

SUN Civil Society Learning Route in Rwanda: Innovation Plans

Summary

This document provides a brief overview of the [Innovation Plans](#) that nine participating national civil society alliances developed as a result of taking part in [SUN CSN's Learning Route Africa](#), hosted by Rwanda in October-November 2016. Learning from Rwanda's experience, from each other and by reflecting on their own practice, the alliances developed plans for specific targeted innovations that would:

- >> build on their existing work
- >> be practical to implement within 6 months
- >> be sustainable both economically and practically
- >> have potential to scale up or be replicated



About SUN CSN's Learning Route programme

[SUN CSN's Learning Route programme](#) aims to increase peer-to-peer learning between national SUN civil society alliances (CSAs). A 'learning route' is a proven process for accelerating knowledge sharing and peer-to-peer learning. At the heart of a learning route is a facilitated visit to a host country by representatives of different countries. Building on a two-way exchange of learning, participants develop 'innovation plans' (action plans) to put in practice what they have learned.

Innovation plans

Alliances' Innovation plans developed during the Rwanda Learning Route had the following intervention themes:

Ethiopia Theme	<i>"Nutrition visibility and awareness through the media"</i> Communication and social mobilisation for behavioural change
Kenya Theme	<i>"Mainstreaming nutrition as a multi-sectorial agenda in Mombasa County"</i> Multi-stakeholder platform coordination and governance
Malawi Theme	<i>"Stakeholder mapping"</i> Multi stakeholder platform coordination and governance at sub-national level
Nigeria Theme	<i>"Improving nutrition through policy implementation at all levels"</i> Policy and advocacy at sub-national level
Rwanda Theme	<i>"Enhancing faith based organizations to promote nutrition behaviour change "</i> Communication and social mobilisation for behavioural change
Sierra Leone Theme	<i>"Eat what you grow"</i> Nutrition and value chain, communication and social mobilisation for behavioural change
Tanzania Theme	<i>"Accountable district nutrition steering committees to scale up nutrition"</i> Accountability, policy and decentralisation
Uganda Theme	<i>"Nutrition budget line advocacy"</i> Policy and advocacy at sub-national level
Zimbabwe Theme	<i>"Strengthening of food and nutrition security committees in Mashonaland Central and Mashonaland West Provinces"</i> Governance and decentralisation

Innovation plan intervention areas	Ethiopia	Kenya	Malawi	Nigeria	Rwanda	Sierra Leone	Tanzania	Uganda	Zimbabwe
Multi-stakeholder platform coordination									
Stakeholder mapping									
Evidence-based advocacy									
Capacity building									
Accountability, performance contracts									
Integrated nutrition-sensitive value chain									
Behaviour change & social mobilisation									
Policy tracking and review									

Quotes from the [Learning Route participants](#):

"I have learned a lot. Not only what the Rwandese are doing but also learned from other countries....so many initiatives . I like the idea of the performance contract, eat what you grow, how cooperatives work and how they have organized themselves into structures that are working as well as government commitment, the home gardens we visited, the mandala gardens. I have never seen this innovation before. All these examples are motivating." **Hazel Kantayeni (CARE International, CSONA, Malawi)**

"My expectations have been met and even exceeded my expectations. I have learned a lot. I didn't expect to learn about value chains, food processing for example." **ItikaKisunga (LUWADA, PANITA, Tanzania)**

"The Learning Route actually surpassed what I thought I would learn. The performance contract on its own makes practitioners function well. This is the thing I will take home." **Kudakwashe Zombe (ZCSOSUNA Zimbabwe)**

Watch the [Learning Routes Video Documentary](#) ([English](#), Spanish, French)

Ethiopia	SUN Civil Society Alliance: Ethiopian Civil Society Coalition for Scaling up Nutrition (ECSC-SUN)	
	Title: Nutrition visibility and awareness through the media	Media training; Behavioural change communication and Social Mobilisation.
	For more info contact: CSA coordination and Innovation plan focal person: Israel.Hailu@savethechildren.org metasebia.legesse@care.org ; tabraham@fhi360.org	Overall budget: 5,500 USD (innovation plan 5,000 USD)
<p>Justification: The Ethiopia Civil Society Coalition for Scaling up Nutrition (ECSC-SUN) has media sensitisation as one of its priorities, in order to put nutrition higher up the public and political agenda. Despite the efforts made by ECSC-SUN to include nutrition in the media agenda, the communication material developed have not been used in the nutrition sector properly. To respond to this challenge, the Innovation Plan focuses on strengthening the capacities of journalists and editors to recognise and report evidence-based nutrition messages, with a specific focus on reaching pregnant women and lactating mothers.</p> <p>Expected results: Nutrition becomes a higher priority for the media, and formally recognised in media plans. Increased quantity and quality of nutrition-related messages reported by the media outside the health sector – for instance in reporting on agriculture, livestock and fisheries, energy, education, social inclusion and others. Targeted beneficiaries: 30 editors (multi-sectorial) and 13 media journalists (1 for each media outlet).</p> <p>Innovation and intervention: ECSC-SUN's objective focuses on creating awareness and creating demand for nutrition services ("right to food") through the media. The innovation plan will strengthen the ongoing training of journalists and collaboration with various media houses at Regional level. ECSC-SUN will introduce an innovative 'media award, which proved to be a powerful tool in other countries (e.g. Tanzania, Zambia) to catalyze the interest of the media and result in high-quality coverage relating to nutrition (eg 1,000 Days). This plan will encourage media houses to assign or delegate a correspondent who is trained and informed about key nutrition information and practices at the community level. This will improve the quality of nutrition messages covered by the media and increase their focus on child and maternal nutrition.</p>		

Kenya	SUN Civil Society Alliance: Kenya SUN Civil Society Alliance	
	Title: Mainstreaming nutrition as a multi-sectoral agenda in Mombasa county.	Multi-stakeholder platform coordination and governance at subnational level
	Contacts: IP focal person: gogolla@InternationalMedicalCorps.org CSA Kenya coordination: George.ouma@dswkenya.org	Overall budget: 11,500 USD (innovation plan 5,000 USD)
<p>Justification: Despite the Food and Nutrition Security Policy backing for multi-sectoral collaboration, there is only sporadic and unsustained interaction between key nutrition-related actors in Mombasa county. The stunting rate in Mombasa county is 21%; therefore there is an urgent need to link nutrition-specific and nutrition-sensitive interventions and to address all forms of malnutrition by strengthening multi-sectoral coordination.</p> <p>Expected outcomes: 1) Development and adoption of a common results framework for nutrition by all nutrition actors in the Mombasa county; 2) Increase of nutrition intervention efficiency and effectiveness (cost-effective, with no duplication, and with targeting of vulnerable groups).</p> <p>Innovation and intervention: Currently, in Mombasa county, there is only sporadic interaction between key sectors including actors in health, agriculture and education. The Kenya SUN CSA aim is to facilitate the establishment of institutionalised multi-stakeholder collaboration and launch the Mombasa county multi-sectoral platform by the end of planned programme in the IP. To foster a functional Platform, the SUN Alliance will mobilise actors involved in nutrition and will: map all key nutrition stakeholders of the Mombasa county (Nutrition Stakeholders Action mapping); develop the Terms of Reference for the multi-sectoral platform (with details of key roles and responsibilities of the different actors); develop a common results framework and implementation plan. While working at sub-national level, the SUN Alliance will actively engage with the national Nutrition MSP who will support the initiative within the agreed national framework. A multi-sectoral coordination forum will inform the scaling up of good practices and ensure complementarity and reduced duplication. If successfully implemented, the Mombasa county multi-sectoral coordination forum will act as a learning centre for other counties, and facilitate replication and scaling up.</p>		

Malawi	SUN Civil Society Alliance: Civil Society Organisation Nutrition Alliance (CSONA)	
	Title: District stakeholder mapping	Multi-stakeholder platform coordination and governance
	For more info contact: Innovation Plan Focal Person: Bessie.Ndovi@concern.net CSA coordination: Tisungeni Zimpita Tisungeni.Zimpita@concern.net	Overall budget: 5,000 USD (innovation plan 5,000 USD)
<p>Justification: In Malawi, nutrition stakeholders and interventions have been identified at the national level, while at district level this information is still fragmented. In this context, the stakeholder mapping would help districts to identify the key actors and interventions operating at the local level, their coverage (geographical and of beneficiaries) and help them to effectively allocate resources and support existing efforts to reduce malnutrition.</p> <p>Expected outcomes: Greater effectiveness and efficiency of nutrition interventions thanks to improved multi-stakeholder coordination and planning in the mapped districts. Availability of a comprehensive database of all nutrition stakeholders in Nsanje and Zomba districts is produced by June 2017</p> <p>Innovation and intervention: Nutrition stakeholder mapping at district level in Malawi does not provide segregated data on where different stakeholders are operating, the type of operations, the duration of their projects, or the level of resources being channeled to nutrition. The new initiative proposed in the IP will assist districts to map the missing information. Conducting stakeholder mapping in such detailed way will inform programming and improve coordination of nutrition interventions at the district level. CSONA plans carry out the data collection and dissemination and lead dialogue using the multi-stakeholder platform to improve the coordination and planning.</p>		

Nigeria	SUN Civil Society Alliance: Civil Society Scaling up Nutrition in Nigeria (CS-SUNN)	
	Title: Improving nutrition through policy implementation at all levels	Policy review and evidence-based advocacy at subnational level
	Contacts: CS-SUNN coordinator and IP focal person: beateluk@gmail.com ; CS-SUNN Chairperson: Nnam Ngozi ngnnam@yahoo.com	Overall budget: 44,100 USD (innovation plan 5,000 USD)
<p>Justification: Nigeria has a National Policy on Food and Nutrition (NPFN) in place, as well as sectoral policies and plans and a coordinating structure. Nutrition desks and designated nutrition desk officers are available in sectoral ministries. Despite these enabling factors, coordination of food and nutrition activities is still a great challenge. To tackle this problem, the Innovation Plan proposes to develop, through an inclusive process, key nutrition stakeholders with the aim of harmonising all the various sectoral plans.</p> <p>Expected outcome: all states and their multi-stakeholder platforms are aware and able to implement a costed, multi-sectoral and implementable National Plan of Action for the revised National Policy on Food and Nutrition (NPFN).</p> <p>Innovation and intervention: with this innovation plan CS-SUNN wants to enhance advocacy, dissemination and multi-stakeholder dialogue and coordination activities to effectively implement the National Plan of action for the NPFN. Some of key interventions are: 1) CS-SUNN will develop and use state-specific scorecards to measure the level of implementation at state and national levels, while also assessing the Knowledge, Attitudes, Behaviour and Practices (KABP) of policy makers in nutrition; . 2) CS-SUNN State Chapters will hold nutrition stakeholder advocacy meetings for the implementation of the plan in the focal states; 3) Policy dialogues will be held to identify potential challenges and obstacles to implementing the plan, and also to show that activities planned are drawn from the state specific plan; 4) Policy briefs and fact sheets will be developed and shared during these policy dialogues.</p>		

Rwanda	SUN Civil Society Alliance: SUN Alliance Rwanda	
	Title: “Enhancing faith based organizations to promote nutrition behaviour change ”	Communication and social mobilisation for behavioural change
	Contact: Innovation plan Focal person: mbonyi.fiom@gmail.com CSA coordination: rbutera@sunalliancerwanda.org ; venustemuh@yahoo.fr	Overall budget: 6,625 (innovation plan 5,000 USD)
<p>Justification: Due to the limited information about nutrition-related issues and policies, some religious representatives show a negative attitude or even resistance towards nutrition behaviour change, especially when it revolves around food consumption of some particular food or species. Religious leaders have a great influence on the local population and they could play an important role in disseminating better practices and behaviours to reduce malnutrition.</p> <p>Expected outcome: 1) Improved collaboration and linkages between faith-based organisations and food and nutrition actors (e.g. health system, public and private sectors, civil society etc); 2) Increased involvement of religious leaders in implementation of and informing about food and nutrition policies and programmes.</p> <p>Innovation and intervention: building on the successful experiences shared by the Sierra Leone and Kenya CSAs, the SUN Alliance in Rwanda wants to work with faith-based organisation to strengthen their involvement and collaboration on nutrition enhancement programmes. To achieve that the SUN Alliance members will work with diverse religious groups to: organise awareness workshops for religious leaders at national level on malnutrition issues; design nutrition education messages suitable to be delivered during prayer sessions; organise radio talk shows featuring faith leaders to disseminate messages widely; organise meetings with the National Faith Network and the main nutrition actors at national level to evaluate results and identify areas for further collaboration.</p>		

Sierra Leone	SUN Civil Society Alliance: Scaling-up Nutrition and Immunisation Civil Society Platform Sierra Leone (SUNI-CSP SL)	
	Title: Eat what you grow	Nutrition and Value Chain, Behavioural change communication and Social Mobilisation.
	For more info contact: Ramatu Jalloh (SUNI CSP SL coordinator) ramatujalloh@gmail.com ; Victoria Squire (innovation plan focal point) victoria.squire@concern.net	Overall budget: 5,150 USD (innovation plan 5,000 USD)
<p>Justification: Despite the fact that farmers in Koinadugu produce vegetables and livestock, the district still has one of the country's highest rates of malnutrition rate, especially stunting. The market-oriented agriculture that prevails in the region mean that farmers often prefer selling their products rather than keeping what they produce for household consumption. This innovation plan intends to tackle this problem by raising awareness of the importance of consuming locally-produced food.</p> <p>Expected result: Targeted vulnerable groups in Koinadugu district will change their dietary habits and increase their consumption of nutritious, locally-produced foods. The changes will result in an improvement in their nutritional status. Targeted beneficiaries: approximately 2,000 people in Koinadugu, Northern District of Sierra Leone.</p> <p>Innovation and intervention: SUNI-CSP SL will combine behavioural change communication with agriculture and nutrition-focused activities to promote the benefits of eating locally available foods. Through effective multi-stakeholder collaboration among local CSOs, authorities, farmers, religious leaders etc, SUNI CSP-SL will tackle the specific causes of malnutrition in the district, and undertake awareness, social mobilisation and communication activities to promote behavioural change of the population. Training selected "champions" and "master farmers" will also be part of the strategy, in order to ensure sustainability and set the basis for scaling up the activities to other districts.</p>		

Tanzania	SUN Civil Society Alliance: Partnership for Nutrition in Tanzania (“PANITA”)	
	Title: Accountable district nutrition steering committees to scale up nutrition in Tanzania	Accountability, policy and decentralisation
	For more info contact: Faraja Kassim faraja.kassim@panita.or.tz ; Daniel Mtwewe mtwevezmdj@yahoo.com	Overall budget: 27,274 USD (innovation plan 5,000 USD)
<p>Justification: In Tanzania, few councils have District Nutrition Steering Committees (DNSCs) operating; within council areas, Ward Development Committees (WDCs) are not appropriately trained, and local and external resources supporting nutrition interventions are very limited. Functioning and accountable DNSCs are a priority in the fight against malnutrition as they will build district-level capacity and coordinate nutrition activities.</p> <p>Expected outcomes: Kalambo district (Rukwa region) will develop functioning and accountable district nutrition steering committees (DNSC), while wards committees (WDCs) and village councils (VCs) will be supported to integrate the district’s agreed nutrition agenda into their activities.</p> <p>Innovation and intervention: PANITA identified the ‘performance contract’ used in Rwanda as an innovation they could replicate. When introduced at village, ward and district level, these contracts will increase the accountability and effectiveness of the agreed nutrition-related plans. In order to achieve this major change, PANITA will build capacity in the district multi-stakeholder coordination mechanisms. If this programme succeeds, PANITA expect the following outputs: thirty eight (38) Performance Contracts/Terms of reference (TOR) executed at village level; one District NSC and 23 Ward Development Committees (WDCs) in South Western Highlands Zone of Tanzania; One District nutrition strategic plan with result framework in-line with National Multi-sectoral Nutrition Action Plan (NMNAP) developed. A participative and evidence-led approach is an essential element of this innovation plan and it will be carefully documented. The results and the lessons learned will constitute the basis for scaling up and replicating in other districts.</p>		

Uganda	SUN Civil Society Alliance: Uganda SUN Civil Society Alliance	
	Title: Nutrition budget line advocacy	Policy review and evidence-based advocacy at subnational level
	Contacts: Innovation Plan focal person and CSA coordination: James_Kintu@wvi.org ; rbaguma@healthuganda.org ; ChristineM@gracamacheltrust.org	Overall budget: 18,500 (innovation plan 5,000 USD)
<p>Justification: SUN Alliance in Uganda works in collaboration with the Office of the Prime Minister to facilitate the integration of nutrition interventions in district plans and budgets. About 10 districts have established District Nutrition Coordination Committees (DNCCs); however, the critical gap is the lack of a specific nutrition budget line for adequate allocation of resources towards the delivery of nutrition services.</p> <p>Expected outcome: with training and capacity development from SUN CSA, local authorities from three districts will establish a nutrition budget line for their district. The main target beneficiary groups will be women of reproductive age and children under five years.</p> <p>Innovation and intervention: the Uganda SUN Alliance will coordinate evidence-based advocacy activities with district stakeholders to demonstrate the need for a nutrition budget line. At the same time the Alliance will work with district-level authorities and staff to develop their capacity and create SMART nutrition budget lines. The aim is that nutrition budget lines would be integrated into district plans by the end of the Innovation Plan work. The alliance aims to ensure multi-stakeholder participation and focus efforts on capacity development, communication and dissemination of the results as well as on robust monitoring and evaluation. The implementation of the proposed innovation plan will provide lessons that will be shared with other actors to influence the budgeting process for 2017-2018, which begins in October 2017. In the long term, adequate funding for nutrition at district level will translate into improved delivery of nutrition services. With continued advocacy, the practice will be formally adopted by the Ministry of Finance for all of Uganda's 112 districts.</p>		

Zimbabwe	SUN Civil Society Alliance: Zimbabwe Civil Society Organisations' SUN Alliance (ZCSOSUNA)	
	Title: Strengthening of food and nutrition security committees in Mashonaland Central and Mashonaland West Provinces	Decentralisation, MSP coordination, accountability.
	Contact: Kudakwashe Zombe nutritionist.zombe@gmail.com	Overall budget: 5,000 (innovation plan 5,000 USD)
<p>Expected outcomes: Improved coordination of nutrition activities in Zimbabwe led by members of ZCSOSUNA will lead to well targeted, effective and efficient collaborative actions to address malnutrition in Mashonaland Central and Mashonaland West Province</p> <p>Innovation and intervention: The ZCSOSUNA strategy focuses on achieving national level commitment while also strengthening dialogue, planning and coordination of subnational food and nutrition committees in two provinces. While at national level, the ZCSOSUNA objective is to appoint the First Lady as nutrition champion and gain political commitments from different ministries, at subnational level their efforts will focus on capacity building and establishment of “performance contracts” at national, provincial, district and ward level. ZCSOSUNA learned from the performance contract adopted by Rwanda, seeing this approach as an interesting innovation with the power to improve accountability, efficiency and effectiveness of diverse public, private implementing actors.</p>		