



**Global
Forum**
on Food Security
and Nutrition

 Proceedings

Policy outreach and communications - what works for improving food security and nutrition at the country level?

Collection of contributions received

Discussion No. 108 from 2 to 23 September 2014

TABLE OF CONTENTS

Introduction to the topic	3
Contributions received	4
1. Frédéric Paré, Coalition pour la souveraineté alimentaire, Canada.....	4
2. Claudio Schuftan, PHM, Viet Nam [first contribution].....	5
3. Cordelia Salter, facilitator of the discussion, FAO, Italy.....	6
4. Denise Melvin, facilitator of the discussion, FAO, Italy.....	6
5. Florence Egal, FAO retiree, Italy.....	6
6. A. Ercelan, Pakistan Fisherfolk Forum, Pakistan.....	7
7. Claudio Schuftan, PHM, Viet Nam [second contribution].....	7
8. Lal Manavado, University of Oslo affiliate, Norway.....	8
9. Mahmud Duwayri, University of Jordan, Jordan.....	9
10. Mohamed Ajuba Sheriff, Ministry of Agriculture Forestry and Food Security, Sierra Leone ...	9
11. Santosh Kumar Mishra, Population Education Resource Centre (PERC), India.....	10
12. Subhash Mehta, Devarao Shivaram Trust, India.....	12
13. Kodjo Dokodjio, Ministry of Agriculture, Livestock and Fishery, Togo.....	14
14. Anoncho Fru, Environmental Mirror of Cameroon, Cameroon.....	15
15. Facilitators feedback.....	15
16. Miguel Ordinola, International Potato Center, Peru.....	16
17. Linley Chiwona-Karlton, Swedish University of Agricultural Science, Sweden.....	19
18. Prosper Monde, Réseau Nourriture Saine Bénin, Slow Food, Benin.....	20
19. Claudio Schuftan, PHM, Viet Nam.....	20
20. Akbar Shahrstani, FAO, Afghanistan.....	21
21. Mr. Subhash Mehta, Devarao Shivaram Trust, India.....	21
22. Andrew MacMillan, formerly FAO, Italy.....	23
23. Manuel Castrillo, Proyecto Camino Verde, Costa Rica.....	24
24. Santosh Kumar Mishra, PERC, India.....	25
25. Bhubaneswor Dhakal, Nepal.....	32
26. Subhash Mehta, Devarao Shivaram Trust, India.....	33
27. Knowledge Outreach Team, FAO, Italy.....	34
28. Laura Dawson, Food Physics & Body Dynamics, USA.....	36
29. Enoque Albino Manhique, APDCOMA, Mozambique.....	37
30. Lalita Bhattacharjee and Antonio Schiavone, FAO Bangladesh.....	38

Introduction to the topic

The challenge

Technical notes, research reports, policy briefs, etc. on food security and nutrition (FSN) are often targeted at decision-makers and aim at contributing to evidence-based policy making. However the degree to which the FSN information produced is actually used by decision makers, and influences policy making, remains unclear.

Through this discussion we would like to explore the factors that contribute to our evidence and knowledge actually being used in policy making processes – in particular at the country and regional level.

We have prepared an optional template for capturing your success story which we encourage you to use: http://www.fao.org/fsnforum/sites/default/files/files/108_FSN_Comms/Template_EN_FSNcomm.docx

The purpose of this discussion: Collect case studies and concrete examples of successful policy outreach

We would like to gather concrete examples of how the FSN information produced by your organization has actually been used by policy makers and influenced policy dialogue and decisions in your country or region. We would like you to think of factors such as:

- What innovative strategies and channels have you used to reach policy makers and get feedback on their emerging needs?
- Have you ever significantly changed your communication or policy outreach strategy? How did you change it? Did you get better results?
- What role do intermediaries (the media, “champions” in the government, etc.) play in helping you communicate your recommendations to policy makers?
- If you are a policy maker or user of FSN information, how do you communicate your information needs to the information producers? What should information producers consider when trying to increase the use of their evidence by policy makers?

More than anything we would like to hear your success stories about what actually worked in terms of your information being used by policy makers!

How we will use the information that comes out of this forum discussion

After the discussion closes we will compile concrete examples and a list of recommendations for making sure the FSN information we produce contributes to evidence based policy making. This document will be available through this website and sent to forum participants.

Looking forward to meeting you online!

Facilitators of the discussion: Denise Melvin (Communications and Outreach Officer, FAO), Renata Mirulla (Policy Dialogue Officer, FAO) and Cordelia Salter (Communications Coordinator for the Committee on World Food Security, FAO)

Contributions received

1. Frédéric Paré, Coalition pour la souveraineté alimentaire, Canada

[Original contribution in French]

Le 16 mai 2012, le gouvernement du Québec dévoilait publiquement sa «Politique de souveraineté alimentaire», moins d'un an après son élection. Pendant la campagne électorale de l'été 2011, et pendant les quelques mois qui l'ont précédé, notre Coalition a fait plusieurs représentations:

Envoi automatisé, à tous les députés de l'Assemblée nationale, de la «Lettre alimentaire citoyenne», sorte de déclaration proposée aux citoyens, reprenant le positionnement de notre Coalition.

Organisation et tenue des «Petits-déjeuners du bon goût de la gouvernance», un petit-déjeuner tenu annuellement au cours duquel les parlementaires sont invités à entendre divers experts traitant de sujets exposant l'importance des politiques publiques

Présentation des mémoires de notre Coalition à la commission parlementaire chargée d'étudier diverses questions concernant l'agriculture et l'alimentation

Publication régulière, notamment à l'occasion de la tenue des assemblées générales annuelles de notre organisation, de communiqués de presse. Relations média et offre d'interview par nos porte-parole.

Analyse de la plateforme électorale de 5 des principaux partis politique en présence, sous forme d'un tableau synthèse, présenté sur le site web de la Coalition. Envoi d'infolettres aux membres les invitant à souscrire à la Lettre alimentaire citoyenne.

Pendant la campagne électorale de l'été 2011, il a été très régulièrement question de souveraineté alimentaire, concept qui a été repris dans le positionnement du parti politique qui a pris le pouvoir en septembre 2011. Plusieurs candidats de ce parti ont annoncé, dans leur circonscription électorale respectives, l'intention d'un gouvernement de leur parti, d'adopter une politique de souveraineté alimentaire. Les médias locaux et nationaux ont témoigné maintes fois de cet engagement.

La politique en question, dévoilé en mai 2012, était un peu décevante. Mais elle a eu le mérite de porter la question de l'agriculture et de l'alimentation à l'avant scène, et d'une manière plutôt politique, mettant l'accent sur l'importance que les Québécois puissent s'alimenter de leur territoire.

Frédéric Paré, agronome, M.A.

Coordonnateur de la Coalition pour la souveraineté alimentaire.

[English translation]

On the 16th May 2012, the government of Quebec unveiled to the public its Policy on Food Sovereignty, less than a year after coming into power. During the electoral campaign of summer 2011, and during the preceding months, our Coalition made several representations:

Automatic sending, to all the deputies of the National Assembly, of the "Lettrealimentairecitoyenne" (The Citizens' Statement on Food) a kind of declaration intended for the citizens, with a summary of the position of our Coalition.

Organization and implementation of “Correct Governance” breakfast meetings, a breakfast meeting held once a year during which the members of parliament are invited to listen to several experts discoursing on areas that reveal the importance of public policies.

Presentation of Memoranda of our Coalition to the parliamentary commission in charge of studying several issues related to agriculture and food.

Regular publication of press releases, particularly on the occasion of the annual general assemblies of our organization. Relations with the media and offers of interviews by our spokespersons.

Analysis of the electoral platform of the 5 principal political parties represented, in the form of a summary table, presented in the Coalition’s website. The sending of news letters to members inviting them to subscribe to the Lettrealimentairecitoyenne. (The Citizens’ Statement on Food)

During the electoral campaign of the summer of 2011, the question of food sovereignty was often posed, a concept that has been adopted in the stance of the political party in government since September 2011. Many candidates of this party have announced, in their respective electoral circulars, the intention of a government of their party to adopt a food sovereignty policy. The local and national media have been witness time and again of this commitment.

The policy in question, released in May 2012 has been a little disappointing. However it has had the merit of bringing the question of agriculture and food to the fore-front, and in a rather political way, putting the emphasis on how important it is that the people of Quebec should be able to feed themselves from their own territory.

Frédéric Paré, agronomist, M.A.

Coordinator for the Coalition on food sovereignty.

2. Claudio Schuftan, PHM, Viet Nam [first contribution]

Friends,

I refer to your call for case studies on policy outreach and communications for food and nutrition security.

When your call says:

...information is not always used, undermining efforts to improve food security and nutrition.

...how can we improve the uptake and relevance of FSN information for decision making.

...Technical notes, research reports, policy briefs, etc. on food security and nutrition (FSN) are often targeted at decision-makers and aim at contributing to evidence-based policy making.

...Their influence remains unclear.

*...how info has been used by **policy makers** and **influenced policy dialogue and decisions in your country or region.***

the flaw here is that all these ask how these eminently top-down efforts influence decisions. Well, we know they do not! Decision makers know in the back (or front) of their minds what is wrong --and often what can/should be done.. The whole concept of evidence-based is flawed. No evidence will convince politicians to go against what their ideological position is.

So,

*What **innovative strategies and channels** should be used?*

*Can changed **communication or policy outreach strategy** get better results?*

What should information producers consider when trying to increase the use of their evidence by policy makers?

These are all moot questions. Probably none of the answers will ultimately be of relevance for wide diffusion. Case studies? To what avail? Each will be the exception that confirms the rule...

Why do I have to tell you at FAO --with a strong right to food working group-- that it is only through the process of empowering claim holders (and duty bearers) to forcefully demand (and abide by their obligations) that will ultimately be more effective than (or have to replace) ‘old thinking’ policy outreach?

*You will compile a **list of recommendations** for making sure the FSN information we produce contributes to evidence based policy making.*

I rest my case.

Cordially,

Claudio in Ho Chi Minh City

3. Cordelia Salter, facilitator of the discussion, FAO, Italy

At the Committee on World Food Security, a wide group of stakeholders have the opportunity to work together on policy issues and shape recommendations. While this takes more time, the end result is that when the policy recommendations are adopted, they already have wide buy in. For example, when the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security (VGGT) were endorsed in 2009, immediately civil society took the lead promoting them in many countries. The private sector also use them and refer to them as their “license to do business”. Using this approach, the people who helped develop the policy recommendations feel ownership and become their greatest advocates.

4. Denise Melvin, facilitator of the discussion, FAO, Italy

The issue of inclusiveness is important and may be a key principle for making sure information and analyses is truly useful for, and used by, policy makers. An example of an inclusive process are ‘Writesops” where policy makers (or other users of the information) prepare policy briefs together with the producers of information (for example, food security analysts). Together they look at the information at and jointly prepare recommendations. The briefs may then be the catalyst for further action...and at the very least the process has sparked further debate and deepened understanding of the issue at hand.

5. Florence Egal, FAO retiree, Italy

I would agree that decision-making is not only based on evidence and that it is also important to engage decision-makers both on an individual basis and within a peer group.

1/ They need to understand what food security and nutrition mean concretely. A few concrete examples:

- **establish a direct contact with people suffering from food insecurity and malnutrition.** In my experience visiting nutrition rehabilitation services and asking people what went wrong, when, why and how their family is affected is very effective. The voice of the poor needs to reach policy-makers
- **participatory nutrition workshops** (see *Agreeing on causes of malnutrition for joint action* http://foodsecuritycluster.net/sites/default/files/FAO%20Joint%20Planning%20for%20Nutrition_final%20draft.pdf) get participants to agree on a common vision of the causes of malnutrition of relevant population groups and to revisit their own strategies and activities in a different perspective
- **it is also important to clarify what we mean by "evidence".** It is important that we generate practice-based evidence (this should be a priority in knowledge management) if we want to reach decision makers. If they see food security and nutrition can be improved in a sustainable and affordable way and how, and that they can do it, they are likely to respond. Too often policy-makers are confronted with abstract concepts and figures and standard and costly solutions, and discard or postpone the issue as too complicated or not feasible.

Another motivation is clearly **peer pressure**.

- if others get engaged (...and access resources) why not me?
- and of course global resolutions.

Actually this is valid not only for policy-makers but for any professional, politician or institution: 1/ who do not see that food security or nutrition is any of their business or 2/ who have a very narrow perception of the problem and its solution.

6. A. Ercelan, Pakistan Fisherfolk Forum, Pakistan

Dear all,

I think 'claim holders' [*used by Claudio Schuftan, Ed.*] is a definite improvement over 'stake holders'.

Discussants may find some recent notes useful:

<http://asiapacific.anu.edu.au/blogs/southasiamasala/2014/07/05/life-for-all-nourished-now-forever/>

<http://asiapacific.anu.edu.au/blogs/southasiamasala/2014/01/29/freedom-from-hunger-privilege-granted-or-acknowledged-right/#more-5400>

and attached a forthcoming blog article in DevLog (PILER)

7. Claudio Schuftan, PHM, Viet Nam [second contribution]

Thank you facilitators for the responses.

Another devil's advocate issue I would suggest be considered:

How many of us (who want to influence policy) do not only work from the bottom up with claim holders, but go to the pertinent decision makers/duty bearers (hopefully together with claim holders) and ask them what policy alternatives they need to make and how we can help with the

evidence/info/data they need to promote certain policies they feel are important and politically feasible?

Policy makers often do not respond, because what we want to recommend does not fall within their 'radar'. A need not to neglect to start from the other end here? Maybe not always, but worth trying.

Indeed the writeshops approach captures this idea. Are there other examples?

8. Lal Manavado, University of Oslo affiliate, Norway

Getting the facts about the need for food security to shape the policy.

In an ideal world, this would be something obvious, but, in the real world, the obvious is all too often ignored.

In the discussion so far, the emphasis seems to be on how may the experts of many an ilk could influence the relevant political decisions with reference to factual information.

Here, one runs into two difficulties; first, it assumes that the decision-makers are willing and able to comprehend the facts, and secondly, that they are likewise willing and able to act in accordance with those facts. It is difficult to see how one may justifiably make such sweeping assumptions.

Perhaps, it is time to try an indirect approach, at least as an adjunct to the inclusive approach one contributor has already suggested. What I propose is to explore the possibility of expanding that inclusiveness.

Here, one may resort to education in its widest sense. Would it be possible to initiate some appropriate public education schemes in order to make the public aware of the need for food security and how it may be achieved within a given geographic area?

If successful, it may induce the public to exert pressure on the decision-makers to undertake actions that would benefit the community.

En passant, may I add that a holistic solution to any given problem can only be achieved through a top-down approach, and this is a logical fact.

Best wishes!

Lal Manavado.

Please let me expand on the last sentence of my contribution.

I think most of us would agree that a holistic solution to a problem is the best, because it takes into account all aspects of the problem. These include not only how to resolve it, but also the undesirable consequences implementation of a given solution may entail. For instance, steam locomotion has many advantages over the horse drawn vehicles and sailing, but it also entails a considerable environmental degradation as well as health hazards. A holistic solution then, would have striven to minimize the latter disadvantages before adopting steam power. Of course, this is too much to expect in the real world, still ...

The possibility of undertaking such an approach depends on one having all the relevant information and the ability to synthesize a reasonable solution to a problem with reference to those facts. Implementation of this solution can then be entrusted to one or more appropriate institutions. This of course, represents a top-down solution to a problem.

In the bottom-up approach, one focuses one's efforts on one aspect of the problem. For instance, the economist may suggest a solution based on economic data, while the environmentalist would follow suit. They follow by necessity, a reductive approach.

As there are more than one possible economic or environmental solution to a problem, and as some of them may be mutually exclusive, it would be extremely difficult to synthesize them into a logically and practically cohesive whole.

And finally, the technical bit. If one wants to find the best possible solution to a problem, one has to consider what every possible solution would entail and choose not only what is cheapest, but one having the least undesirable side-effects and what is most appropriate for the community affected by it. So, it is epistemologically impossible to find the optimum solution to a problem using the reductive bottom-up approach.

9. Mahmud Duwayri, University of Jordan, Jordan

Dear all,

My contribution on this topic:

Some decision makers are either unaware of this problem or they may conceal it or deny it for political considerations. Institutions involved in this work and NGOs should approach the decision makers and provide them with the information, facts and case studies relevant to the situation. Decision makers should be invited to seminars, workshops for discussion. FAO and WFP country representation can play an important role in this awareness campaign.

Kind regards

Professor Mahmud Duwayri

10. Mohamed Ajuba Sheriff, Ministry of Agriculture Forestry and Food Security, Sierra Leone

Dear moderator,

Policy outreach is critical in improving the implementation and dissemination of Food and Nutrition Security messages at country level. Giving the multisectoral nature of FNS partnership, harmonisation of FNS policies of Ministries, Departments and Agencies (MDAs) and partners is one of the major challenge in policy outreach and communications.

In Sierra Leone we have the challenge of mandate imbalances in terms of FNS policy implementation by both state and non state actors which has direct effect on decision making (state and donor). However the Ministry of Health and Sanitation (MOHS) and Ministry of Agriculture Forestry and Food Security (MAFFS) policies are already mainstreamed in FNS implementation plan (common result framework).

In view of the above, the national SUN secretariat is currently analysing the policies of the other MDAs such as Education, Gender and Children Affairs, Water Resources, Trade, fisheries and relevant partners. This exercise will identify nutrition direct and nutrition sensitive policies, roles and responsibility of each MDAs and partners with the aim of solving implementation conflict due to policy imbalances.

Regards

Mohamed Ajuba Sheriff
Ministry of Agriculture Forestry and Food Security
Sierra Leone.

11. Santosh Kumar Mishra, Population Education Resource Centre (PERC), India

What innovative strategies and channels have you used to reach policy makers and get feedback on their emerging needs?

I am researcher & demographer employed with the Population Education Resource Centre (PERC), S. N. D. T. Women's University (SNDTWU, <http://sndt.ac.in/>), Mumbai, India. My academic activities at the PERC primarily include research and publication/material production. I resort to make direct contact with the policy makers through my research views and findings. I look at research not only as a tool for discovering innovative ideas, but also as medium for communication and dissemination of information and policy level strategies.

Have you ever significantly changed your communication or policy outreach strategy? How did you change it? Did you get better results?

No, I have not significantly changed my communication or policy outreach strategy.

What role do intermediaries (the media, "champions" in the government, etc.) play in helping you communicate your recommendations to policy makers?

Print media (including journals), in particular, influence policy makers to some extent. Of course, this strategy alone does not yield desired result. It also requires lobbying by influential social activists, researchers and other like-minded personnel. There has to be network of all these people in order to transport the recommendations to policy makers.

If you are a policy maker or user of FSN information, how do you communicate your information needs to the information producers? What should information producers consider when trying to increase the use of their evidence by policy makers?

It is possible to communicate about the information need to the information producer ONLY IF both I and the information producer are PART OF THE SAME PROJECT/ORGANIZATION. The more people who enter this positive loop, the faster it spins. The more people who take part, the faster the human species learns.

More than anything we would like to hear your success stories about what actually worked in terms of your information being used by policy makers!

In terms of what actually worked, it is an uphill ask to get insight into whether or not policy makers use the information provided. Information and input might have been institutionalized by the policy makers in one or several programs within the region of a country. But there is no mechanism to find out if this has actually happened.

Subhash Mehta, Devarao Shivaram Trust, India

Name of your organization, country	Devarao Shivaram Trust, INDIA
Your role	Trustee
Who are your target users?	Governments, Multilateral Organisations, International Research Institutions, Donors, CSO/ NGOs, Producer org/ companies (PC), etc.
How do your target users use the information you provide and how do they give you feedback on their emerging needs?	Information is provided as soft copy for use in the manner most appropriate for achieving their objectives. They will either support my contributions, disagree or just keep silent when they do not want to be seen following a line/ stand.
What role do intermediaries* ('champions' in government, media, etc) play ?	Intermediaries become champions and make appropriate interventions at meetings, conferences, at different levels, putting across their points of view having had exposure to the reality on the ground.
What is the main communications or policy outreach challenge you face?	Outdated institutional mandates, curriculums and TORs as a result of which the wrong people are in high places, allowing little or nothing to change over the last 15 years, except using some sexy words like smallholder producers, increased incomes, inclusive, climate change, etc., but the mainstream system sticks to their market oriented high cost economies of scale green revolution technologies being the cause of the present crisis in agriculture, with most rural producer communities deeper in debt, hungry, malnourished, getting poorer, committing suicide.
What recommendations would you give to someone, in a similar organization, wishing to improve the uptake and relevance of the information they produce?	UN orgs – UNCTAD, UNRFC, FAO, IFAD, Donors, etc., have put on top their focus on 'Public Funds for Public Good', being directed at meeting the AR4D and funding needs of the rural poor smallholder producer communities', for them to set up producer org/ company (PC) staffed by professionals (general practitioners [GPs]/ MBAs in agriculture) to take over all risks and responsibilities and managing the cash to cash cycle, leaving members to on farm activities. Convert to and follow low cost agro ecological – organic systems of their area primarily to produce and thus have access to

	nutritious food for their own requirements, at little or no cost, since they do not have the money to buy from the open market.
--	---

In your own words , tell your success story !

I have been a part of GFAR since its formation, as I happened to be living in Rome at the time. My interventions at the time was for AR4D to move in the direction of meeting the needs of the dry land and rain fed farmers following organic principles. For obvious reasons most ignored, some even looked down upon me as the numbers involved were less than 1%.

I then shifted gears and coined the phrase ‘rural poor smallholder producer communities’, writing a paper on the subject, jointly with Dr O P Rupela, Principal Scientist, ICRISAT, circulated to the GFAR, Delhi, invitees/ delegates/ participants . This paper did attract attention, thus giving us reason to focus and pursue our advocacy for these communities, at all platforms (e consultations, face to face meetings, etc., in preparation for GCARD I), especially as most smallholders do follow organic principles by default and we did succeed in persuading Dr R B Singh, former ADG, GCARD's Senior Consultant, to re write the outputs and focus on meeting the needs of the smallholder producers. A few weeks before GCARD I, Montpellier, a few of us CSO/ NGOs intervened in the consultation process and voluntarily contributed a ‘White Paper’, as attached, which then came to be the conference document as the Uma Lele, contracted to write the conference document, held it back in light of our document having reached the delegates/ invitees/ participants and was circulated by the GFAR secretariat after the conference.

I am happy that our efforts has put the smallholder producer communities’ AR4D needs on top of the table, reports, etc., and will continue till the UN orgs’ focus on meeting the AR4D needs of these communities, converting back to their low cost agro ecological – organic systems thus access there nutritious food requirements, at little or no cost, reducing hunger, malnutrition, poverty, effects of climate change, suicides whilst improving livelihoods, increasing net incomes & purchasing power and long term sustainability is pursued.

See paper attached: [Improving the Livelihoods of the Resource-Poor Smallholder Farmers and Producers in Developing Countries: An Urgent Appeal for Action by GCARD](#)

12.Subhash Mehta, Devarao Shivaram Trust, India

Policy outreach and communications – what works for improving food and nutrition security?

Suggested Success Story Template for Producers/ Disseminators of FSN Information (feel free to write short notes or use bullet points)

Name of your organization, country	Devarao Shivaram Trust, INDIA
Your role	Trustee
Who are your target users?	Governments, Multilateral Organisations, International

	Research Institutions, Donors, CSO/ NGOs, Producer org/ companies (PC), etc.
How do your target users use the information you provide and how do they give you feedback on their emerging needs?	Information is provided as soft copy for use in the manner most appropriate for achieving their objectives. They will either support my contributions, disagree or just keep silent when they do not want to be seen following a line/ stand.
What role do intermediaries* ('champions' in government, media, etc) play ?	Intermediaries become champions and make appropriate interventions at meetings, conferences, at different levels, putting across their points of view having had exposure to the reality on the ground.
What is the main communications or policy outreach challenge you face?	Outdated institutional mandates, curriculums and TORs as a result of which the wrong people are in high places, allowing little or nothing to change over the last 15 years, except using some sexy words like smallholder producers, increased incomes, inclusive, climate change, etc., but the mainstream system sticks to their market oriented high cost economies of scale green revolution technologies being the cause of the present crisis in agriculture, with most rural producer communities deeper in debt, hungry, malnourished, getting poorer, committing suicide.
What recommendations would you give to someone, in a similar organization, wishing to improve the uptake and relevance of the information they produce?	UN orgs – UNCTAD, UNRFC, FAO, IFAD, Donors, etc., have put on top their focus on 'Public Funds for Public Good', being directed at meeting the AR4D and funding needs of the rural poor smallholder producer communities', for them to set up producer org/ company (PC) staffed by professionals (general practitioners [GPs]/ MBAs in agriculture) to take over all risks and responsibilities and managing the cash to cash cycle, leaving members to on farm activities. Convert to and follow low cost agro ecological – organic systems of their area primarily to produce and thus have access to nutritious food for their own requirements, at little or no cost, since they do not have the money to buy from the open market.
In your own words , tell your success story !	
<p>I have been a part of GFAR since its formation, as I happened to be living in Rome at the time. My interventions at the time was for AR4D to move in the direction of meeting the needs of the dry land and rain fed farmers following organic principles. For obvious reasons most ignored, some even looked down upon me as the numbers involved were less than 1%.</p> <p>I then shifted gears and coined the phrase 'rural poor smallholder producer communities', writing a paper on the subject, jointly with Dr O P Rupela, Principal Scientist, ICRISAT, circulated to the GFAR, Delhi, invitees/ delegates/ participants . This paper did attract attention, thus giving us reason to</p>	

focus and pursue our advocacy for these communities, at all platforms (e consultations, face to face meetings, etc., in preparation for GCARD I), especially as most smallholders do follow organic principles by default and we did succeed in persuading Dr R B Singh, former ADG, GCARD's Senior Consultant, to re write the outputs and focus on meeting the needs of the smallholder producers. A few weeks before GCARD I, Montpellier, a few of us CSO/ NGOs intervened in the consultation process and voluntarily contributed a 'White Paper', as attached, which then came to be the conference document as the Uma Lele, contracted to write the conference document, held it back in light of our document having reached the delegates/ invitees/ participants and was circulated by the GFAR secretariat after the conference.

I am happy that our efforts has put the smallholder producer communities' AR4D needs on top of the table, reports, etc., and will continue till the UN orgs' focus on meeting the AR4D needs of these communities, converting back to their low cost agro ecological – organic systems thus access there nutritious food requirements, at little or no cost, reducing hunger, malnutrition, poverty, effects of climate change, suicides whilst improving livelihoods, increasing net incomes & purchasing power and long term sustainability is pursued.

<http://www.fao.org/fsnforum/sites/default/files/resources/White%20Paper%205Mar2k10.doc>

13. Kodjo Dokodjio, Ministry of Agriculture, Livestock and Fishery, Togo

Dear Moderators and Forum Members,

The topic on the present online discussion about policy outreach and communication on Food Security and Nutrition (FSN) is of high importance, as the outcome decision making remains on the pertinence and information reliability. All depends on how policy outreach or communication is worked out, the approach used. Method used to produce FSN information is quite important as it influences policy making.

Policy outreach or communication on FSN comes from different sources: journalistic information, sociology

information, statistical information and so on. But there is correlation between these sources of information.

Among the different sources of policy outreach or communication on FSN, the one I best know and work is statistics information on FSN.

Policy outreach or communication at statistical level to improve FSN information is based on indicators worked from the field. In my country, during events such as flood, draught and other natural calamities where crops or harvest have been destroyed, causing food insecurity, a stakeholder's round table is often organized including information producers, decision makers and donors. In these emergency cases, decision makers inform information producers the type of indicators or information they need to address the situation. It is necessary to underline that in this case the FSN information produced and used by the decision makers influences policy making and remains clear.

Policy outreach or communication on FSN, not in emergency case is the one worked every year through Current Survey System (CSS) by the statistical service of the country where the national agricultural production is measured and from which a Food Balance Sheet (FBS) is worked out and

mapped to highlight food shortage and food surplus zones. Information is then communicated for decision making. The outcome of the communication is that food from the surplus areas or regions of the country is driven to the food insecure zones.

Other policy outreach and communication on FSN derive from Census of Agriculture (CA), Multiple Indicator Cluster Survey (MICS), Questionnaire Unifié des Indicateurs de Base de Bien-être (QUIBB) and so on.

Best regards

Kodjo Dokodjo

14. Anoncho Fru, Environmental Mirror of Cameroon, Cameroon

The major problem with sub-Saharan policy makers is that they do not implicate all sectors of the population during policy formulation. But they expect these to be respected by the local population. Secondly those who are in charge of enforcing such policies are unaware of their existence. Glaring examples exist in Cameroon when it comes to differentiating between wild NTFPs and domestic NTFPs.

Most often in the phase of tragedy like the suspension of certain NTFPs by CITES, the government rush into conforming to CITES rules and regulations just for this ban to be lifted. Most government officials think of their immediate benefit and not that of the general public and the environment.

15. Facilitators feedback

While the discussions have brought up many important points, it would be good to go back to the original purpose of this forum: ie. **identify approaches and strategies that worked in terms of reaching policy makers** and perhaps even resulting in action.

Have a look at the list below and let us know if you have used any of them and what the outcome was. What were your lessons learned? What other approaches have you used that are not on the list?

Successful approaches mentioned in the discussion included:

1. Participatory workshops, writeshops and other inclusive approaches

Florence Egal gave an example of **participatory nutrition workshops** where both decision makers and different population groups agree on the causes of malnutrition and how to tackle them, providing policy makers with practice-based evidence they can act upon.

Denise Melvin mentioned **Writeshops** where policy makers (or other users of the information) prepare policy briefs together with the producers of information (for example, food security analysts). Together they look at the information at and jointly prepare recommendations.

2. **Joining forces with other NGOs/CSOs** and preparing a joint **White Paper** for an **important conference**

Subhash Mehta wrote about how several CSOs and NGOs prepared a white paper for the Global Conference on Agricultural Research for Development (GCARD) 1. He noted that “... I am happy that our effort has put the smallholder producer communities’ AR4D needs on top of the table...”

Indeed, joining forces with like minded organizations increases the chances your report will be read and used. While policy makers may or may not be at a technical conference, it is a good way of getting your key messages into the policy debate.

3. Leveraging **larger initiatives** such as the Scaling Up Nutrition (SUN) Initiative

Mohamed Ajuba Sheriff wrote that working together with SUN could help harmonize efforts of the different ministries and partners involved in FSN policy making.

Indeed, larger initiatives can serve as intermediaries to help you reach policy makers.

4. Reaching Policy Makers directly is only really possible if you are **part of the same project or organization**

Santosh Kumar Mishra comments that policy makers can communicate their information needs to information producers only if they are part of the same project or organization.

5. **Round Table Approach:** bringing together key stakeholders to assess the food security situation and decide on actions – especially in emergencies

Kodjo Dokodjo wrote that “In my country, during natural calamities where crops or harvest have been destroyed, causing food insecurity, a stakeholder’s round table is often organized including information producers, decision makers and donors. In these emergency cases, decision makers inform information producers of the type of indicators or information they need to address the situation. It is necessary to underline that in this case the FSN information produced and used by the decision makers influences policy making and remains clear.”

A few years ago FAO organized a series of workshops on “Producing Food Security Information Products that Result in Action”. The workshops brought together producers and users of food security information so that users/policy makers could give advice on how to improve existing food security information products. To learn more about these successful workshops see: <http://www.foodsec.org/web/newsevents/training/trainingtopic/en/#18702>

6. Education Programmes

Lal Manavado wrote that “perhaps, it is time to try an indirect approach, at least as an adjunct to the inclusive approach... Public education can play a role in having public put pressure on policy makers.”

However, I wonder who funds and decides on the key messages for these programmes. Does anyone have any experience in helping to influence policy change through public education? What role can the media play ?

16. Miguel Ordinola, International Potato Center, Peru

Name of your organization, country	Proyecto IssAndes – Innovación para la Seguridad y Soberanía Alimentaria en los Andes, Perú. * El Proyecto también trabaja en Bolivia, Colombia y Ecuador. Más información en www.issandes.org
Your role	El Proyecto IssAndes implementa acciones en territorios, produce y difunde información sobre seguridad alimentaria y nutrición.
Who are your target	Son tres tipos de usuarios: Primario, conformado por decisores de políticas a nivel nacional y regional; Secundario, conformado por

<p>users?</p>	<p>instituciones locales, organizaciones de investigación e innovaciones y cooperación internacional a nivel nacional y regional; y Aliados, conformado por la población participante del proyecto, socios territoriales y socios estratégicos.</p>
<p>How do your target users use the information you provide and how do they give you feedback on their emerging needs?</p>	<p>Con los usuarios primarios y secundarios se ha incidido para que tomen los enfoques del proyecto IssAndes en la formulación de dos documentos claves de políticas en relación a la seguridad alimentaria y nutricional, que son “Estrategia Nacional de Seguridad Alimentaria y Nutricional 2013-2021” y “Dieta Peruana: Agricultura familiar, alimentación y desarrollo”. Ambos documentos de políticas públicas han sido formulados con la participación de diversos ministerios públicos, representantes de proyectos de investigación y desarrollo, cooperación internacional y sociedad civil a través de talleres y reuniones nacionales (ver link: http://bit.ly/IncidePolítica). En el caso de usuarios tipo aliados han utilizado la evidencia generada por el proyecto IssAndes para fortalecer el proceso de revalorización de la papa nativa (análisis y evaluación sobre presencia de antioxidantes y contenidos de hierro y zinc en papas nativas) para promover su producción, consumo, y se contribuya a generar mayores ingresos para pequeños productores y sus familias.</p>
<p>What role do intermediaries* ('champions' in government, media, etc) play ?</p>	<p>Los intermediarios o voceros han sido de tres tipos: políticos, institucionales y públicos. Por ejemplo, a nivel político se ha trabajado con altos decisores de políticas públicas, como el Ministro de Agricultura y Riego que ha validado los enfoques de seguridad alimentaria del proyecto IssAndes (ver link: http://bit.ly/MINAGRIVocero). A nivel institucional, la coordinación de IssAndes viene realizando diversas presentaciones en numerosos eventos ligados al enfoque de agricultura y nutrición, basados en la biodiversidad e innovación, como una forma de asegurar la seguridad alimentaria en poblaciones vulnerables (ver link: http://bit.ly/EspecialIssAndes). Así mismo, a nivel público, líderes de opinión ligados a la gastronomía difunden mensajes de los aportes nutricionales de las papas nativas, como el reconocido Chef Flavio Solórzano (ver link: http://bit.ly/LoncheraEscolar). En la reciente edición de la Feria Gastronómica Mistura 2014, el lema principal transmitido a los asistentes ha sido la relación entre la Biodiversidad, Gastronomía y Nutrición (ver link: http://bit.ly/ForoMistura2014).</p>
<p>What is the main communications or policy outreach challenge you face?</p>	<p>Uno de los principales retos fue poner en agenda política, en un país de ingresos medios y altas tasas de crecimiento macroeconómico, temas relacionados a la seguridad alimentaria y nutricional, buscando espacios que vinculen públicos que permitan hacer incidencia pública y de políticas. Se enfatizó en llamar la atención sobre la persistencia de brechas sociales ligadas a altos índices de desnutrición crónica infantil que persisten en el país y la relación que existe entre la agricultura, la nutrición y la innovación como una forma de contribuir para afrontar esta situación. Un ejemplo de hacer incidencia pública para lograr hacer</p>

	<p>incidencia política (en concreto, “poner en agenda”), puede verse en el siguiente link: http://bit.ly/PapaesNutricion). Para esto se utilizó una estrategia de comunicación que se articulara con la incidencia pública y utilizara diferentes instrumentos que permitan relevar la evidencia conseguida con la investigación que realizó el Proyecto IssAndes y difundirla en diferentes espacios (ver en este link las diversas líneas de actividades de comunicación: http://bit.ly/ComunicaIncidencia)</p>
<p>What recommendations would you give to someone, in a similar organization, wishing to improve the uptake and relevance of the information they produce?</p>	<p>Se pueden mencionar algunas lecciones aprendidas del caso en IssAndes en relación a las actividades de comunicación e incidencia:</p> <p>El contar con evidencia, es clave para realizar actividades de comunicación y fomentar procesos de incidencia pública y de políticas.</p> <p>Los resultados concretos alcanzados deben difundirse en diferentes espacios y públicos, adaptando los mensajes claves a los diferentes tipos de públicos y espacios de incidencia donde se van a transmitir.</p> <p>El trabajo en alianzas y plataformas permite realizar las acciones de incidencia y la comunicación, facilitando el ingreso a nuevos espacios de incidencia y la divulgación de las evidencias.</p> <p>La combinación de acciones de incidencia pública con las de incidencia de políticas, facilita alcanzar los objetivos planteados por las intervenciones o proyectos. Además, permite que las intervenciones planteadas por el proyecto lleguen a mayor escala (a nivel de programas nacionales que permitan la sostenibilidad de estas intervenciones).</p> <p>Es clave contar desde el inicio con una estrategia de comunicación para posicionar y relevar conceptos y enfoques de seguridad alimentaria y nutricional a nivel público amplio. Los medios de comunicación y el uso de herramientas digitales (redes sociales) son aliados fundamentales en este proceso.</p>
<p>In your own words, tell your success story!</p> <p>El Proyecto IssAndes tiene como objetivo mejorar la articulación entre los sistemas de producción y los sistemas alimentarios para reducir la vulnerabilidad a la inseguridad alimentaria de las poblaciones más pobres, mediante el desarrollo de innovaciones. Para alcanzar este objetivo, IssAndes trabaja con cuatro componentes de trabajo: 1) Identificar la contribución de la papa a la nutrición y salud, 2) Promover mejoras de sistemas de producción basados en papa, 3) Promover la educación nutricional para el cambio de comportamiento, 4) Realizar acciones de incidencia pública y de políticas. El componente de incidencia pública y de políticas ha sido trabajado con una estrategia de comunicación que toma como evidencia los resultados concretos generados por los tres primeros componentes para lograr hacer incidencia, siendo un eje transversal en el proyecto. A continuación se detallan algunos resultados que el Proyecto IssAndes vienen alcanzando por cada tipo de usuario, aplicando estos cuatro componentes de trabajo:</p> <p>Usuarios Primarios:</p> <p>1). Se ha promovido la inversión pública con gobiernos locales de las zonas de trabajo de IssAndes a nivel de gobiernos locales y regionales; 2). Tres dispositivos legales toman como referencia el enfoque del proyecto (“Dieta Andina” y la “Estrategia Nacional de Seguridad Alimentaria y</p>	

Nutricional 2013-2021” y “Plan de Acción de la Estrategia Nacional de Seguridad Alimentaria y Nutricional 2013-2021”), ambos manejados por Comisiones Multisectoriales que agrupan de diversos ministerios públicos; 3). Las celebraciones del Día Nacional de la Papa han tomado como lema “La Papa es Nutrición”. Asimismo, el Día Mundial de la Alimentación en el Perú tomó como concepto la “Cadena de Seguridad Alimentaria y Nutricional”. Ambas celebraciones son lideradas por Comisiones Multisectoriales que agrupan ministerios, instituciones internacionales y actores privados.

Usuarios Secundarios:

4). A nivel de actores privados, 5 cadenas de supermercados vienen comercializando 43 variedades de papas nativas con buenos contenidos nutricionales y de aporte a la salud); 5). A nivel de actores públicos (redes de salud local y regional), se ha capacitado a 60 agentes comunitarios de salud y 42 profesionales de las postas médicas que vienen difundiendo conocimientos de nutrición y salud, en base a los enfoques del proyecto; 6). A nivel de cooperación internacional y organizaciones internacionales, el enfoque de IssAndes ha sido reconocido a nivel internacional en el concurso Harvesting Nutrition 2013 (<http://bit.ly/ConcursoBM>), organizado por la plataforma de conocimiento SecurityNutrition del Banco Mundial, siendo la única experiencia de América Latina que ha sido premiada por presentar “un potencial impresionante por su impacto en la nutrición, escalamiento e innovación”.

Aliados:

A nivel de socios estratégicos, 7). Se ha logrado que el boom de la gastronomía peruana articule mensajes y experiencias para contribuir a las mejoras en la nutrición (“Biodiversidad y Nutrición” como tema central en la Feria Gastronómica Mistura 2014); 8). Diversos medios de comunicación y plataformas virtuales han tomado el mensaje del proyecto basado en el aporte de la papa a la nutrición y la salud; 9). Adicionalmente, el Proyecto IssAndes ha obtenido resultados de investigación que la población participante del proyecto está utilizando para promover el consumo de papas nativas en mercados y ferias más exigentes que buscan un valor diferencial: i) Se han caracterizado 200 variedades de papas nativas; 27 de ellas presentan buenos contenidos de zinc y hierro; ii). Se ha liberado una variedad de papa nativa mejorada (Kawsay) de buen rendimiento (26 t/ha), excelente calidad culinaria, resistencia a la “rancharia” (*Phytophthora infestans*), apreciable contenido de hierro, zinc y vitamina C; iii). Se encuentran disponibles cinco clones con buenos contenidos nutricionales, para su multiplicación y distribución nacional, tanto en centros experimentales como en campo de agricultores; iv). Se han analizado y priorizado cinco variedades desde el punto de vista de su aporte a la salud, que muestran contenidos de minerales que las convierten en alternativas de fuentes de micronutrientes relacionadas a la defensa de antioxidante.

* Intermediaries are people who can deliver your information/ key messages to your target audience – they may be mid level policy makers, ‘champions’ in the government, the media, etc.

17. Linley Chiwona-Karltun, Swedish University of Agricultural Science, Sweden

Dear Moderator,

Having worked with small-scale farmers in Africa that are often resource and information constrained, one of their major concerns has been the issue of TRUST. Too often farmers say, promises regarding policies that are enacted by agricultural ministries are simply “empty promises”. In good faith, farmers take on board the new policy suggestions to diversify or to grow

more legumes. They allocate land that is slowly diminishing in size for these supposedly better initiatives that will lead to enhanced food and nutrition security. They expend and exert their energy, already in limited supply on these “new policies” . In the end it is like the emperor’s new clothes – empty and naked policies. What we have seen happening:

When the harvest is ready, there are no systems in place for purchasing the abundant harvest

If there is a collection of the harvest it is made with a promise of later payment. Which small-scale farmer can afford a deferred late payment?

The payment is delayed for eons, because the government or those that encouraged the farmers to grow these crops do not have the means to pay them

Those that are short changed once again are the small-scale farmers whose margins for dealing with such outcomes are non-existent

How can we as implementers of these policies, together with those that craft these policies, be more TRUSTWORTHY. That in my opinion is the weakest link. Without being more trustworthy in the delivery and implementation of our policies, not much will work at the local country level.

Kind regards

Linley

18. Prosper Monde, Réseau Nourriture Saine Bénin, Slow Food, Benin

Chers modérateurs,

Il est important de faire des clarifications relatives à l'INFORMATION sur "la sécurité alimentaire et la nutrition".

Car, la compréhension de nombreuses personnes est la suivante. Tous les programmes/projets dans le secteur agricole sont du domaine de la sécurité alimentaire et de la nutrition. En terme clair, il ne peut avoir d'actions spécifiques pour "la sécurité alimentaire et la nutrition".

Cette attitude de nombreux cadres de l'Administration et des Bailleurs a été pour moi et pour quelques rares personnes averties le premier et TRÈS GROS obstacle à lever dans les processus d'analyse et de planification au niveau macro. Ce n'est que tout récemment que TRÈS TIMIDEMENT un certain changement est apparu.

Mondé H.M. Prosper

19. Claudio Schuftan, PHM, Viet Nam

Mohamed Ajuba Sheriff wrote that working together with SUN could help harmonize efforts of the different ministries and partners involved in FSN policy making.

Indeed, larger initiatives can serve as intermediaries to help you reach policy makers.

Well, the purpose of the recent consultation is policy outreach, no? SUN is an initiative with uncontrolled active corporate inputs. Not too difficult to imagine what type of policies they are likely to be pushing. The many conflict of interest issues in SUN has NOT been resolved and SUN refuses to respond to CS concerns on this. A bogus consultancy was set up with Gates funds that totally misrepresented the conflict of interest issues SUN has been challenged for.

So, Mohamed, larger initiatives yes, but SUN no.

Claudio

cschuftan@phmovement.org

20. Akbar Shahrستاني, FAO, Afghanistan

Dear FNS moderator,

I share a lesson learnt from FNS policy development process in Afghanistan. Lesson learnt from my country food and nutrition security policy development process and implementation indicate that inclusive consensus and collaboration of main stake holders on key FNS issues, good ownership, political support and feasible implementation policies are key issues. Over one third of population of this country is food insecure and there is dire need of FNS policy document. National priority program 2 (food for life) that is part of 22 NPP in the country is developed and well owned by government and currently implemented in the country. On the other hand, non-government entities started to produce policy documents that resulted in development of two documents on nutrition and food security, one document with more focus on nutrition and another document having more focus on food security objectives while the two documents overlap each other on sharing aspects of food security and nutrition. However, the process of development of policies somehow moved in isolation from each in real term and involvement of relevant government and CSO materialized not as being the owner the document but for the sake of agreeing to the process. Now the two documents are still not being seriously considered to be implemented by government due to disagreements on one hand and overlaps of strategic objectives on the other hand and thus decision making is challenged and the document process outcome is not clear yet. In summary the process was prescript rather than based on needs and demand of national government.

Best Regards

Akbar Shahrستاني

21. Mr. Subhash Mehta, Devarao Shivaram Trust, India

Co ops etc, hijacked by people in power, forced members to suffer losses made by them - Government of India intervened and legislated in the Indian Cos' Act, through Amendment IX A, in Dec 2002, putting in place the Producer Company (PC) - the rest is now history!

Name of your organization, country	Devarao Shivaram Trust, India
Your role	Trustee
What type of FSN information do you currently use for decision making?	Outputs posted
How do you give feedback to information producers and advise them of your information needs?	Keeping focus on the fact that 'Public funds are for Public Good' and for meeting the needs of the poor and for their long term sustainability
Do intermediaries (media, individuals, etc.) play an important role in delivering useful FSN information to you?	E consultation contributions

<p>In your own words , tell your success story or describe challenges you face!</p>	<p>I asked myself the Q; How can I give back my 50 years experience and having made it as a successful entrepreneur! Looking out of the aircraft window and seeing farming communities, mostly resource poor, illiterate, isolated, not even having access to a road, fending for themselves. I came to the conclusion that these out of sight out of mind entrepreneurs needed support, assistance and direction as they were not on the Government/ NARES' rudder, if they are to come out of hunger, malnutrition, poverty, deep debt and for us to manage the effects of climate change. Having access to FAO, IFAD, WFP, whilst in Rome, I pursued the concept of farmers setting up their orgs, but soon realized that the money bags, large farmers/ corporations took control of the management and at the cost of the illiterate resource poor smallholder members, as they continued to be poor, malnourished and in debt. Having had a similar experience as a member of a Club during the 1980's, where elected members also managed by farming out portfolios among themselves and bleeding the institution. Some of us members intervened, when we received the annual accounts showing a loss. Some of got together and cleaned out those committee members whose families had become permanent fixtures, replacing them with members having integrity and ensurring professionals were hired to manage This experience encouraged me to extend this intervention to the rural poor communities following low cost agro eco systems of their area. In 1999 I discussed this intervention with and persuaded friends in FAO to consider a pilot project for implementation in the South Asia region, funded by IFAD. Thus a beginning had been made to facilitate rural producers to set up their producer org/ company (PC), assisted by the NGO/ CSO working with them, also to hire professionals (general practitioners [GPs]/ MBAs in agriculture) to take over all risks and responsibilities, other than on farm activities, to manage the 'Cash to Cash Cycle' of each of its members, a successful model being:www.navajyoti.org. A similar situation was being faced by the milk co operatives in Gujrat, India, around the same time and they had persuaded the Government of India to get Parliament to pass a bill for democratisation of the co ops, resulting amendment IX A of the Indian Co's Act - setting up of Producer Company. Ministry of Agriculture has now issued guidelines for a National programme to fund and support producers for setting up PCs, as all future funding and support from Government will be delivered through the PC (not possible for them to deal with millions of producers). Prof Dr Amar KJR Nayak's paper of March 2014 in support is attached.</p>
<p>What recommendations would you give to producers of FSN information wishing to improve the uptake and relevance of their</p>	<p>FSN has focussed on meeting smallholder producer communities' needs, must ensure that that all e consultation facilitators focus on this and not leave grey areas in their outputs, being then filled by the business usual agenda of the</p>

information for decision making?	system pushing for their mandates and TORs, promoting high cost conventional agri systems, the cause of the deep distress among 80% of the rural poor smallholder producer communities, if we are serious about achieving the goals set by the UN from time to time.
Any other comments?	Change in Mandates of Government NARES, Global Institutions and their TORs, is urgently required to reverse the top down being o a bottom up approach, converting the high cost conventional back to the roots/ low cost smallholder friendly agro ecological systems of each area.

<http://www.fao.org/fsnforum/sites/default/files/resources/Amar%27s%20paper%20published%20March%202014%20%281%29%20.pdf>

22. Andrew MacMillan, formerly FAO, Italy

Dear Friends,

I have been following this discussion but have hesitated to contribute because I cannot point to well substantiated success stories at country level, although I have been involved at various times in being a minor player in policy change processes in many country situations. Nor do I feel that, as implied in the introduction, “information” itself is the key to inducing policy change. What I think we need to look at is how new ideas emerge and are successfully propagated, and what we do to improve and accelerate these processes.

One implication might be that our own FSN “community” should move from simply sharing ideas and experiences and making comments on CSF draft papers to becoming a group of advocates for policy changes related to its host Organization’s 5 strategic objectives. I think that we have to ask ourselves how we can become catalysts for change.

To understand this, It might be interesting to take a careful look at the strategies and tools applied in two highly successful recent moves to induce radical policy changes – the Jubilee 2000 campaign on debt forgiveness (<http://advovacyinternational.co.uk>) and the international campaign to ban land mines (www.icbl.org). Both of these succeeded in moving rather obscure topics very quickly to the top of the international agenda, mobilizing “people power” to put pressure on governments and international institutions to commit to reversing conventional policies. The aims were very clear and expressed in simple terms that everyone could understand. They appealed to people’s sense of justice and fairness, and the campaigns were managed with great skill, using most of the communication skills available at the time.

Avaaz and other internet petition-raising programmes, are, I suppose, the modern-day heirs to Jubilee 2000 and ICBL.

-

In the food security area, it would be interesting to make a careful review of what has worked – or not worked.

The idea of the “Right to Food” gained initial recognition in the 90’s and has been propagated with reasonable but still quite limited success over the last 10 years following the launch of the Voluntary guidelines, in the sense that a growing number of countries are building the RtoF into their constitutions. But it remains quite a complex concept with legal connotations, and hence it has been difficult to generate wide popular support for it and I suspect that it is hard to show a correlation between a country’s subscription to the RtoF and nutrition improvements. Lula was much more successful in creating the immediate emergence of public and political support for ending hunger in Brazil by simply pledging to ensure that, as a result of the Zero Hunger Initiative, every Brazilian would enjoy 3 meals per day by the end of his term as President - a goal that everyone could understand and work towards. (Interestingly it was only several years after the launch of Zero Hunger that Brazil adjusted its constitution to incorporate the right to food as a national objective thus guaranteeing long-term commitment to achieving Lula’s vision).

I am totally convinced that hunger and most other forms of malnutrition can be eradicated very quickly. The great communication task is not so much to share information and ideas on this amongst the “cognoscente” as we are now doing, but to create a broad constituency of public support for the very simple idea that within 10 years it should be a perfectly normal function of any society to see that all its people are able to eat healthily.

Achieving this goal may, like Brazil’s Zero Hunger, require 30 or 40 well-coordinated component programmes involving, food production, nutrition, education, social protection and so on – but that is for the technical people to work out and the more that communicators are drawn into the details, the less successful they will be in creating needed support for the major policy changes this goal implies.

Perhaps members of the Forum could be invited by our Secretariat to work together in advocating this idea in the run-up to ICN2, using the wide range of different tools available to them.

Too down to earth?

Best wishes,

Andrew

23. Manuel Castrillo, Proyecto Camino Verde, Costa Rica

[Original contribution in Spanish, Ed.]

Mucha de la información que nos deja este (y otros foros), tratamos siempre de darle la mejor orientación, aunque a veces estos no sean datos concluyentes sino, debates y observaciones, que conforman cuerpos más completos que sirven para plantear políticas y/o acuerdos de mayor aplicación. El punto es, que sirven de incentivo para la discusión y proposición de ideas con colegas, decisores políticos, actores directos (beneficiarios) y facilitadores y medios. En ciertos casos

tratamos de llegar a sectores de poder de acción, sin embargo, es muy somero la atención, pues están inmersos en su burocracia.

Así pues, cambiamos de estrategia, dirigiendo a grupos específicos que eran más susceptibles de mostrar interés, sin dejar de lado, lógicamente a otros actores indirectos. Las redes sociales han sido un instrumentos que llega a todos, se sabe, el uso es discrecional, pero sabiendo encauzarlo puede ser de gran efectividad. La disseminación en congresos y foros precesenciales siempre será valiosa para hacer llegar la información.

Otro factor es la cantidad de información, abundan investigaciones y proyectos relacionados, es vital, contar con datos realmente relevantes para situaciones específicas y conocer los destinatarios potencialmente y finales que podrán darle imlementación a estos.

Creemos como facilitadores, que nuestra finción es tener claro quiénes necesitan la información para llevarles lo que corresponda.

Saludos.

24. Santosh Kumar Mishra, PERC, India

Story – 1: Improving health information systems for decision making across five sub-Saharan African countries: Implementation strategies from the African Health Initiative:

Weak health information systems (HIS) are a critical challenge to reaching the health-related Millennium Development Goals because health systems performance cannot be adequately assessed or monitored where HIS data are incomplete, inaccurate, or untimely. The Population Health Implementation and Training (PHIT) Partnerships were established in five sub-Saharan African countries (Ghana, Mozambique, Rwanda, Tanzania, and Zambia) to catalyze advances in strengthening district health systems. Interventions were tailored to the setting in which activities were planned. Brief description of country – wise data on project experiences on improving health information systems for decision making is presented below:

- **Ghana:** The Ghana PHIT Partnership (the Ghana Essential Health Intervention Project, or GEHIP), has two intervention strategies to strengthen the HIS and link information with improved health system operations. The first is to implement a simplified information capturing system as part of the District Health Information Management System (DHIMS-2) that focuses on essential information for district level planning, thereby reducing the reporting burden in primary care settings. The second is the adoption of a District Health Planning and Reporting Toolkit (DiHPART) for use by district health leadership to identify and allocate resources based on the district level burden of disease profile.
- **Mozambique:** The Mozambique PHIT strategy focuses on strengthening the MOH's established HIS through applying innovative approaches to improve HIS quality and foment its use for resource allocation, program monitoring, and service delivery improvements at the facility, district, and provincial levels. The Mozambique project has introduced simplified tools based on routine HIS data to highlight service delivery performance success and problems at the facility and district levels. The project team mentors district and facility health managers to use these tools for identifying, implementing and evaluating efforts to improve health system performance.
- **Rwanda:** In Rwanda, the Ministry of Health (MOH) and Partners In Health (PIH) have co-developed an electronic medical record (EMR) system (OpenMRS) and are implementing an enhanced version as part of the PHIT Partnership. In the three PIH-supported districts of Rwanda the EMR holds patient records for 33 health centers, including a catchment area of

approximately 800,000 people. The EMR system includes comprehensive medical records for all patients with HIV, tuberculosis, heart failure, epilepsy, hypertension, asthma, chronic obstructive pulmonary disease, diabetes, and cancer. In addition, a medical record system has been developed and is being implemented for acute outpatient consults, including registration, presentation, diagnosis, laboratory tests, and treatment. The EMR supports patient care by providing clinicians with summaries of patient visits and laboratory test results; through:

(a) reports of at-risk patients; and

(b) administrative reports to support clinic management, resource allocation, and quality improvement (QI).

- **Tanzania:** The Connect Project aims to improve community-level availability, accessibility, and quality of primary health care services using community health agents (CHA) in three districts in rural Tanzania. The Connect Project has adapted and adopted existing community-level health information data capture tools and is working with CHAs to collect and integrate community-level data with the routine HIS at facility and district levels, with data feedback targeting workers at the community, dispensary, health center, and hospital levels.
- **Zambia:** The Better Health through Mentorship and Assessment (BHOMA) project is using an Electronic Data Capture System (EDCS) and mobile technology to improve the quality of data captured in the target districts. The BHOMA system includes a dedicated low-wattage Linux client terminal (powered by solar panels and a 12-volt battery pack) with touch screen data entry terminals attached to a miniature data processing server; into which patient visit information is entered. The system automatically generates performance reports based on predetermined performance indicators that identify facility-level performance gaps and are used by clinical QI teams to mentor facility staff on improving clinical care quality. The EDCS system also automatically generates and sends follow-up messages via general packet radio service (GPRS) technology to CHWs (via mobile phones) to indicate a need for patient follow-up. Using modems and cellular networks, BHOMA clinics access the internet to securely synchronize records to a central server, housed at CIDRZ headquarters in Lusaka, which, in turn, transmits the data to BHOMA district offices, and the MOH's District Health Offices.

Story – 2: eHealth in Viet Nam:

In order to strengthen planning and management in the health sector in Viet Nam and reduce inequities among poor and vulnerable populations, the Pathfinder is implementing activities that will enhance the health management information system (HMIS) and improve decision-making using better quality and timeliness of health information. The ultimate goal of the project is to roll out an improved HMIS, leading to better planning, better policy formulation, and better management of health programs across the country. Viet Nam will have an HMIS platform with simple data entry screens and sophisticated and user-friendly, customizable, frontend data presentation for more effective decision-making at the facility district and province levels. The system will integrate with the architecture of the information technology application and HMIS of the Ministry of Health. In support of this goal, Pathfinder is working to achieve the following objectives:

- *Roll out* an effective, well managed, and fully functioning HMIS model in Thai Nguyen province;
- *Increase* the provincial and district level capacity to use the HMIS model for effective data analysis and evidence-based planning; and
- *Replicate* and scale up the HMIS model in one other province and advocate for nationalization of the HMIS model

The Pathfinder (with headquarters at: Pathfinder International, 9 Galen Street, Suite 217, Watertown, MA 02472, USA, web: <http://www.pathfinder.org/about-us/>) believes that people

everywhere have the right to live a healthy sexual and reproductive life. For more than 55 years, it has worked to expand access to quality sexual and reproductive health care to enable and empower individuals to make choices about their body and their future. The Pathfinder believes that: *“choice is everything”*. When people take charge of their life choices such as if or when and how often to have children, they gain confidence and strength. They can:

- *better pursue* their education,
- *contribute* to the local economy, and
- *engage* in their communities.

Story – 3: International Education Projects: Philippines: EdData II: Strengthening Information for Education, Policy, Planning and Management in the Philippines (PhilEd Data Project) (2012-2013):

Following the data capacity assessment carried out by RTI International (RTI) under the Education Data for Decision Making (EdData II) project, USAID/Philippines is pursuing additional assistance to help build the capacity of the Philippine Department of Education (DepED) in several key technical areas. EdData II is a contract mechanism whose principal role is to improve the accuracy, timeliness, accessibility, and use of data for education policy and program planning. The purpose of this project is to help DepED make better use of existing data; generate and extract maximum value from new data; and build capacity for ongoing data generation, management, and analysis. The data capacity assessment identified several areas where DepED capacity to use data could be improved. Activities and results of the project are outlined below:

- *Assist DepED’s National Education Testing and Research Center to analyze the validity and reliability of the national standardized examinations and assessment tools currently being used:* In conjunction with leading education researchers from the Philippines Institute for Development Studies (PIDS), RTI will work closely with DepED—and in particular, with the National Education Testing and Research Center (NETRC)—to build their capacity to mine up to six years of results from two national assessments: the National Achievement Test (NAT) and the National Career Assessment Examination (NCAE).
- *Pilot a national, sample-based Early Grade Reading Assessment (EGRA) to establish a baseline relative to the goal of all children learning to read in the early grades of elementary school:* RTI will work closely with Philippine curriculum and language experts and with DepED officials to adapt the EGRA instrument for application in early grades in the Philippines. In collaboration with a local survey organization and with DepED, we will draw a nationally representative sample of schools in which to implement the EGRA. RTI will work closely with DepED to analyze and promulgate the results of the evaluation of students' reading skills, helping to both build capacity for ongoing assessment and analytical work and to develop further support for President Aquino's initiative to make sure children learn to read in the first grade.
- *Assist DepED in developing reporting formats for national assessment results that are consistent with its overarching objectives of transparency and accountability and that support the Department’s strategic communications objectives:* RTI will draw on its experience designing district and school report cards in other countries to help DepED gain the capacity to prepare similar communications. They will learn to combine data from the education management information system (EMIS) and assessment results to create concise, useful reports that can provide information for school- and district-level dialogue and improvement planning. RTI will introduce DepED to data tools that can be customized to their needs and that can facilitate the production of report cards.

Story – 4: The District Health Information System (DHIS) Project for Evidence-Based Decision Making and Management, Pakistan:

The Government of Pakistan (GoP) developed Health Management Information System (HMIS) in 1992 with the support of USAID, however, after the devolution in 2001, GoP felt need of revamping the centralized information system covering only first-level health facilities. Based on the request from GoP, JICA implemented the Study on Improvement of Management Information Systems in Health Sector (2004-2007). Through the study, a new health system called DHIS was developed and

National Action Plan (NAP) for the nationwide prevalence of DHIS was approved at the Steering Committee. For the purpose of timely implementation of NAP through the capacity development of NHIRC, GoP asked the Government of Japan for technical cooperation. This project mainly consists of the following activities:

- *Installation and Maintenance of DHIS Software:* After revising the DHIS software, which was originally developed by JICA in 2009, it will be installed in the computers in the selected districts. Then, software maintenance works will be done by a local sub-consultant.
- *DHIS Trainings:* The following trainings will be conducted at the expense of Japanese side:
 - a) Training on Data Collection for all PHDs and some DHOs [=Basic Training on DHIS];
 - b) Training on Data Entry and Analysis for all PHDs and some DHOs [=DHIS Software Training]; and
 - c) Training on Use of Information for all PHDs and some DHOs [=Training on how to utilize DHIS data for resource allocation and budgeting].
- *Monitoring of Implementation of DHIS:* After the above trainings, the project will keep monitoring PHDs and DHOs in order to achieve the goals that DHOs submits the DHIS monthly report to PHDs in a timely manner and the list of identified items for the evidence-based resource reallocation and budgeting is available at PHDs and DHOs.

Story - 5: Farmer Decision Making in Cambodia: Smallholder perspectives and decisions about technology adoption in agro-ecological zones and farming systems of Cambodia:

This small research and development activity (SRA) will engage with Cambodian smallholder farmers and experienced researchers in Cambodia and Australia to:

- a) *explore the social, economic and cultural context for technology adoption; and*
- b) *change in contrasting Cambodian agro-ecological zones and farming systems.*

Despite a significant research effort over more than a decade in lowland and upland regions of Cambodia, there has been little adoption of more productive farming systems based on research conducted within the country. There is an apparent disconnection between known technological advancements and farmer choice, as well as a disconnection between farmers and those who study their decision making pertaining to the adoption of new agricultural technologies.

The decisions made by farmers, and their decision-making processes, have been extensively studied in developed and developing countries, but not in an integrated manner nor in a way that treats farmers as legitimate partners with genuine knowledge and concerns. This research has shown economic incentives to be influential, but decision rationales to be more far-reaching.

There are numerous valid reasons for why such adoption and change has not occurred, but we do not know how Cambodian farmers make those decisions. Farmer motivations and consideration of their mitigating factors remains poorly connected to efforts to modernise the agricultural system. Further complicating our limited understanding of smallholder farmer decision-making is the variability of farming practices rooted in geography (i.e. upland and lowland locations) and livelihoods (i.e. subsistence or commercially oriented).

Two social research methods (focus groups and ethnographic research) will be compared in testing a social, economic and cultural framework to represent Cambodian smallholder farm families' perspectives on development and change. The overall objective of the SRA is to improve understanding of Cambodian smallholder perceptions of new technologies and management change. Such improved understanding will strengthen R&D activities that target poverty reduction and food security through better understanding of farmer perceptions, values, and motivations to change. The research questions in this project are:

- What are the individual and collective perspectives of Cambodian smallholder farmers with respect to their agricultural livelihoods and how do their worldviews shape the adoption of technology and perspectives on change?
- What are Cambodian smallholder farmers' perspectives with respect to technology adoption and change?

- What factors influence and constrain Cambodian smallholder farmers in considering change and innovation?
- What are the social, economic and cultural factors relevant for Cambodian smallholder farmers in considering change and innovation?
- What are typical behaviours (from a social, economic and cultural perspective) in farm-level decision-making?
- Do Cambodian smallholder farmers' decisions vary between uplands and lowlands, and between different types (complexities) of technologies?
- What are the implications of migration and farm labour supply on farming systems management and decision-making?
- Are there improved ways of engaging with Cambodian smallholder farmers in terms of their social, economic and cultural framework for decision-making?

Story – 5: Swedish Water House, Sweden:

The Swedish Water House (SWH, with office at: Linnégatan 87A, Box 101 87, 100 55 Stockholm, Sweden, web: <http://www.siwi.org/programmes/swedishwaterhouse/>, Email: siwi@siwi.org) connects Swedish water stakeholders from different sectors with each other and with international processes and discussions. It provides meeting places for innovative thinking on emerging issues, knowledge dissemination and multidisciplinary policy development concerning the global water situation.

The SWH annually organizes a range of seminars and workshops focusing on various topics in the field of water and development. In addition it supports Swedish participation in international meetings. A number of “cluster groups” bring together Swedish stakeholders from different backgrounds to address emerging water issues and develop joint policy recommendations. The overall strategic objectives of the Swedish Water House are to:

- *Contribute* to increasing the cooperation within the Swedish resource base, and increase engagement on international water issues.
- *Strengthen* communication and cooperation within and between a broad range of actors, representing different competence areas, and contribute to strengthening the link between research and development with policy development and decision-making.
- *Increase* Swedish actors' participation in international water processes by creating different interfaces between Swedish and international actors and between the Swedish resource base and potential users.

The SWH was established in 2003 by the Swedish Government with the overall objective to support international policy development and cooperation in the water and development field by generating knowledge, disseminating it and building partnerships. SWH is part of the Stockholm International Water Institute (SIWI) and is located in central Stockholm.

Section – II: Recommendations “on how to improve the uptake and relevance of FSN information for decision making”

The essence of management is making decisions. Managers are constantly required to evaluate alternatives and make decisions regarding a wide range of matters. Just as there are different managerial styles, there are different decision-making styles. Decision making involves uncertainty and risk, and decision makers have varying degrees of risk aversion. Decision making also involves qualitative and quantitative analyses and some decision makers prefer one form of analysis over the other. Decision making can be affected not only by rational judgment, but also by non-rational factors such as the personality of the decision maker, peer pressure, the organizational situation, and others.

Decisions are made at different levels in an organization's hierarchy:

- “*Strategic decisions*” are long-term in their impact. They affect and shape the direction of the whole business. They are generally made by senior managers. The managers of the bakery need to take a strategic decision about whether to remain in the cafe business. Long-term

forecasts of business turnover set against likely market conditions will help to determine if it should close the cafe business.

- *“Tactical decisions”* help to implement the strategy. They are usually made by middle management. For the cafe, a tactical decision would be whether to open earlier in the morning or on Saturday to attract new customers. Managers would want research data on likely customer numbers to help them decide if opening hours should be extended.
- *“Operational decisions”* relate to the day-to-day running of the business. They are mainly routine and may be taken by middle or junior managers. For example, a simple operational decision for the cafe would be whether to order more coffee for next week. Stock and sales data will show when it needs to order more supplies.

As these examples show, decisions at all levels need data. A business creates a trail of data. This includes data on sales, employee costs and payments. In a large company, such as Tesco, millions of data items are created every day against thousands of cost and sales headings. This data can provide a picture of trends, which the business can use in its forward planning.

A successful organization makes good decisions, implements them well, and then learns from the experience in order to do better next time. This is shown in the following chart:



To make a good decision, the FSN Forum needs not only information about the specific instance, but also an understanding of the domain. In other words, managers / personnel of the FSN Forum need a set of principles, models, templates or other abstractions. **I suggest following recommendations and strategic interventions for the purpose of improve the uptake and relevance of FSN information for decision making:**

- *Work on the right decision problem:* Be careful in stating the problem, and avoid unwarranted assumptions and option-limiting prejudices.
- *Specify your objectives:* Determine what you want to accomplish, and which of your interests, values, concerns, fears, and aspirations are the most relevant.
- *Create imaginative alternatives:* Alternatives represent different courses of action, and your decision can be no better than your best alternative.
- *Understand the consequences:* Determine how well different alternatives satisfy all of your objectives.
- *Grapple with your tradeoffs:* Since objectives frequently conflict with each other, it becomes necessary to choose among less-than-perfect possibilities.
- *Clarify your uncertainties:* Confront uncertainty by judging the likelihood of different outcomes and assessing their possible impacts.
- *Think hard about your risk tolerance:* In order to choose an alternative with an acceptable level of risk, become conscious of how much risk you can tolerate.

- *Consider linked decisions:* Many important decisions are linked over time. The key to making a series of decisions is to isolate and resolve near-term issues while gathering information relevant to issues that will arise later.

Focusing on decisions does not necessarily require a strict focus on the mental processes of managers. It can mean examining the accessible components of decision making:

- which decisions need to be made,*
- what information is supplied,*
- key roles in the process, and*
- so forth.*

Smart organizations make multifaceted interventions. Such multifaceted interventions include addressing:

- technology,*
- information,*
- organizational structure,*
- methods, and*
- personnel.*

The FSN Forum can improve decision making in following three steps:

- *Identification:* The FSN personnel/managers should begin by listing the decisions that must be made and deciding which are most important (for example, “*the top 10 decisions required to execute our strategy*” or “*the top 10 decisions that have to go well if we are to meet our financial goals*”). Some decisions will be rare and highly strategic (“*What acquisitions will allow us to gain the necessary market share?*”), while others will be frequent and on the front lines (“*How should we decide how much to pay on claims?*”). Without some prioritization, all decisions will be treated as equal, which probably means that the important ones won’t be analyzed with sufficient care.
- *Inventory:* In addition to identifying key decisions, the FSN personnel/managers should assess the factors that go into each of them. The questions needing answer in this particular matter, for instance, include:
 - Who plays what role in the decision?*
 - How often does it occur?*
 - What information is available to support it?*
 - How well is the decision typically made?*

Such an examination helps an organization understand which decisions need improvement and what processes might make them more effective, while establishing a common language for discussing decision making.

- *Intervention:* Having narrowed down list of decisions and examined what’s involved in making each, the FSN personnel/managers can design the roles, processes, systems, and behaviors the organization (the FSN Forum in this case) should be using to make them. The key to effective decision interventions is a broad, inclusive approach that considers all methods of improvement and addresses all aspects of the decision process, including execution of the decision (which is often overlooked).

“*Decision-making tips*”, the FSN Forum should envisage for the purpose of enhancing relevance of its information for decision making, include:

- *Prioritization:* Not spending effort on decisions that are not needed.
- *Decision timing:* Future outcomes always carry uncertainty, and making a decision may sometimes be the least expensive way to gain the knowledge of what will happen.
- *Process:* Recognize the difference between the process and repeatedly making the same decision. A new situation and circumstances make it a new decision.

- *Emotions*: Not deciding is a decision not to act. Take responsibility and decide, even if it is to choose to not act now.
- *Changing a decision*: Good decision making does not guarantee outcomes. The unexpected will happen. Always be open to new information, and be prepared to make a new decision if it becomes clear that decision goals and criteria will not be met.
- *Building skills*: Learn about decision traps, biases and mistakes. Knowing about these common errors makes it possible to avoid them. Decision making skills improve with practice. Don't be afraid to choose.
- *Values*: Values last. So should your most important decisions. Consider short and long term consequences when you choose.
- *Seeking information and avoiding overload*: Distinguish fact from interpretation. A large amount of the information we use in decision making is laden with interpretation that can bring up emotions that can lead to poor choices.

25. Bhubaneswor Dhakal, Nepal

Dear FNS Forum team members,

First learn from the practices of colleagues in your organization (FAO).

I would like to advise your team to learn from the practices of your FAO colleagues if you want to understand the degree to which the FSN information produced is actually used by decision makers, and influences policy making. I believe the information would be useful to many FAO staffs who have very low level of knowledge about many problems in developing countries but have been working as experts to prepare many policy reports about the countries. I read many policy guideline documents prepared by FAO staffs and most postings on the FSN Forum. The information shared in the forum were very useful to make the policy documents practical and useful but the information are poorly used. For instance, some members in the FSN explained the nutritional issue of the indigenous people as a critical agenda but the FAO staffs ignored the vital issue when preparing on the zero draft of the Framework for Action (FFA). FAO members are supposed to adopt the information and demonstrate to others that the information are useful. If the FAO staffs do little trust and follow the information of the FSN forum what do you expect from others?

One problem to be the information or Knowledge actually used in policy making processes.

If policy decision makers requires to prepare policy documents themselves they would explore interesting issues, experiences and other information. But in some countries, consultants of funding agencies, particularly institutionally weak aid dependent countries (e.g.Nepal), prepare most of the documents and send to the decision makers on email or by curriers. The decision makers require to read and sign the documents but do little exercise. The consultants work with personal relationship with staffs of the funding agencies, and do little value and read the information shared in the FSN forum. These are the reasons the policy documents of funding agencies supported agencies find highly formal but impractical.

Thanks for reading my responses on your queries.

Bhubaneswor Dhakal

26. Subhash Mehta, Devarao Shivaram Trust, India

Success Story Template on shifting organic for all not just the haves with the PC intervention assisted by successful farmers in the area to minimize cost increase production, taking over risks and responsibilities for the 'cash to cash cycle', group PGS - no packaging costs, access at little or no cost to members, ensuring long term sustainability

Name of your organization, country	Devarao Shivaram Trust, India
Your role	Trustee
Who are your target users?	Governments, NARES, Multilateral Orgs, National and Global Research Institutions
How do your target users use the information you provide and how do they give you feedback on their emerging needs?	Most cases we will rewrite draft in track, keeping in mind the needs of the rural poor smallholder producer communities, submit it back to the author for finalization as a Government document.
What role do intermediaries* ('champions' in government, media, etc) play ?	Provides the required inputs during meetings, discussions, public hearings, etc., ensure meeting needs of the smallholder focus is not lost
What is the main communications or policy outreach challenge you face?	Addressing the causes, effects of errors made, making investments for essential corrections to be made, involving all the concerned stakeholders as equal partners and following a bottom up approach
What recommendations would you give to someone, in a similar organization, wishing to improve the uptake and relevance of the information they produce?	Follow a bottom up approach, involve all concerned stakeholders as equal partners, not losing focus of the end objective, 'Meeting the needs of the rural poor smallholder producer communities in an effort to ensure they set up producer company (PC) managed by professionals to take over all risks and responsibilities for their 'cash to cash cycle' access to own requirements of nutritious food and thus improving their livelihood and long term sustainability
In your own words , tell your success story !	
<p>I did a course in organic farming at IAMB (CHIEM), Bari, Italy, after my retirement in 1999, to be able to get to the bottom and understanding the standards, agro ecology, certification – holistic approach.</p> <p>Following Qs stood out as I was doing the course and since I have raised my voice on these issues:</p> <ul style="list-style-type: none"> · Rigidity of the standards when agriculture is dependent on soil and agro climatic conditions · Justification of organic premium as production is higher and cost is lower than conventional · Organic follows GAP, is safe and still is required to invest in the high cost packaging & 	

certification

- Conventional has very high pesticide residues, unsafe and thus certification should be mandatory

- AR4D in organic is done by only a few orgs Globally – FiBL, Soil Assn, etc. The successful farmers do this season after season for adapting to climate change, if they are to remain prosperous

- Post harvest losses of perishables (40%)

Focus has been shifted to following organic principles as applicable to each area (successful models in each area), PGS replaces certification as a policy, producers no longer look for premium, access to own requirements of safe nutritious food produced by the community, at little or no cost, having access to models of successful farmers in the vicinity to follow for their long term sustainability

PC intervention ensures creating human and institutional capacity, value addition to increase shelf life of produce, minimizing post harvest losses

Attached is curriculum - manual based on a success story:www.navajyoti.org

27. Knowledge Outreach Team, FAO, Italy

Name of your organization, country	FAO, Project: Capitalization of good practices in support of agricultural production and food security in Niger and Burkina Faso (2009-2013)
Your role	Strengthen local capacities in experience capitalization and production of good practices in different formats
Who are your target users?	Different targets for different products (radio series for farmers, fact sheets, posters, theatre plays and videos for farmer organizations, policy brief for government officials and decision makers, ...)
How do your target users use the information you provide and how do they give you feedback on their emerging needs?	The experiences that lead to good practice fact sheets were documented jointly with the farmer organizations. This enabled them to share information with other farmer organizations as well as to reflect upon their practices, learn lessons from failures and success and improve the practices so they could become “good practices”. The inclusion of gender sensitive approaches throughout the implementation of the practice also contributed to improve the practice. Including the end users in the experience capitalization process, enabled them to provide timely feedback. The

	<p>farmers were able to provide feedback on the radio series through the listeners clubs organized by the community radios. A share fair was organized to share experiences and knowledge but also to collect feedback and promote collaboration.</p>
<p>What role do intermediaries* ('champions' in government, media, etc) play ?</p>	<p>The project office was located within the Ministry of Agriculture (Niger and Burkina Faso), which ensured a fruitful collaboration. The Secretary General of the Ministry supported the project which ensured a better uptake of the good practices within the policy of the Ministry of Agriculture. The community radio's also played an important role in the dissemination of the information. Radio producers were trained to improve their radio programmes on gender and the use of the good practices documented by the project. Community radio stations also collected feedback throughout their listeners clubs on the radio programmes produced.</p>
<p>What is the main communications or policy outreach challenge you face?</p>	<p>The challenges were merely related to the capacity development needed in the field on different topics (experience capitalization, gender,...). Multiple trainings workshops and short follow-up sessions were needed to ensure that the principles were well understood and that project staff and partners could ensure the sustainability of the work. Another challenge was the lack of resources that were needed to implement the programme. To ensure a large uptake of practices another phase to the project should have been funded immediately after this phase.</p>
<p>What recommendations would you give to someone, in a similar organization, wishing to improve the uptake and relevance of the information they produce?</p>	<ul style="list-style-type: none"> - Use of the experience capitalization process to identify, document, reflect on different experiences so that the practices can be improved and shared with others. - Use of participatory methodologies throughout the whole process so the information corresponds to actual needs and actual realities. - Use local languages where possible to improve the accessibility of the information for farmers. - Strengthen partnerships
<p>In your own words, tell your success story !</p>	
<p>An experience capitalization process is not completed as long as the knowledge products and the know-how gained during the implementation of the practice are not used to improve it or scale it up. In other words, the different materials developed need to be used and start a new activity</p>	

cycle that allows applying the new knowledge and obtain a larger impact.

In Burkina Faso, the cooperative called COPSA-C, for example, continues their inventory credit activities and ensures continuous training within their information and training centre to promote equitable inventory credit. In the same way, the Cigaba Union of Konkorindo in Niger shares its experience on inventory credit with other farmers 'unions or organizations through exchange visits. Within the union itself the practice of inventory credit was strengthened with income generating activities for women.

Governments also play an important role within the process. The good practices identified on input management, such as inventory credit, the agro-input shops and the community listeners clubs have been integrated in the 3N Initiative "Les Nigériens Nourrissent les Nigériens", the global programme of the Government in Niger to fight food insecurity. The uptake of the practices within the initiative has promoted the upscaling of the practices throughout the country. The good practice of the community listeners clubs was also integrated in the strategy of the Ministry of population, promotion of women and the protection of children on economic empowerment of women.

In Burkina Faso, inventory credit is part of an important World Bank Programme using the knowledge gained with the FAO project on experience capitalization.

More information on the project can be found on: <http://www.fao.org/capacitydevelopment/km-gender/capitalization-gp/en/>

28. Laura Dawson, Food Physics & Body Dynamics, USA

President Obama authorized a new [Food Safety Modernization Act](http://www.fda.gov/Food/GuidanceRegulation/FSMA/) <http://www.fda.gov/Food/GuidanceRegulation/FSMA/> here in the USA, to be implemented by our national Food and Drug Administration. Meetings began on how to protect Americans and all peoples of the globe, in order that we may continue to trade food products and commodities, while assuring this food did not carry unwanted disease carrying bacteria and other issues relating to poor food safety standards. I was invited to act as a capacity building member of meetings in Washington DC where other nations had sent their food policy specialist in June 2012. During the meetings we discussed the portions of our food in the USA that were already being imported, as well as how to create a global food security system in which all countries in active food trading could participate and share in the responsibility. We came up with several strategies that would use the food industry leadership in each country along with universities and in some cases military in order to manage food safety regulations and outbreaks of food borne illness. I am grateful and honored to provide both verbal and written recommendations that will make the world's food supply safer for all peoples.

29. Enoque Albino Manhique, APDCOMA, Mozambique

There should be a comprehensive communicating programme that vibrantly will keep people at the house level well informed about the importance of food production and productivity. Clear programmes that address the importance of food production at all levels. This can be done by promoting workshops where community leaders and household members with influence in their communities can be invited to discuss all matters about food security and make clear its real concept.

Therefore, decision makers should be invited in every possible workshop at the country level, a platform for food security should establish and research institutions should be involved as they play a great role in community development

Government should establish programmes that provide to small farmers and producers the implements that will enable them to engage lovely into food production, in some extent credit schemes are needed so that they can move from small farmers to the other level including agro-processing and be able to building the production chain.

A door for young people to engage themselves into agriculture is needed by creating programmes that push them to see this area as the potential for their job creation and income generation both for house and the country level.

Infrastructures and media services are necessary to keep all level updated about the importance of food production and productivity. This will take people to understand the essence of food security nutrition y and at all level including countrywide.

It is quite obvious that women are playing great role as household heads therefore they should provided with implements that will permit them to work and produce as much as needed, both for home consumption and for market so that they are able to cover their needs and of the others.

For this to happen, governments as exposed above play great role for making such programmes sustainable. It is understood that most developing countries enjoy a vast number of natural resources which should equitable be distributed and this will occur if all countries if governments allow a faire distribution of the resources.

Creating programmes that empower female farmers and youth to engage into agriculture. For youth the graduates before seeking any job in towns should be assigned a house and inputs and portion of land with all necessary tools to work the land and increase production and productivity. This will effectively cover the gap on food security and nutrition at country level.

Enoque Albino Manhique
DVM, MSc in Agricultural Development
Agricultural Research Institute of Mozambique

30. Lalita Bhattacharjee and Antonio Schiavone, FAO Bangladesh

FAO's National Food Policy Capacity Strengthening Programme (NFPCSP) in Bangladesh - Communication and Outreach

FAO's National Food Policy Capacity Strengthening Programme (NFPCSP) has been providing technical support to strengthen Bangladesh's institutional and human capacities to design, implement, and monitor food security and nutrition policies. Apart from strengthening the capacity of relevant ministries and government agencies, the Programme also promotes better access to food-security related information and knowledge exchange.

The Food Planning and Monitoring Unit (FPMU) of the Ministry of Food is the Government unit responsible for monitoring the food security and nutrition situation in Bangladesh and the implementation of related policies. The FPMU collects stories and disseminates information for food security and nutrition analysis and policy formulation, and delivers evidence-based policy advice to the Government on issues relevant to food security and nutrition.

The NFPCSP Outreach Strategy is characterized by:

Objective 1. Enhancing dissemination to promote stability and efficiency (Food Security and Nutrition): Stability and efficiency can be achieved only if updated information of food security (e.g. production; government imports; price for domestic procurement) reaches market actors.

Objective 2. Creating an enabling environment for policy making: in addition to products, the FPMU's outreach should contribute in creating an enabling environment for government policy decisions to happen.

Audience/Stakeholders

FPMU is targeting a wide range of actors that includes development partners, research institutions, private sector (importers/producers/traders), media and the general public. Each group is important and can influence the policy process in different ways.

Dissemination strategy

The Food Security and Nutrition Information System (FSNIS)

The FSNIS comprises: i) a Data Management System and its Food Security and Nutrition Data Portal (through the website) which provides the public an easy access to a comprehensive and continuously updated database of information on food security and nutrition data in Bangladesh. Through this portal data can be downloaded and analyzed in different formats; ii) the document repository consisting of an online Library (through the website) and physical documentation center; iii) a website containing all information on recent events and published reports (www.nfpcsp.org and www.fpmu.gov.bd)

ES Connect Mailing list

The website offers a space for publishing all the information products that are developed or stored. For the 'promotion' of FPMU/NFPCSP products, a more pro-active outreach approach to disseminate information products is the ES Connect mailing list. ES Connect is an online Customer Relation Management service of FAO's Economic and Social Development Department: by registering through the ES connect or the NFPCSP website, users receive emails with hyperlinks to some of the latest information products. While the hyperlinks to regular reports and policy briefs are systematically disseminated through the ES connect mailing list, products such as presentations, training and workshop materials, and interim research grants reports as well as events are in some cases uploaded on the website but not promoted.

Other Dissemination Tools

Courier-Post Mailing list (printed documents): For products such as the Fortnightly Food grain Report, Quarterly Food Situation Report, the FPMU prints and mails about 50 copies to government agencies (and the Federation of Bangladesh Chambers of Commerce and Industry –FBCCI).

Events and Meetings: Information products are also distributed in meetings/events organized by development partners and other stakeholders or by the FPMU/NFPCSP. Events organized by the FPMU/NFPCSP such as the Research Grant Workshops offer an important opportunity to reach out to a considerable amount of stakeholders, usually with products such as the monitoring report and policy briefs.

Conclusions

Results and Challenges:

- An Outreach Strategy was produced half way through the project and provided an excellent guide to plan, implement and monitor outreach activities
- Producing: Recognized quality of work produced has increased reputation and visibility of the project and of FPMU (now recognized as central focal point for food security policy). Good outreach and communication has of course contributed to this achievement, but most of all reputation and excellence greatly helps outreach!
- Publishing: Policy tools used have been adequate to the scope of the programme. For example the website has been maintained and developed thanks to dedicated resources assigned, as also the case for the documentation center.
- Promoting: The main challenge of the outreach process has been probably the promotion part. Frequent public events have effectively facilitated the distribution of products and increased visibility and availability of information to the general public as well as its uptake. However, more ad hoc promoting events could have been organized if more resources would have been assigned to this specific activity. From the project side, the programme and outreach officer, given also the size of the project, was forced to spend more time on the programming and management activities rather than communication. To this end a communication and outreach expert was not planned at the beginning of the project and the situation was adjusted half way. From the government side persistent delays in the recruitment of specialized personnel in FPMU (a librarian, a web site manager, etc) has hampered efforts to effectively transfer certain skills, leaving the burden entirely on the project's programme and outreach officer. In general it seems that outreach and communication activities are still low in the agenda and the full potential of expanding this activity is yet to be fully recognized. It has to be said that also scarcity of resources force senior management to make strategic decisions that often tend to penalize communication.

Recommendations

- Communication and outreach starts with planning from the beginning of the project
- Assign dedicated resources
- Most of all, outreach will be greatly facilitated if there is a quality product to promote and for the target audience to uptake!