develop media kits (including thematic briefs, fact sheets, case studies and testimonies, and links and contacts)																																									
Review of media kits																																									
Hold one-on-one meetings with top management (editors-in-chief, station managers, editorial directors, managing editors)																																									
Hold workshops and dialogues with middle managers (sub-editors, page editors and producers, operational staff)																																									
Conduct trainings with media practitioners based on priority areas in the UNAP																																									
Develop mentorship programs with awards for practitioners (with categories including TV presenters, newspaper reporters, and TV and radio talk shows)																																									
Conduct field visits for mentees																																									
Conduct annual sharing and review forum																																									
Invite media to all other advocacy activities																																									
Identify champions for nutrition (including the President, Prime Minister, First Lady, and individual committee members)																																									
Develop orientation guide																																									
Conduct orientation for Parliamentary committees (1-day workshop or breakfast meeting) including social services, health, agriculture, gender, social development, and budget																																									
Establish a Parliamentary Committee on Nutrition, which engages multiple sectors																																									
Involve Parliamentarians in nutrition events																																									
Partner/stakeholder mapping																																									
Identification of champions in districts and communities (religious and cultural leaders)																																									
Development of orientation guide																																									
Orientation of district nutrition committees on roles																																									
Orientation of district leaders on UNAP																																									
Invite local government to nutrition events																																									

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Activities	2012/2013							2013/2014							2014/2015																							
	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Develop planning and budgeting guide for districts																																						
Conduct workshop with leaders on planning and budgeting for nutrition																																						
Hold meetings to identify and support champions																																						
Map out advocacy opportunities																																						
Conduct a stakeholder analysis																																						
Excursions (that involve the media)																																						
Radio/TV talk shows																																						
Invite MDAs and Cabinet members to nutrition events																																						
Hold meetings with MOFPED and MOLG to include nutrition as a cluster of cross-cutting issues																																						
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Develop a plan of action to work with each private sector partner																																						