



PATH/Evelyn Hockstein

MODULE 1: Setting the Stage for Multisectoral Nutrition Planning

This module is structured around the following two key steps and considerations and is accompanied by featured tools and additional resources:

- 1.1 Assessing the Country Context
- 1.2 Orienting Stakeholders to Multisectoral Planning for Nutrition

Overview

The first phase of initiating multisectoral planning requires a good understanding of the current nutrition challenges in a country and the overall context within which they can be addressed. Contextual analysis includes a comprehensive analysis of the nutrition situation (the magnitude and nature of malnutrition and its underlying causes), in addition to understanding the landscape for nutrition-related policies and plans and the stakeholders engaged in them.



PATH/Carib Nelson

This module proposes steps that can be taken to contribute to preparations for developing a multisectoral nutrition plan (MSNP). The module is not intended to describe a prescriptive process: it comprises suggestions of analyses which can be used to assess the nutrition context of a country. Some or all of these might already have been done, and others may not be relevant to every context.

It is vital to engage a broad group of stakeholders as early as possible in the process to ensure buy-in and ownership across sectors and stakeholder groups, as well as to ensure that an appropriate and viable plan is developed that is feasible to implement and which a variety of actors are committed to implementing with a shared vision of addressing the key identified issues to lead to desired impact.

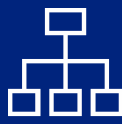
Key considerations in this process are **prioritisation** and **context-specificity**. In most contexts, an MSNP cannot aim to address all the challenges relevant to nutrition, so prioritising the most significant problems is essential. This prioritisation will be defined by the nutrition issues in each country context, as will the approaches to address those problems and the key stakeholders to engage. Efforts to both assess the country context and engage a wide range of stakeholders early in the process will support more effective prioritisation and context-specificity for the later stages of multisectoral planning.



Module 1:
Setting the Stage
for Multisectoral
Nutrition
Planning



Module 2:
Developing a
Multisectoral
Nutrition Plan



Module 3:
Developing a
Common Results
Framework



Module 4:
Costing and
Financing for
Nutrition



Module 5:
Monitoring,
Evaluation and
Learning for
Nutrition



Module 6:
Preparing for
Inception and
Implementation

In the process of setting the stage for multisectoral nutrition planning and carrying out the analyses that describe the country context, it is critically important to take account of four key crosscutting considerations: advocacy, gender, capacity building and the humanitarian response situation. Details on the relevance of these considerations for this step in the process are outlined below.

ADVOCACY

Throughout the process of contextual analysis and discussions with stakeholders, there will be opportunities for low-level and potentially higher-level advocacy. For example, meeting individually with stakeholders may provide an opening to better inform them about the nutrition challenges in the country and their role in addressing them; a stakeholder orientation workshop or presentation of contextual analysis findings will be an opportunity to engage high-level decision makers and influence their views on nutrition and its priority within the country's development.

GENDER

As gender roles and women's empowerment play a major role in the underlying drivers of nutrition, it is essential during this process to gain an understanding—through a situational analysis, policy review and stakeholder mapping—of the particular country context relative to gender and nutrition, the policy environment around gender and [consideration of gender](#) within strategic approaches and programming. Equally, it is vital to [consult with stakeholders with gender expertise](#) and engage them in stakeholder meetings from the start to provide opportunities for early and comprehensive consideration of gender in multisectoral nutrition planning.

CAPACITY BUILDING

Throughout the contextual analysis and stakeholder mapping processes, considerations of capacity to address priority nutrition challenges should be identified and considered. Gaps in the policy framework or in the evidence base may need to be filled going forward and highlighted in the MSNP; the level of trained human resources with an active role in nutrition may be an area for focus to enable implementation of identified priority interventions.

HUMANITARIAN RESPONSE

The policy, strategy and programming review should examine key approaches for contingency planning and emergency preparedness and response and review whether and how nutrition is incorporated within them. This requires regular sharing of information and clarification of humanitarian 'triggers' or indicators to activate one of the other [phases](#). Equally, review of sectoral documents should consider whether any provision is made for unexpected or potential emergencies. Stakeholders from disaster management agencies or those with a role in responding to emergencies should be engaged where they exist. More details are available in [MQSUN+'s Linking Humanitarian and Development Actions brief](#).

1.1 Assessing the Country Context

Assessing the country context will help to identify the priority nutrition problems that the country needs to address and the gaps in current response, as well as strengths and challenges in moving nutrition programming forward and the key stakeholders to be involved. For the purposes of this module, contextual analysis has been roughly divided into three categories: nutrition situational analysis, policy framework analysis and stakeholder mapping and analysis.

Assessing the country context may include the following:

- > **Nutrition situational analysis** helps to highlight the priority nutritional issues and disparities between population groups, communities or regions of the country.
- > **Policy framework mapping and analysis** identifies the national policies, strategies and other legal documents in support of nutrition; it can also include political economy analysis (PEA) to examine power relationships and inform feasibility of different approaches. These analyses provide the evidence base and help to identify priorities upon which the MSNP can be developed.
- > **Stakeholder mapping and analysis** includes collating the information available and analysing the situation to identify key actors and their potential contribution to nutrition and to start bringing together the stakeholders who will be instrumental in developing the MSNP.

This module describes the processes of collating available information to perform a robust analysis of the country context for nutrition and bringing together key stakeholders to start planning and advocating for scaling up nutrition interventions through multiple sectors.



MQSUN+'s Contextual Analysis tool provides an outline for the pieces of a contextual analysis—including a nutrition situational analysis, a policy framework analysis and a stakeholder analysis and mapping (of which the latter two have additional corresponding tools herein). It offers guidance in pursuing, collating and analysing contextual information important for nutrition in a country— both in how to structure one of these contextual analyses and what resources can be used for obtaining key information.

In some cases it may also be feasible to conduct a [‘light’ capacity assessment](#) during the contextual analysis stage. However, a more thorough capacity assessment would more likely happen further into the multisectoral planning process, when countries are establishing how to feasibly conduct activities (more information provided in [Module 6](#)). Following that, a further ‘capacity assessment check or review’ might again be something that is engaged at the time of plan operationalisation.

Taken together, these analyses contribute to a strong overall contextual understanding of nutrition and its related causes in a given country context. See the **country case study on Kyrgyz Republic** below as well as [Annex 2](#) for examples in the country case studies for Afghanistan and Guinea.



COUNTRY CASE STUDY

Kyrgyz Republic conducts a contextual analysis to inform the development of their second Food Security and Nutrition Programme

The Kyrgyz Republic joined the Scaling Up Nutrition (SUN) Movement in 2011 and developed an initial Food Security and Nutrition Programme (FSNP). After the expiration of this initial programme in 2017, a multi-stakeholder platform (MSP) was established to formalise various SUN networks and new nutrition programmes in the country. Led by the Kyrgyz SUN Focal Point and United Nations Children's Fund (UNICEF), a contextual analysis was initiated to understand the operational context, or the nutrition situation, to collect key documents for a desk review and to meet with key stakeholders in the country to inform development of the new FSNP.

First, a selection of key documents was reviewed to provide background and nutrition context. These included Demographic and Health Surveys, the plan for activities to implement the previous FSNP (2015-2017) and the SUN Multisectoral Platform Strategy of the Kyrgyz Republic (2017-2020), along with other national development documents and government decrees. Second, stakeholder consultations were held with government ministries, bilateral and multilateral partners, United Nations (UN) agencies, the Civil Society Alliance and academia. Finally, a workshop was held with members of the various SUN networks (UN, Business, Academia and Research and Civil Society, as well as Government Focal Points), representatives from the Expert Group for the development of the new FSNP and [SPRING](#) [Strengthening Partnerships, Results, and Innovations in Nutrition Globally]. The preliminary findings from the contextual analysis were presented at the meeting, followed by a discussion—leading to recommendations for the next steps in development of the FSNP.

The results from the contextual analysis included a detailed nutrition situational analysis of the Kyrgyz Republic, highlights of current nutrition-related leadership and communication strategies and recommendations for improving working relationships and multisectoral engagement. It also included a review of the previous FSNP, with recommendations for improvement in the new strategy based on the current nutrition context of the country, highlights for specific subnational engagement in nutrition programming activities and current nutritional capacities and technical expertise amongst state and non-state actors. The next steps identified from the contextual analysis process included gathering additional information to finalise reports; sharing documentation and reports amongst all stakeholders for review and input; developing terms of reference for country nutrition networks with membership, activities, responsibilities, priorities, challenges and ways of working; and, finally, organising a workshop to validate and endorse the findings from the contextual analysis and identify next steps and a road map for the FSNP Strategy process. These initial steps provided a strong foundation for the country to develop a new FSNP to strengthen nutrition action in the Kyrgyz Republic.

1.1.1 Conducting a nutrition situational analysis

This analysis aims to provide an in-depth picture of the nutrition situation. It delivers the information required to identify the major problems and gaps related to malnutrition and its causes, which constitute the foundation for the planning, implementation and evaluation phases of the MSNP.

At minimum, it should include the following: the magnitude of malnutrition and the distribution of nutritional problems/outcomes within the country, disaggregated by gender, age and additional variables where possible; the main drivers of nutrition problems; trends in malnutrition prevalence rates and developments affecting the drivers of nutrition problems over time; and the strategies and programmes in place to address them. It may also involve analysing institutional frameworks to better understand the extent to which multiple sectors play a role in alleviating malnutrition, as a basis to understanding the status of multisectoral coordination, the required governance structures and the level of support needed for capacity development for nutrition; and it may extend to assessing options and approaches for ministries to improve integration of nutrition within their sectors, including water, sanitation and hygiene; agriculture; social protection; and education.

A strong situational analysis is not just a collection of facts describing the epidemiology, demography and nutritional status of the population; it might include an assessment of:

- > Social determinants of nutrition and nutritional needs, including current as well as past trendlines of projected malnutrition prevalence and underlying challenges.
- > Shortcomings or perceived challenges, including around demand for nutrition-related services, as well as social expectations.
- > System performance (health system, food system, etc.) and performance gaps in responding to needs and expectations.
- > Capacity of the health, agriculture, social protection and/or water, sanitation and hygiene sector or others to respond to current nutrition-sensitive issues and to anticipate future challenges.
- > Health/agriculture system resources (human, physical, financial, informational) and resource gaps in responding to needs and expectations.
- > PEA, which may also be addressed as part of the policy framework (see **Section 1.1.2**).¹



The World Health Organization's Nutrition Landscape Information System

is a web-based tool which provides nutrition and nutrition-related health and development data in the form of automated country profiles and user-defined downloadable data. Data presented in the country profiles are structured by the UNICEF conceptual framework for causes of malnutrition and intend to give an overview snapshot of a country's nutrition, health and development status at the national level.

¹ World Health Organization (WHO) website. Situation analysis and priority setting page. Available at <https://www.who.int/nationalpolicies/processes/priorities/en/>. Accessed 20 September 2020.



The Food and Agriculture Organization's e-learning course on [How to Conduct a Nutrition Situation Analysis](#) guides users through the steps to conduct a nutrition situational analysis, including identifying the information required to conduct such an analysis, knowing where to get this information and understanding how to analyse the information to make sense of the situation.

The nutrition situational analysis involves examining the causal factors and pathways that lead to nutrition outcomes, the current nutrition situation in-country and the causal and contributing factors associated with the development of malnutrition. This analysis can then be used to assist in prioritising investments and activities across sectors, as well as to help promote and build a common understanding of nutrition in the country. Information consolidated can be presented in relation to overarching frameworks, such as the Sustainable Development Goals.



COUNTRY EXAMPLES OF A CONTEXTUAL ANALYSIS

In 2018, **Afghanistan** initiated their multisectoral planning process by conducting a [contextual analysis](#), stakeholder mapping and power analysis—which informed the development of the country's first multisectoral strategic plan for food security and nutrition.

Initially conducted in 2013, **Yemen** updated their [contextual analysis](#) in 2017 using results of new surveys and data sources to capture the more recent context in-country. The results of the analysis were used to develop a costed common results framework and Multisectoral Nutrition Action Plan.



1.1.2 Conducting a policy framework mapping and analysis

Sometimes known as a policy review, policy mapping or policy framework analysis, this activity recognises that part of laying the landscape for developing a multisectoral plan to improve nutrition involves an in-depth examination of the existing level of nutrition-related engagement and policy in the country. This activity involves the analysis of country policies, strategies, plans and implementation tools (e.g. programmes and instruments) for engagement in nutrition-related issues at the political level and in mobilisation of funding. The purpose of the policy framework analysis is to assess the inclusion of nutrition across different sectoral policies and strategies and inform alignment, prioritisation and strategic communication towards addressing nutrition goals. The policy framework analysis often also includes elements of **political economy analysis** (see below).



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Policies and strategies should be collected from all key government ministerial departments—at the local government/decentralised level where applicable—as well as sourced through UN agencies, donors, nongovernmental organisations and other key partners in the country. This might involve online searches, along with discussions and requests for government ministry staff, UN agencies and other stakeholders to collect documentation and check on what is available to ensure comprehensive accumulation and review of nutrition-related policies.

Further interviews or discussions with key stakeholders can be undertaken to better understand whether and how existing policies and strategies are implemented.



MQSUN+'s Policy Framework Mapping and Analysis template provides guidance around how to conduct analysis of existing policies in a given country as they relate to improving nutrition. This resource includes corresponding policy mapping and analyses templates. With this tool, all relevant policies are mapped by year and then inputted into the template to abstract relevant information (policy objectives, activities, etc.). These then go on to inform the development of the MSNP / common results framework (CRF) in alignment with and building upon existing policy.



SUN's MSP Toolkit: Accounting for context page provides guidance and tools which help to understand the context needed for designing a multi-stakeholder platform (MSP). The guides in this section help to analyse the existing networks and platforms within the country context; understand what is desirable for an MSP to achieve; and define the barriers to and opportunities in creating an effective MSP for nutrition.

Political economy analysis

A PEA provides important preliminary information that will allow planners and implementers to improve the effectiveness of an MSNP. By combining into one analysis both political and economic concerns, a PEA aims to reveal the underlying interests, incentives and institutions that enable or hamper change, which for the purposes of this toolkit address improvements to nutrition. Understanding the distribution and dynamics around power and resources, and in different contexts, can support more effective, feasible strategies for development by pinpointing the main opportunities and barriers for policy reform, including how donors can use their programming and influencing tools to promote improvements² in nutrition.

What is political economy analysis?

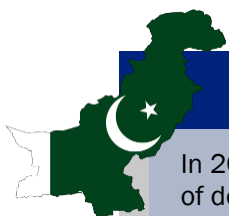
“ Political economy analysis is concerned with the interaction of political and economic processes in a society: the distribution of power and wealth between different groups and individuals, and the processes that create, sustain and transform these relationships over time. ”

Source: UK Department for International Development (DFID); *Political Economy Analysis How to Note*. London: DFID; 2009: 4.

² DFID. *Political Economy Analysis How to Note*. London: DFID; 2009. Available at <https://www.odi.org/sites/odi.org.uk/files/odi-assets/events-documents/3797.pdf>.

By conducting the PEA, planners and implementers can better understand the interests and incentives facing different groups in society—particularly those who hold power—and how those influences impact policy outcomes affecting development for nutrition. It can also uncover nuances in the role that formal institutions (e.g. rule of law, elections) and informal social, political and cultural norms play in shaping human interaction and political and economic competition. Finally, PEA provides significant information about the impact of values and ideas, including political ideologies and religious and cultural beliefs, on political behaviour and public policy.³ It, therefore, helps ensure that harmful practices are avoided, and it can improve development effectiveness by identifying how and where efforts should be focused to promote positive change. Once conducted, a PEA should be disseminated to key stakeholders to encourage shared understanding. A PEA can be conducted as a separate analysis, or components of it can be incorporated into the nutrition situational analysis, policy framework analysis or stakeholder mapping and analysis.

In fragile states, in particular, it is important to examine the factors that promote or inhibit political commitment to addressing undernutrition and identify the policies and practices of humanitarian actors that promote or inhibit long-term investment in nutrition through national systems.

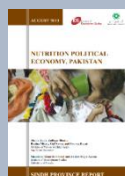


COUNTRY EXAMPLE OF POLITICAL ECONOMY ANALYSIS: PAKISTAN

In 2013, a comprehensive PEA for undernutrition was conducted for Pakistan. Whilst this level of detail is not necessarily required to support a contextual analysis for multisectoral nutrition planning, the below reports provide helpful examples of what a PEA—both at the national and regional level—may contain.



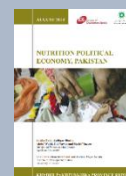
[The Political Economy of Undernutrition National Report, Pakistan](#)



[Nutrition Political Economy, Pakistan: Sindh Province Report](#)



[Nutrition Political Economy, Pakistan: Punjab Province Report](#)

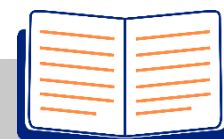


[Nutrition Political Economy, Pakistan: Khyber Pakhtunkhwa Province Report](#)



[Nutrition Political Economy, Pakistan: Balochistan Province Report](#)

Additional Resources to Conduct a Political Economy Analysis



DFID. *Political Economy Analysis How to Note*. London: DFID; 2009. Available at <https://www.odi.org/sites/odi.org.uk/files/odi-assets/events-documents/3797.pdf>.

Reich MR, Balarajan Y. *Political Economy Analysis for Food and Nutrition Security*. Washington DC: The World Bank; 2012. Health, Nutrition, and Population (HNP) Discussion Paper Series. Available at <https://openknowledge.worldbank.org/bitstream/handle/10986/13569/769210WP0Polit00Box374391B00PUBLIC0.pdf?sequence=1&isAllowed=y>.

Food and Agriculture Organization (FAO). *Strengthening Sector Policies for Better Food Security and Nutrition Results: Political economy analysis*. Rome: FAO; 2017. Available at <http://www.fao.org/3/i7212en/i7212EN.pdf>.

Reich MR, Balarajan Y. Political economy analysis for nutrition policy. *Lancet*. 2014;2(12):E681-E682. [https://doi.org/10.1016/S2214-109X\(14\)70350-X](https://doi.org/10.1016/S2214-109X(14)70350-X).

³ Ibid.

1.1.3 Conducting a stakeholder mapping and analysis

Stakeholder mapping and analysis aims to identify key stakeholders' interests, capacities and influence to support the development of the MSNP. As part of the contextual analysis, it helps to map who is doing what and where and who has a role in nutrition. The main purpose is to map stakeholders and identify who holds the potential to influence nutrition and how they could be effectively engaged in the multisectoral plan and/or related programmes.

The outcome of the mapping process should illuminate:

- > Who the major and supporting actors/organisations are in implementation of nutrition-related activities and in governance bodies for nutrition and who should be engaged in multisectoral planning for nutrition going forward.
- > The degree of interest and knowledge in nutrition across stakeholders, which helps to identify advocacy, communication or capacity needs.
- > The breadth of stakeholder nutrition-related programmes and an indication of committed funding and resource gaps.
- > An analysis of the strengths, opportunities and challenges to multisectoral planning for nutrition facing MSPs and governance bodies.

Ultimately, stakeholder analysis helps to ensure the full involvement and ownership of the MSNP by all key stakeholders and partners by identifying them and bringing them on board at an early stage.



The UN Network for SUN's Stakeholder and Action Mapping tool identifies which stakeholders are doing what, where and how, in order to provide a comprehensive picture of geographic and population coverage. It generates data on 'core nutrition actions' that are implemented through health, food, education and social protection systems, as well as those that foster women's empowerment, resilience and good nutrition governance, which animates the multisectorality of nutrition and guides scale-up in an efficient manner.



MQSUN+'s Stakeholder Mapping Guidance and Matrix tool assists with a rapid mapping of the actors engaged with nutrition actions and the relevant information to track their level of engagement throughout the process. The tool provides the methodology, an interview questionnaire template and, a matrix template to use when mapping out stakeholders (including example actors).



SUN's MSP Toolkit: Stakeholder mapping page provides guidance and tools for mapping the key stakeholders for establishing an MSP. Similar to developing an MSNP, the included tools can support the identification and categorisation of existing network partners and describe how they can be leveraged for planning and supporting multisectoral nutrition action at the country level.

Some of this analysis can be conducted by a desk review of ministry policy, strategy and planning documents, as well as development partner, nongovernmental organisation or other stakeholder planning and programme documents. However, to obtain the most up-to-date and relevant information, stakeholder mapping usually requires interviews (primarily from a pre-defined, semi-structured set of questions), combined with a process of contacting organisations to gather adequate detail (which could be conducted using a standardised questionnaire) (see **country case study for Sudan** below). This may not all be feasible at the national level, and it may be necessary to make contacts at the subnational level to obtain a thorough level of intervention detail.



COUNTRY CASE STUDY

Sudan conducts a stakeholder and nutrition-action mapping exercise to inform the development of a multisectoral nutrition plan

In preparation for the development of the Strategy for Nutrition in Sudan, the Sudanese government, with support from the UN [Nutrition] Network and MQSUN+, conducted a situation analysis and a stakeholder and nutrition-action mapping exercise. The overall purpose of this exercise was to provide a comprehensive overview of the nutrition situation in the country, including a multisectoral overview of nutrition actors. The mapping looked at who is doing what, and where and how it is being conducted, in order to help monitor nutrition-action expansion and coverage over time and, ultimately, improve coordination amongst partners and inform planning and scale-up of nutrition actions, particularly the development of Sudan's Multisector Nutrition Action Plan.

The mapping process included a facilitated preparation phase and analytical phase. The preparation phase involved establishing and defining work plans for the mapping team and technical advisory team. The teams linked with country District Health Information Software 2 experts to set up a customised web-based tool on the that server. The teams proceeded with sensitising stakeholders about the mapping exercise and defining key mapping parameters, including core nutrition actions to be mapped and stakeholders to interview. A mapping questionnaire was developed, and the mapping team was trained on the methodology and tool. The data-collection phase involved all relevant stakeholders working in nutrition through the facilitated completion of the customised questionnaire.

The expected outcome of the situational analysis and stakeholder and nutrition-action mapping is a complete set of analysed data from relevant nutrition stakeholders showing all target groups and geographic coverage at national and subnational levels for each nutrition action. Once these results are finalised, they will be shared with key stakeholders to inform the design and development of the Multisector Nutrition Action Plan.

1.2 Orienting Stakeholders to Multisectoral Planning for Nutrition

Bringing stakeholders together and ensuring that all have a thorough and common understanding of nutrition and begin to appreciate their role in addressing the nutrition challenges in the country is a critical step to ensuring ownership of and commitment to an MSNP.

During the process of contextual analysis, important issues regarding capacity may arise, including:

- > Some sectors may not have thought about nutrition at all and may not have included any nutrition objectives or indicators in their strategies or programmes.
- > Stakeholders may wonder why they should engage in nutrition at all, since they have not prioritised it to date.

It is therefore critical at this stage to bring people together to agree on a common understanding of nutrition and its relevance for the country and population. This might involve facilitating a high-level multi-stakeholder workshop in which nutrition concepts can be explained to decision makers alongside the economic benefits of addressing nutrition (See **Tajikistan country case study** below, as well as examples from [Afghanistan](#) and the [Democratic Republic of the Congo](#)). Highlights of the contextual analysis can be presented, as well.



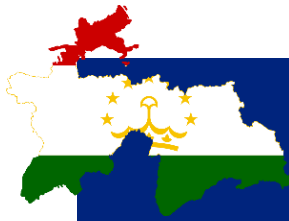
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Such a workshop should preferably be initiated by the SUN Focal Point or high-level convenor and can provide an excellent opportunity to inform and engage stakeholders who have previously thought little about nutrition, to rally new enthusiasm and inspire new champions for nutrition or reinforce existing ones. During the meeting, experienced facilitators can take the group through the basic concepts of nutrition and the UNICEF conceptual framework,⁴ ensuring that information from the country contextual analysis is employed to make examples and content pertinent to the stakeholders gathered. Allowing time for group work and discussion in such a meeting ensures that participants have a chance to debate issues and examine and resolve any misconceptions around nutrition and/or its drivers. An introduction to SUN, including commitments made by the specific country, can also be shared, as well as examples of other countries' MSNPs and progress. Examples can also be provided of how small adjustments to programming across sectors can lead to nutrition-sensitive action and nutritional benefits for the population.



MQSUN+'s Stakeholder Consultation tool provides guidance for the purpose of consulting with stakeholders in preparation for the development of a MSNP/CRF. It offers the methodology for holding consultations, in addition to a sample workshop agenda and examples of potential nutrition stakeholders.

⁴ UNICEF. *UNICEF'S Approach to Scaling Up Nutrition*. New York: UNICEF; 2015. Available at https://www.unicef.org/nutrition/files/Unicef_Nutrition_Strategy.pdf.



COUNTRY CASE STUDY

Tajikistan orients stakeholders to the importance of multisectoral action to address malnutrition

Following the development of their CRF in 2018, the Government of Tajikistan, the SUN Focal Point and the national SUN programme officer began operationalising the CRF through development of a costed MSNP. As part of the process of developing the MSNP, there was a need to facilitate a series of workshops to increase participation of the national nutrition stakeholders and key government decision makers in the multisectoral planning process.

The first in this series of workshops was a two-day National Orientation Workshop for members of the SUN MSP, which was chaired by the SUN Focal Point. The purpose of the workshop was to familiarise, train and mobilise the roughly 45 attendees on the issue of nutrition, and specifically the key nutrition issues in Tajikistan. The workshop also highlighted the CRF and the planned MSNP, including the sectoral interventions and the planned multisectoral approach for tackling the nutrition challenges in Tajikistan. It was important for members to understand the role of their sectors and organisations in improving nutrition, learn more about the multisectoral approach to solving nutrition problems and understand better the essence and principles of the SUN Movement and its benefits for the country.

Topics at the orientation workshop included the types and causes of undernutrition, the nutritional status of women and children in Tajikistan and the negative consequences and economic losses due to malnutrition. Examples of how strong MSNPs were developed in other countries were presented, along with the multisectoral approach planned for Tajikistan. The existing Tajikistan CRF was reviewed, along with the nutrition-sensitive and nutrition-specific interventions and the role of ministries in developing the MSNP.

By the end of the workshop, attendees had developed a better understanding of nutrition as a key driver of national development goals and the importance of tackling nutrition challenges facing the people of Tajikistan, especially women and children. They were also better prepared to organise and oversee the sectoral working groups on nutrition within their ministries and departments and support the process of MSNP development. Awareness was raised on the work of the SUN Movement and the importance of the issue of nutrition, and attendees learnt of their role in the development and implementation of the MSNP. [Read more about this workshop in Tajikistan.](#)



MQSUN+'s presentation template for an Orientation Workshop for the Development of an MSNP provides sample and template slides to orient stakeholders to the importance of nutrition, the SUN Movement mechanisms and platforms and the process for multisectoral nutrition planning. Countries can adapt the presentation template for their specific context and needs.

It is always important to ensure that the most appropriate cadre from each organisation is represented at such a meeting/workshop. Gaining high-level ownership and commitment requires the attendance of high-level representatives. Depending on context, it is often useful for the most

senior representatives to be accompanied by colleagues from the management/operational level who will be tasked with driving forward implementation of the agreed action. This ensures commitment at the highest level, as well as firm understanding by those responsible for implementation on the ground.

To orient stakeholders on nutrition, additional communication and advocacy initiatives can be employed, including exploiting media coverage of nutrition workshops/events or preparing press releases (see **Somalia country case study** below). The provision of information and ongoing advocacy efforts can assist in building key stakeholders' knowledge and understanding of their roles in nutrition. In many contexts, there will be easily identified '[Nutrition Champions](#)' or advocates who can work to bring others on board.

This is a critical time for early advocacy for nutrition in a country. Opportunities to meet with or discuss the nutrition context and policy environment with stakeholders provide a platform to explain why nutrition is important to the country and its population. A high-level workshop can also be a well-coordinated media opportunity to spread the importance of nutrition to a wider audience through press, radio or television reporting.



COUNTRY CASE STUDY

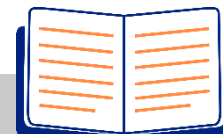
Media coverage for raising awareness for nutrition in Somalia

Somalia common results framework (CRF) and multisectoral nutrition strategy (MSNP) were developed in 2018 through wide consultation processes involving a broad range of key stakeholders. Prior to the MSNP development, three consultation forums, hosted by the national SUN secretariat housed in the Office of the Prime Minister, were held with the purpose of reaching out to the federal member-state stakeholders to solicit their contributions and views on the draft CRF and to foster a multisectoral approach to nutrition interventions in Somalia. The media played an especially pertinent role in raising awareness of nutrition in the country and the multisectoral approach to be taken by key stakeholders to improve it.

The consultation forums were aired through local media, radio and television stations, including Somali National TV, Puntland TV, SWS TV, and HCTV. All line ministries posted the forum proceedings on their social media pages, and the information was widely disseminated to the larger population across the country. Further, the SUN Office of the Prime Minister established a number of social networks for advocacy and for conveying nutrition messaging to local communities in far-reaching areas. The social networks have been led by local think tanks and resourceful persons in the community in the hopes that they may have access and reach in areas where government offices have no presence due to security concerns.

The strategic use of the media in Somalia has contributed to both the dissemination of information and advocacy for actions to improve nutrition outcomes at the community, local government, state and national levels. Media representation also helped raise awareness of the significance of the multisectoral approach taken in Somalia. This has resulted in a high degree of sensitivity for both government officials and the lay population in terms of the need to improve nutrition outcomes in the country.

Additional Guidance to Set the Stage for Multisectoral Nutrition Planning



Resources

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About MQSUN+

MQSUN+ provides technical assistance (TA) and knowledge services to the UK's Foreign, Commonwealth and Development Office (FCDO) and the Scaling Up Nutrition (SUN) Movement Secretariat (SMS) in support of pro-poor programmes in nutrition. MQSUN+ services are resourced by a consortium of five non-state organisations leading in the field of nutrition.

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