



TOOLKIT

ADVOCACY TOOLKIT

People centred advocacy for
a more sustainable food system

Hivos
people unlimited

iied

CONTENTS

| | |
|--|----|
| List of tools | 4 |
| List of case studies | 4 |
| List of annexes | 4 |
| Acronyms | 5 |
| How to use this toolkit | 6 |
| PART 1 Advocating for sustainable diets for all | 7 |
| PART 2 Reflecting on our advocacy approach and capacities | 9 |
| PART 3 Co-creating an advocacy initiative | 14 |
| The advocacy planning cycle | 17 |
| Step 1: Understanding and mapping the context | 19 |
| Understanding power relations | 19 |
| Step 2: Defining what needs to change and how | 23 |
| Step 3: Knowing who can make change happen | 26 |
| Deciding what approach to take | 27 |
| Tailored lobbying | 28 |
| Step 4: Fostering multi-stakeholder dialogue through the Food Change Lab approach | 29 |
| Convening a Food Lab | 30 |
| Step 5: Making the case | 31 |
| Using evidence to make our case | 31 |
| Step 6: Conveying our messages | 35 |
| Lobbying | 36 |
| Engaging with the media | 36 |
| Using social media | 37 |
| Step 7: Reviewing our plan and knowing if we have made a difference | 40 |
| Reviewing our plan | 40 |
| Outcome harvesting: have we made a difference? | 41 |
| Annexes: Additional information and templates | 42 |
| References | 44 |

List of tools

| | |
|--|----|
| Tool 1: The advocacy participation ladder | 12 |
| Tool 2: Self-assessing advocacy capabilities | 14 |
| Tool 3: Creating a food system map | 20 |
| Tool 4: Problem and solution tree | 25 |
| Tool 5: The power-will matrix | 26 |
| Tool 6: Ten golden rules for effective messaging | 32 |
| Tool 7: Advocacy risk analysis | 35 |
| Tool 8: The one-minute message | 38 |
| Tool 9: The Twitter challenge | 38 |
| Tool 10: Snakes and ladders game | 40 |

List of case studies

| | |
|--|----|
| Case study 1. Food mapping in Zambia | 21 |
| Case study 2. Food Change Lab in Kabarole, Uganda | 30 |
| Case study 3. Putting dietary knowledge into practice in Uganda | 32 |
| Case study 4. Understanding the importance of street food for factory workers in Indonesia | 32 |
| Case study 5. Promoting sustainable diets for children in Jember, Indonesia | 39 |

List of annexes

| | |
|---|----|
| Annex 1. Indicative outline for an advocacy planning workshop | 42 |
| Annex 2. SD4ALL overarching theory of change (overleaf) | 42 |
| Annex 3. Stakeholder outcomes journal (template) | 42 |
| Annex 4. Risk analysis matrix (template) | 42 |
| Annex 5. Shared calendar of activities and opportunities (template) | 42 |

Acronyms

| | |
|--------|---|
| CAC | Citizen's Agency Consortium |
| CSO | civil society organisation |
| IIED | International Institute of Environment and Development |
| KRC | Kabarole Research and Resource Centre |
| SD4ALL | Sustainable Diets for All |
| SDG | Sustainable Development Goal |
| SME | small and medium-sized enterprise |

How to use this toolkit

This toolkit aims to provide essential guidance and ideas to advocacy officers and civil society organisations (CSOs) wishing to mobilise and support citizen groups to jointly advocate in the Sustainable Diets for All (SD4ALL) programme's focus countries and at the global level. By providing a shared conceptual framework, this accessible and practical toolkit aims to further harmonise and strengthen the programme's lobby and advocacy across all focus countries, building our collective agency and overall advocacy effectiveness. Our use of inclusive terms such as 'you', 'we', 'us' and 'our' throughout the document encourages all users – Hivos and International Institute for Environment and Development (IIED) staff, CSOs and citizen groups – to use the toolkit.

It is structured into three distinct parts. Part 1 provides key information on the SD4ALL programme, the broader Citizen's Agency Consortium (CAC) and the programme's specific approach to citizen agency. Parts 2 and 3 support and guide collaborative advocacy planning processes or workshops involving advocacy officers, CSOs and citizen groups at the local level.

Part 2 offers practical guidance to help you reflect on your approach to advocacy and lobbying, facilitate self-assessment and map existing capacities at individual and group levels. These should help you set the groundwork for co-creating an advocacy plan.

Part 3 illustrates possible steps for planning an advocacy initiative to promote sustainable diets for all, with case studies and examples to highlight challenges and achievements from the programme. There are also practical tools you can use in participatory workshops to pool knowledge, evidence, analysis and ideas to co-create and plan your advocacy initiative step by step. Guiding questions encourage further reflection to support an iterative approach to advocacy. We also offer further resources at every step, to help you learn more and deepen your knowledge.

PART 1

ADVOCATING

FOR SUSTAINABLE

DIETS FOR ALL

PART 1

© Sven Torfinn



Uganda, Fort Portal. Kabundaire Market in the foothills of the Rwenzori Mountains. Farmers living around the town are providing food, especially for the low income settlers.

The Sustainable Diets for All Programme

SD4ALL is a five-year (2016-2020) advocacy programme working with citizens and partner organisations to influence policies, market practices, government actors and international institutions to promote diets that are diverse, healthy, fair and green. The programme aims to build the lobbying and advocacy capacity of CSOs and citizen groups in selected countries to jointly challenge unsustainable practices and incentives in food production and consumption, while fostering changes in policy and practice to help make sustainable diets attainable for all. The programme is co-ordinated by Hivos, IIED and local partners in Zambia, Uganda, Indonesia and Bolivia.

“A sustainable diet has low environmental impacts and contributes to food and nutrition security and to healthy life for present and future generations. Sustainable diets are protective and respectful of biodiversity and ecosystems, culturally acceptable, accessible, economically fair and affordable; nutritionally adequate, safe and healthy; while optimizing natural and human resources” (FAO 2010).

SD4ALL works with partners and citizens in selected focus countries to strengthen citizen voice and enhance their capacity to transform food systems. We aim to build the lobbying and advocacy capacity of CSOs and citizen groups

to jointly challenge unsustainable practices and incentives in food production and consumption.

Harnessing citizens’ voices for a diverse, healthy, fair and green food system.

Who do we mean by citizens? We aim to work with those who are most affected – and often neglected – by food policy. Low-income consumers, producers, traders, processors and vendors form the backbone of the food system, but their needs are rarely factored into policy decisions. Enabling these citizens to generate and communicate their own evidence, ideas, concerns and aspirations directly to policymakers may persuade them to act and be more accountable. The programme also targets the private sector, encouraging actors to provide more diverse, healthy and sustainable choices for consumers and producers. By getting more involved, low-income consumers and producers will increase their influence and control over the food they grow, sell, buy and eat.

SD4ALL builds platforms for enhanced multi-stakeholder dialogue on transforming food systems. Tailored facilitation methodologies such as Food Change Labs encourage multiple actors to share knowledge, evidence and ideas to bring about innovative and transformational change at local, national and international levels. Food Labs also build on multi-stakeholder approaches to trial and prototype solutions for practice, behaviour or policy change. When Food Labs are delivered with the input and ideas of low-income citizens, they can be invaluable.

Box 1. Towards sustainable diets and food systems

Our programme will deliver policy change and build advocacy capacity in three key areas:

- Healthy and diverse consumption, focusing on changing knowledge and attitudes and promoting healthy food choices that improve diets
- Small and medium enterprises (SMEs) and informal market linkages, focusing on how the informal food sector and small businesses can help connect cities with rural areas, and
- Nutritious and diverse production, focusing on crop and seed diversity, including the preservation and promotion of traditional varieties.

Through the lens of our policy priorities, we will engage in international debates on how to gain efficiencies in food systems.

Food systems are complex and many actors help shape and influence them at local, national, regional and global levels. By lobbying and advocating from the grassroots up, the SD4ALL programme aims to bring about systemic change to food systems to address local, national and global challenges.

Relevant international frameworks

SD4ALL has identified the UN's 10-year Framework of Programmes on Sustainable Consumption and Production Patterns' Sustainable Food Systems Programme and the Committee for Food Security as useful international frameworks. It aims to promote and communicate the importance of citizen agency in both these forums.

Many of the Sustainable Development Goals (SDGs) on hunger, health, gender, production and consumption relate to the improvements sought by the SD4ALL programme. In particular, SDG2 on combating hunger and SDG12 on responsible consumption and production are directly connected to the programme's aims.

Putting people first

Far too often, the day-to-day realities of low-income people and the (mainly) informal food economy that forms the backbone of their food systems are invisible to policymakers. This invisibility is a major factor in political exclusion and marginalisation. Fundamental to the CAC – and consequently to the SD4ALL programme – is the notion that structural social change must include shifting the balance of power. We believe that fostering civic action or agency, to ensure that citizens have a voice and a choice is vital to the advancement of democracy, human rights, gender equality and sustainable change. Strengthening critical and representative CSOs that are rooted in the actions of citizens is the key to equitable and just policies and practices.

How does SD4ALL fit within the broader context?

The SD4ALL initiative is one of four programmes co-ordinated by CAC, which links Hivos, IIED and Article 19, funded under the Dutch Ministry of Foreign Affairs' Dialogue and Dissent programme. The other themes are: green and inclusive energy; decent work for women; and transparency and accountability. An overarching priority across all four programmes is expanding the shrinking space available to civil society so it can make its voice heard and participate meaningfully in decision making.

Figure 1: Three key areas of SD4ALL programme



Source: Author's own

Box 2. Key definitions

Advocacy is a political process by which individuals or groups aim to influence the behaviour, relationships, actions, activities, agendas, policies and/or practices of target actors for a particular cause or goal, within political, economic and social systems.

Agency denotes situations where “actors can make choices, they can negotiate their available options, adapt their position and they can challenge the institutions, which in turn structure their actions” (Giddens 1984).

Citizen agency can cover people’s individual and collective capacity to be agents of their own lives and their own development, working with others to achieve collective cultural, political and economic change.

This encourages annual reflection on outcomes (intended and unintended) and helps gauge the relevance of outcomes, attributing them to specific advocacy goals. We define advocacy outcomes as changes in the behaviour, relationships, actions, activities, policies or practices of target actors.

Reflecting on and strengthening our existing individual and collective capacities for lobbying and advocacy is intrinsic to achieving our shared advocacy goals. SD4ALL uses a 5C model to self-assess and articulate **advocacy capacity** needs and monitor progress. This toolkit provides a tool to map advocacy capacities with CSO partners and citizen groups within the context of an advocacy planning process.

Finally, our **learning agenda** is informed by the core concept of dynamic learning, whereby we ask ourselves learning questions formulated on the key assumptions in our theory of change.

What do we aspire to through citizen agency?

By definition, citizen agency emanates from people and their priorities. It enables citizens and their organisations to be agents of change, actively helping transform their food systems to make them more diverse, healthy, fair and green. SD4ALL strives to mobilise citizens, strengthening the advocacy capacity of partner CSOs and citizen groups that are active in the food system.

The programme also seeks to translate activism into lasting change by opening spaces for multi-stakeholder dialogue, bringing together a wide range of actors to talk and share their points of view, generate new ideas and solutions to shared problems and work towards a common advocacy goal.

SD4ALL’s core methodological components

Four methodological components underpin SD4ALL: a theory of change, outcome harvesting, capacity assessment and development and a learning agenda.

A **theory of change** fosters critical questioning of change interventions and supports adaptive planning and management in quickly changing contexts. It contributes to the quality of strategic thinking and to personal, organisational and social learning. We have developed an overarching theory of change for the programme (see Annex 2), and encourage each focus country to elaborate its own theory of change. These are living documents that should be revised through an annual reflection process.

SD4ALL uses **outcome harvesting** to monitor advocacy progress, citizen participation and capacity building.

PART 2

REFLECTING ON

OUR ADVOCACY

APPROACH AND

CAPACITIES

PART 2



© Mauricio Panoza / Luciano Photography

Bolivia, La Paz.

Defining our approach to citizen agency and advocacy

Before we embark on co-creating our advocacy plan, it is essential to take a look at ourselves to better define what we understand by citizen agency and advocacy. To this end, we should critically reflect on the enabling environment for citizen agency and advocacy in our context. This involves carefully considering whether the capacity, spaces and opportunities for civil society actors to support citizens to engage in dialogue with decision makers are widening or shrinking.

There is no one-size-fits-all in advocacy, so we ought to consider the balance of direct citizen engagement and the CSO standalone work we deliver to reach our goals within the framework and timeframe of the SD4ALL initiative.

In a context of global shrinking civic space, it is important that that our voice of change is rooted in society and local change movements and that we continuously increase our capacity to empower and engage citizens. This is essential as CSOs are first and foremost accountable to the citizens we work with and whose life we aim to improve.

Tool 1: The advocacy participation ladder

Purpose

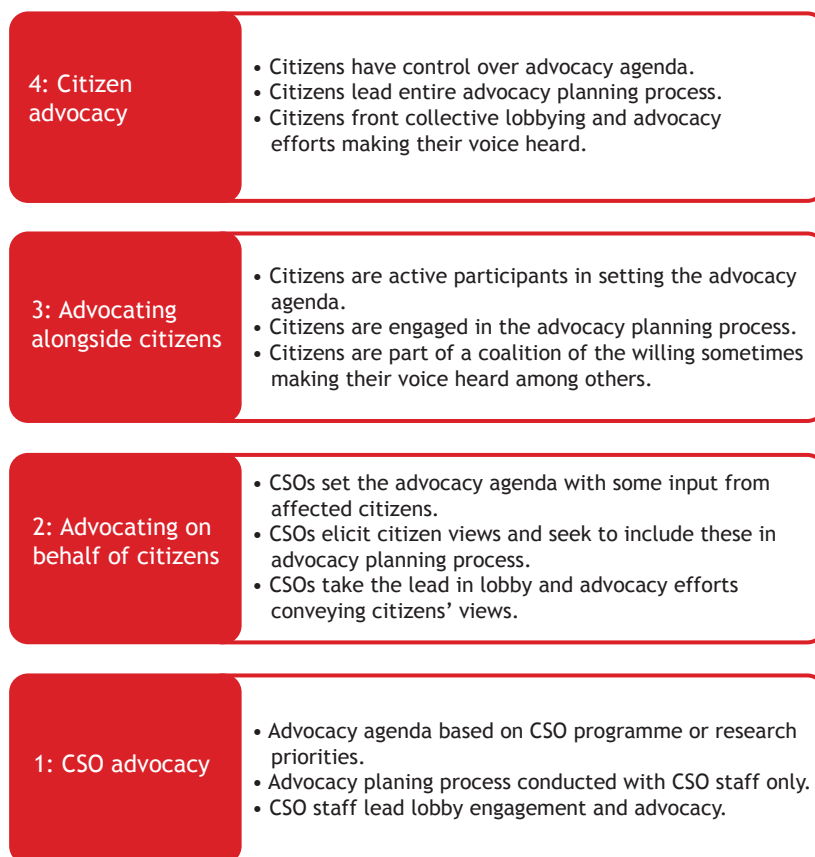
The advocacy participation ladder (Figure 2) can be a useful tool to guide your initial reflection in an advocacy planning workshop setting with a range of actors including advocacy officers, CSOs and citizen groups. We developed it to help us understand the different levels of citizen participation and control. The advocacy participation ladder builds on the Ladder of Citizen Participation originally developed by Sherry Arnstein originally developed in 1969.

Guidance

SD4ALL aspires to facilitate and support high levels of citizen participation and control (Levels 3 and 4 on the ladder). At Level 4, citizens set the agenda, lead the advocacy planning process and front lobby and advocacy efforts. At Level 3, they are actively involved and work alongside CSOs in setting the advocacy agenda, contributing to planning and delivery efforts. Of course, this requires a high level of motivation in – and buy-in from – citizen groups, a good level of existing citizen action and coordination and a local context that is conducive to citizen-fronted lobby and advocacy without putting individual citizens at risk.

In contexts where high levels of citizen participation and control are not be possible or appropriate, CSOs may also

Figure 2: The advocacy participation ladder



Source: Author's own

opt to advocate on behalf of citizens (Level 2), giving citizen voice the opportunity to be heard through consultation. In settings or circumstances that are less conducive to direct citizen action, this might also be an effective way of conveying citizen voice while safeguarding people from potential risks resulting from direct participation in lobby and advocacy.

Level 1 in the ladder is where CSOs deliver advocacy directly with no active citizen participation. This work that is still rooted in the needs of communities through contextual analysis.

SD4ALL should aim to remember that CSOs that have not previously explored citizen agency as an advocacy concept are likely to be starting at Level 1 or 2. Both are natural places from which to take steps towards more direct citizen engagement in advocacy. The citizen agency approach offers the opportunity for CSO and citizens to share power, access, resources and voice.

Using the tool

1. Illustrate the advocacy participation ladder to participants, either by showing a slide or drawing it onto a flipchart.

2. In the group, discuss what advocacy may look like at the different entry points, or levels, and encourage participants to think of practical examples. Based on your collective knowledge and experience, you can explore the following guiding questions in your discussion:

- Whose capacity are you trying to build? NGO partners? Networks? Grassroots organisations? Citizen groups? Hivos staff? All of the above?
- What capacity-building roles do IIED and Hivos have?
- How strong and visible is current citizen action on sustainable diets in our local context? Can you think of any examples of this?
- Is your context conducive or not to citizen action? Why?
- Is the programme responding to priorities that have been directly expressed by low-income citizens in the locality? What kind of citizens? What is their main identity? For example, are they farmers, consumers, women or youth?
- How are those citizens organised? Formally, informally or not at all? Are women's groups represented and heard?
- Who is doing the advocacy? Is the advocacy approach bottom-up or top-down? Who is leading the advocacy efforts? CSOs? Citizens and their organisations? Are women adequately represented in these groups? Are Hivos and IIED leading? Or others?

3. Next, in smaller groups or pairs, discuss where you would place yourselves on the advocacy participation ladder, based on your advocacy work to date. Why?
4. Discuss whether you can realistically aspire to take steps forward on the ladder by supporting more direct citizen involvement in advocacy in your local context and in your given timeframe. If so, decide what action you should take. If not, discuss why not.
5. Back in plenary, exchange views on where you think you are on the ladder and what action you could take to move up the ladder.
6. Record the outcomes of your discussion on a flipchart and return to these at the end of your workshop to see if you would like to make any changes.

Assessing our capacity to lobby and advocate

Achieving transformative and sustainable change as part of the SD4ALL programme hinges on developing our capacity to lobby and advocate. By combining context-specific interventions with an iterative, learning-by-doing approach, SD4ALL fosters an agile and responsive approach to capacity development.

Before we can start co-creating a plan to lobby and advocate together, we need to assess our existing capacity or capabilities at individual, group and organisational levels. By capacity, we mean potential to perform.

At the individual level, a capability assessment can help us find out who has the skills and abilities we need to engage in different types of activities, such as research and analysis, building relationships with and lobbying external actors, or being a strong and legitimate media spokesperson. Mapping our capabilities will also help us identify how we can support each other as individuals and organisations or groups by sharing the existing skills, experience and competencies, while identifying areas where we may need external support.

At the group or organisational level, we will need to assess whether we have the resources, structures and competencies we need to plan, implement and sustain our advocacy initiative over time.

Tool 2: Self-assessing advocacy capabilities

Purpose

This simple-to-use, participatory and visual tool can help you identify the key competencies or capabilities required

at different stages of the advocacy planning process. You can use it at individual or small group level to map out existing competencies and identify capacity strengthening needs. It is not meant to replace the 5C model Hivos and IIED staff and partners use; instead, it is for specific use in a participatory workshop setting where citizen groups are directly engaged.

Guidance

See Annex 1 for guidance on when to use this tool and an indicative mock agenda for an advocacy planning workshop.

1. This exercise is best conducted in the initial phase of an advocacy planning workshop to help you gain a better understanding of the level of knowledge, skills and competencies among participants at the individual level or within their groups/organisations.
2. You may wish to brainstorm and prioritise your own list of competencies based on what you feel is most important to plan and implement an advocacy initiative in your context and circumstances. You can do this by generating skills and competencies/capabilities on cards either individually or in pairs, sorting them into groups and ranking them on a wall or the floor. To avoid over-complicating the exercise, you should select 8-10 competencies to score yourselves against.
3. Alternatively, you may find that clustering your competencies/capabilities around the steps of the advocacy planning cycle is helpful in guiding your plenary discussion. Start by asking participants to identify up to ten competencies to prioritise.
4. Once you have identified the competencies to focus on, ask individuals or groups to score their existing capacity for each on a scale of one to five, where:
 - 1 is a non-existent or undesirable level, calling for a large amount of improvement
 - 2 is a poor level with much room for development
 - 3 is a medium level with some room for development
 - 4 is a good level with little room for development
 - 5 is an ideal level that can model competency to support others.
5. You can use a spider diagram like the one in Figure 3 to visually record and share the outcome of the exercise. This will help you visualise areas of strength and those that need further development.

Figure 3: Sample spider diagram



Table 1. Indicative list of lobby and advocacy capabilities

| Step | Competencies: ability to... |
|--|--|
| 1. Understanding and mapping the context | <ul style="list-style-type: none"> → Map the food system → Link local issues to national, regional and global issues → Understand power dynamics in our context |
| 2. Defining what needs to change and how to change it | <ul style="list-style-type: none"> → Think strategically (see the bigger picture) → Identify key advocacy hotspots and pressure points → Identify opportunities for policy, legislative or practice change → Clearly define and articulate change objectives |
| 3. Knowing who can make change happen | <ul style="list-style-type: none"> → Conduct a stakeholder analysis → Identify key players (decision makers, influencers and so on) → Profile those we need to target |
| 4. Fostering dialogue through multi-actor coalitions | <ul style="list-style-type: none"> → Build alliances through communication and consensus building → Relate to and network with a wide range of actors from low-income citizens to market actors and high-level decision makers |
| 5. Making the case | <ul style="list-style-type: none"> → Understand what type of evidence we will need to back our case → Understand issues of ethics and legitimacy → Engage citizens in setting the research agenda as well as collecting and analysing evidence → Reach out and build alliances with other research partners → Clearly communicate and disseminate the results of our research |
| 6. Conveying our messages | <ul style="list-style-type: none"> → Develop clear and effective messages → Lobby → Mobilise and engage local citizens → Engage with the media (press, TV, radio) → Engage with social media → Become a spokesperson for the advocacy initiative |
| 7. Reviewing our plan and knowing if we have made a difference | <ul style="list-style-type: none"> → Develop an advocacy plan → Allocate enough resources for the plan → Implement planned activities → Monitor and evaluate progress on outcomes → Learn from monitoring → Adapt implementation as result of learning |

Source: Author's own

PART 3

CO-CREATING

AN ADVOCACY

INITIATIVE

PART 3

© Sven Torfinn

Uganda, Fort Portal, Kabundaire Market. Agricultural produce, fruits and vegetables, but also Matoke, or cooking plantain, is brought to town and sold.

In this section, we offer practical guidance for supporting collaborative and participatory advocacy planning processes on behalf of, alongside or led by citizen groups. These processes should help corroborate SD4ALL's existing overarching theories of change while helping to identify local advocacy priorities. They should also ensure that local advocacy initiatives are shaped and owned by citizen groups and CSOs, supported by Hivos and IIED staff where appropriate.

All the tools in this toolkit are designed for use by groups of citizens, partners and staff in a range of settings, such as advocacy planning workshops, Food Change Labs or community meetings involving affected citizens. In all these settings, we should be mindful that men and women are equally represented, women and girls can express their views and that all views meaningfully inform the advocacy planning process.

The advocacy planning cycle

The steps in Figure 4 constitute the key building blocks of lobbying and advocacy that SD4ALL advocacy officers, CSOs and citizen groups may wish to take together to jointly plan advocacy to promote sustainable diets for all.

These steps are designed to help us co-create and implement our work together, but we acknowledge that advocacy is seldom a linear process. Groups can use the tools sequentially, going through all the steps in the cycle to create a joint advocacy plan, or individually to focus on key steps – for example, refining a stakeholder analysis or co-creating messages – to complement or revise existing plans.

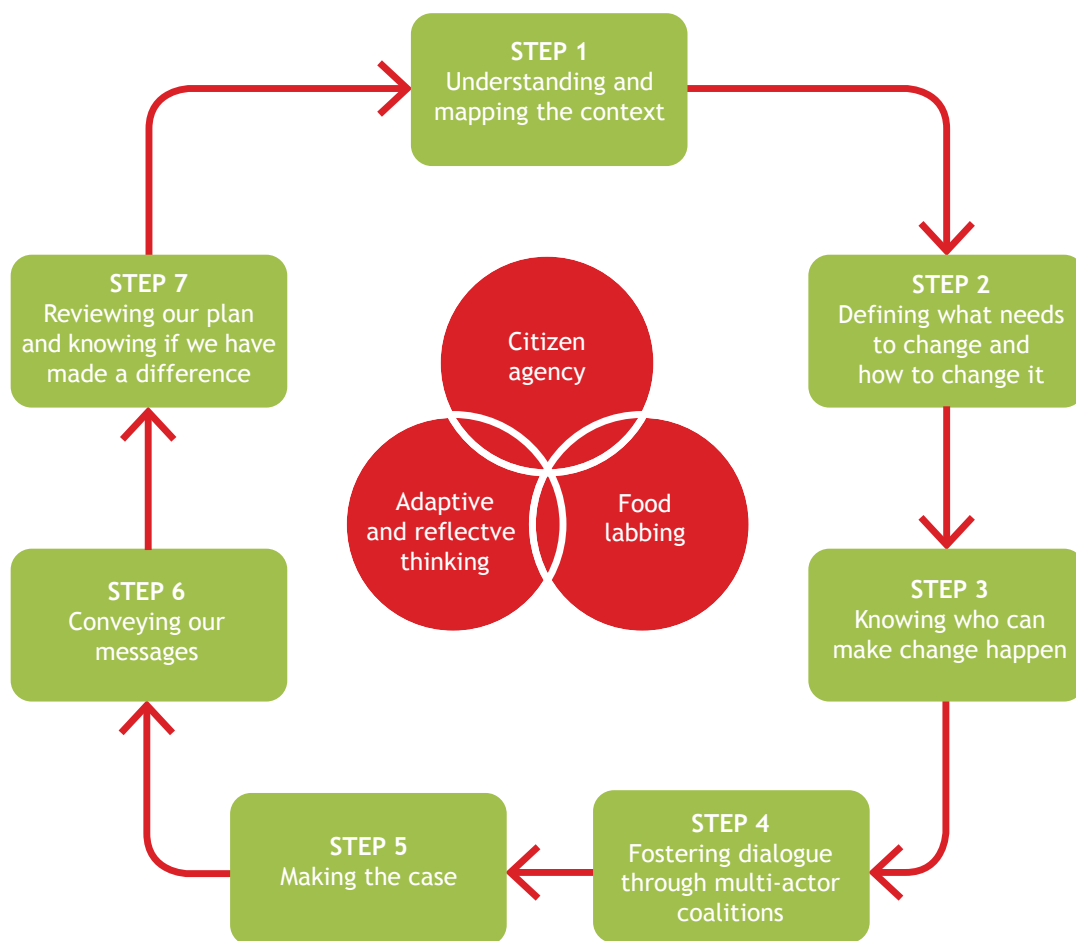
Groups also need to be agile enough to react and adapt to changing external circumstances and to take unforeseen opportunities as they come.

We cover each step in detail in this toolkit and include:

- **Tools** and clear guidance on how to use them in a group settings
- **Questions** to encourage further reflection
- **Additional resources** for those wishing to learn more and deepen their knowledge, and
- **Case studies** and examples, where available, to highlight challenges and achievements from the programme.

Underpinning the planning cycle is the specific approach adopted by the SD4ALL programme based on citizen agency, dynamic and reflective learning and the unique Food Lab methodology that fosters multi-stakeholder dialogue and learning.

Figure 4: The seven steps in an advocacy planning cycle



Source: Author's own

STEP 1: UNDERSTANDING AND MAPPING THE CONTEXT

Zambia, Chongwe. A portrait of a small scale farmer who specialises in producing a diverse range of crops using sustainable farming methods.

Every advocacy initiative takes place in a context that determines the conditions and opportunities for change. Within the framework of the SD4ALL programme, it is important for us to understand and map out our food systems and the role and capacities of the informal food economy in providing sustainable diets for local low-income populations.

We also need to find out how these fit within the wider policy and governance environment, ensuring we fully understand how policies are made and implemented in our context. Who has the power to make decisions that affect the issue we wish to address? Who has power over whom? What processes are at play? These are all key questions to reflect on at this early planning stage.

We may have already gathered this information when developing our overarching theory of change. If this is the case, it is useful to review this information and our theory of change on an annual basis, to monitor change and for contextual analysis. This will also allow us to share and discuss information with all civil society actors and citizens who are directly engaged in jointly planning advocacy initiatives to help frame and inform decisions on local priorities in Step 2.

Understanding power relations

In advocacy, it is essential to appreciate the interrelationship between change and power. Power – or unequal power relations – are a fundamental cause of poverty and inequality in the world. Our advocacy for sustainable diets for all should contribute to shifting power relations in our local context, challenging unsustainable practices and

incentives in food production and consumption. To do this, we need to know how power is distributed, which forms of power and power dynamics are at play and how the people we aim to benefit are embedded in and affected by them. Only by fully understanding this will we be able to genuinely support citizen agency and identify opportunities and entry points for action.

Box 3. Expressions of power

Power is not static; it is not a finite resource. It can be negative or positive and is used, shared or created by social actors and their networks in multiple ways. Power, or unequal power relations, can be viewed as a form of control of one person or group (the powerful) over others who are seen as powerless. But it can also be a positive force for personal and social change and positive action.

Power over: This most commonly recognised form of power has many negative associations for people, such as repression, force, coercion, discrimination, corruption and abuse. ‘Power over’ is seen as a win-lose kind of relationship.

Power with: Finding common ground among different interests and building collective strength, this form of power is based on mutual support, solidarity and collaboration. ‘Power with’ multiplies individual talents and knowledge and can help build bridges across different interests to transform or reduce social conflict and promote equitable relations.

Power to: The unique potential of every person to shape his or her life and world. When based on mutual support, it opens up the possibilities of joint action or power with.

Power within: This form of power concerns a person's sense of self-worth and self-knowledge. It includes an ability to recognise individual differences while respecting others. 'Power within' is the capacity to imagine and have hope; it affirms the common human search for dignity and fulfilment.

Source: VeneKlasen and Miller (2002)

It is important at this early stage in the process to reflect on the different forms power dynamics may take in our local context and how these affect the issue we are focusing on. These considerations should inform our analysis and can help us identify the key barriers we may want to address in our advocacy work. Table 2 lists the typical dimensions of power we should consider and shows how we can challenge them.

Table 2. Dimensions of power and how to challenge them

| Dimensions of power | Examples | Ways of challenging power |
|--|---|---|
| Visible power Includes observable decision-making mechanisms and definable aspects of political power | Formal rules, structures, political bodies, authorities, local assemblies and forums, decision-making institutions and procedures | Lobbying and advocacy to influence decision making that is directly relevant to the promotion of sustainable diets for low-income communities |
| Hidden power Focuses on shaping or influencing the political agenda behind the scenes | People in power defending vested interests by creating barriers to participation and keeping certain issues off the agenda | Strengthening citizens' voices and their capacity to speak out; overcoming barriers to participation through community mobilisation; building multi-stakeholder spaces and opportunities for dialogue on sustainable diets with a range of key actors; and using citizen-generated evidence, research and media communication to challenge how issues relating to the promotion of sustainable production and consumption are 'framed' in our context |
| Invisible power The most insidious form of power influencing how individuals think about their place in the world, it shapes people's beliefs, sense of self, acceptance of the status quo and even their own superiority or inferiority | Principally exerted through dominating ideologies, norms, values and forms of behaviour | Awareness raising; peer education; re-discovering and validating people's knowledge about sustainable production, consumption and diversification; and popular communication to challenge dominant stereotypes and discourses. |

Tool 3: Creating a food system map

Purpose

Food mapping is a participatory tool for scoping out a local food system in a workshop setting with a range of actors. It is a method that allows you to leverage citizen agency in a collaborative and engaging way.

Guidance

1. Identify the elements that make up your (local) food system. These could include production, processing, access and consumption. Write these up on cards or flipchart paper and put them on the wall with space around them.
2. Develop participants' understanding of the different elements of the food system and the problems within each of these. This could involve field visits.
3. Identify the actors, policies and issues in the system. These are leverage points that will help the group find solutions. Add these on sticky notes around the relevant part of the food system.

Case study 1. Food mapping in Zambia

In November 2016, the Zambia Food Change Lab convened more than 60 participants in Chongwe District. Over two days, this diverse group of citizens – including civil servants, farmers, journalists, entrepreneurs and members of civil society – delved into understanding Zambia's food system. The group moved through a facilitated process, exploring the problems, analysing the system and identifying leverage points to change it.

The evolving food system map formed the backbone of this meeting. Tacked onto the wall of the meeting venue and consisting of four different areas – consumption, production, processing and access – it became a living document, harvesting diverse viewpoints and tapping into the collective wisdom of the group.

On the first day, the group went on learning journeys, visiting different elements of the Zambian food system. Participants were invited to use all their senses to immerse themselves in the situation and step outside their comfortable expert roles. They visited, among others, a charcoal production site, a food processing factory, an outdoor market and a diversified family farm. On their return, there was a perceptible shift in mood. Instead of talking from an institutional perspective, participants were speaking as concerned or inspired citizens and added new insights to the food system map.

On the second day, participants moved into solution mode. Looking at Zambia's food system map in terms of actors, policies and issues, they identified four leverage points where interventions have the potential to shift the system. These included:

1. Diversifying production by moving from monoculture maize production to agroecological food production systems to address degraded croplands, the loss of biodiversity, access to water and adaption to changing climatic conditions

2. Raising knowledge and awareness, with a focus on sustainable natural resource use to address deforestation and charcoal production and promote renewable energy alternatives
3. Improving local food processing capacity to enable access to healthy traditional foods and appreciation of informal markets, and
4. Creating an inclusive policy environment with space for citizens to participate in defining Zambia's food system.

Participants then formed three multidisciplinary working groups to engage in several ongoing activities that emerged from their analysis at the workshop:

- **Media and networking group:** to increase awareness about sustainable production and healthy consumption through newspaper articles, radio shows and television items.
- **Landscape restoration and diversity group:** focused on crop diversity and the role of smallscale farmers in diversifying production. The group undertook a learning journey to a female-owned and managed farm in Njolwe, Chongwe District, to enrich their understanding of using sustainable methods to produce diverse crops.
- **Markets group:** looking at trends and the role of trade in a sustainable food system.

The markets group is participating in the Zambian government's Food Reserve Agency markets and policy leveraging reforms and all three groups are closely monitoring the government's recently launched Second National Agricultural Policy, which provides great scope for attaining sustainable food and nutrition security at the national level.

4. Carry out a power analysis, using the information in Box 3 and Table 2.
5. Use the information from your power analysis to find solutions for each of the problems you identified, using the leverage points you also identified. Again, use sticky notes around each of the leverage points.

Guiding questions

Strengthening gender equality and inclusion is one of the key premises of the SD4ALL programme. To achieve this, Hivos and IIED focus on specific target groups, including: smallscale producers (particularly women and young people); rural net food buyers; low-income urban consumers (especially women and girls); and informal food traders and vendors (who are often women).

In planning our research, lobby and advocacy, we should find out the influences that make these groups more vulnerable in the food system and how we can help strengthen their resilience and improve gender equality and inclusion in the food system overall. So, when we elaborate a power analysis as part of a broader contextual analysis, it is important to consider the following questions:

- What are the gendered dimensions and impacts of power relations in our context?
- Who holds power?
- How are women excluded from decision making on this issue?
- How can women be actively involved in advocacy work?
- Where are decisions made? Are they closed spaces to women? Which women?
- How can we address the barriers (social norms, attitudes/ beliefs, legislation) to change?
- What strategies will we use to transform power?

Additional resources

Just Associates (2006) Making change happen: power. Concepts for revisioning power for justice, equality and peace. This publication explores the different forms of power and how to challenge unequal power relations. See <https://justassociates.org>

The Power Cube, developed by researchers at the UK's Institute of Development Studies, is a framework for analysing the levels, spaces and forms of power and their inter-relationship. It also helps us explore various aspects of power and how they interact with each other. www.powercube.net

Womankind's Women's Rights Advocacy Toolkit has more tools for conducting a gender analysis. See www.womankind.org.uk

STEP 2: DEFINING WHAT NEEDS TO CHANGE AND HOW

Zambia, Chongwe. A portrait of a mother who focuses on feeding her family varied, nutritious food.

A comprehensive contextual analysis can help us reflect on what needs to change to achieve the outcomes we want. Although the theory of change developed by Hivos and IIED staff and CSO partners has already identified our ultimate and intermediate outcomes, Step 2 can help us further contextualise these outcomes with input from affected citizens. As we saw in the food system map case study in Step 1, advocacy and lobbying will not overcome all the barriers in the food system. So it is important to jointly identify critical hotspots for our collective advocacy and clearly define the changes we want to achieve at local level.

To better express the changes we want to see as a result of our lobby and advocacy, it is helpful to consider the types of change we may contribute to, including changes in:

Behaviour: Permanent changes in the ways social actors (individuals or organisations) act or behave in relation to the issues we are advocating on. These can be further broken down into changes in:

- Discourse, whereby the people in power change the words, narrative and concepts they use – for example, a minister mentions the importance of sustainable diets in a speech for the first time, or
- Attitude, whereby they show a more favourable attitude towards other actors and their values and causes – for example, the Zambian government consulting with CSOs and citizen action groups on the revision of its agricultural inputs programme.

Relationships: How social actors relate to each other or the communities we work with – for example, the Ministry of Agriculture develops a joint plan with the Ministry of Health for promoting healthier and more sustainable consumption among low-income urban citizens.

Policy content: Actual changes in policy, law, regulations, budgets or strategies and programmes that are in line with our core advocacy messages on sustainable diets.

Practice: A change in the way things – mostly decision-making processes – are done or better implementation of existing policies at the local level.

It is a good idea to use a brief outcome statement to articulate the change we want to see. This statement should describe the change itself rather than the activities we want to undertake to achieve that change. It should also clarify who and what needs to change, where, how and by when. Ultimately, it must be rooted in the local context and informed by the views of citizens.

When focusing on identifying and articulating changes in policy and practice, it might be helpful to take into consideration the policy cycle illustrated below.

Figure 5: The policy cycle

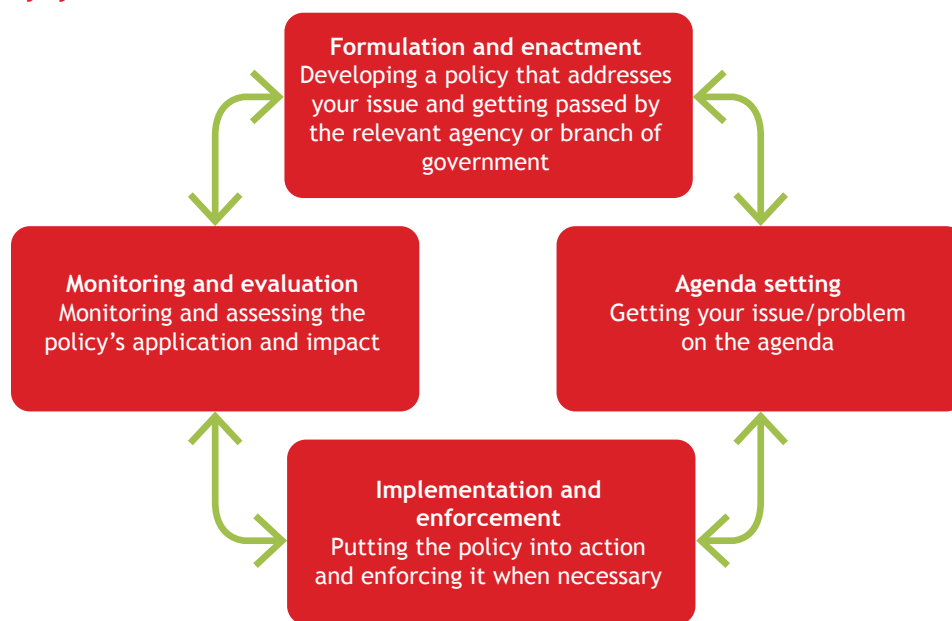


Figure 5 shows the four overlapping phases of policymaking: agenda setting; formulation and enactment; implementation and enforcement; and monitoring and evaluation. Each phase is shaped by different power dynamics and involves different players. In a democratic setting, you should be able to find out, monitor and influence decision making at every stage. But in some circumstances, powerful stakeholders can make it difficult for outsiders to find out what is going on until later in the process. In others, policies and laws may be decided before they are adopted by the legislature or there might not be a legislature at all. Finding out more about how this cycle works in our own context will help us identify key entry points and opportunities for our advocacy and lobby work. This, in turn, will help us articulate clearer and more focused outcome statements.

Box 4. Some possible outcome areas for the SD4ALL programme

Hivos/IIED staff and partners developed a number of illustrations of potential overarching outcome areas for the programme that can be useful to inform our thinking in an advocacy planning workshop setting.

Outcome areas in targeted countries:

- Local governments have adopted policies and are implementing programmes that contribute to sustainable diets for all, incorporating civil society positions
- National governments have adopted policies and are implementing programmes that contribute to sustainable diets for all, incorporating civil society positions

- Frontrunner food SMEs have demonstrated a business case to improve access and availability of healthy, affordable and sustainable produced food
- Citizens (especially women and youth) have increased awareness about and promoted sustainable diets for all, and
- Actors in the food system agree that food issues are systemic and do not exist in isolation.

Outcome areas for other countries and international institutions:

- The Dutch government has strengthened policy coherence among the different relevant ministries – particularly foreign and economic affairs – and Parliament, resulting in the adoption and implementation of policies that contribute to sustainable diets for all, incorporating civil society positions
- International institutions – particularly the Food and Agriculture Organization, the Committee on World Food Security and the World Bank – and the European Union have adopted policies and are implementing programmes that contribute to sustainable diets for all, incorporating developing country and civil society positions, and
- Citizens (especially women and youth) in the Netherlands have increased awareness about and promoted sustainable diets for all.

Tool 4: Problem and solution tree

Purpose

This useful tool allows you to go deeper by focusing on a core problem that you may have identified as part of your broader analysis, further exploring its causes and consequences and turning them into solutions or positive desirable outcomes.

The tool will help you identify causes that may be amenable to an advocacy approach rather than another type of intervention. It is best used in a group setting, as this will facilitate discussion with relevant actors to co-create shared change objectives. The solutions or outcomes you find through this methodology can also help you develop communications and uncover potential benefits to persuade stakeholder groups that the desired change is in their interest.

Guidance

1. In a group, discuss and agree the central issue you want to analyse – for example, the lack of recognition of food vendors in urban areas. Do not worry if it seems like a broad topic, because the problem tree will help you break it down. Write the problem or issue in the centre of the flip chart: this becomes the trunk of the tree.
2. Next, brainstorm – as a whole group, individually or in pairs – the causes of the central problem. These will become the roots of the tree. You can record these on sticky notes or cards and add them to your tree.
3. Then, identify the consequences, which become the branches of the tree. Again, you can record them on sticky notes or cards and add them to your tree.
4. You may also decide to rank or prioritise the critical causes and consequences you wish to focus on. The key objective is to facilitate a discussion between participants, so make sure you leave enough time to complete the exercise.
5. Once you have completed your problem tree, you can then convert it into a solution tree by reformulating each of the root causes and consequences to turn these into solutions or desirable outcomes.

Guiding questions

When formulating outcome statements, we should keep the following in mind:

- Have we influenced a social actor not to take action? Has this prevented something undesirable from happening? For example, have we influenced a local authority not to change a policy that may undermine our cause? These can

also be significant outcomes, which we can formulate as a social actor changing its expected behaviour.

- If we are working in concert with others, have our activities contributed indirectly and partially to one or more outcomes? If so, have we focused on our role in contributing to make change happen and not on demonstrating attribution to a given outcome?
- Is there an outcome we can attribute? Remember that outcomes often take time to emerge and some activities may never lead to one.
- Are there any unexpected outcomes? If so, have we included them? Unintended outcomes contribute to our theory of change or advocacy objectives and our activities contribute to them, even if we did not plan for them to happen.
- Are our outcomes part of a larger process of change? Remember to describe all such outcomes separately, as this allows us to reveal the steps of the whole process of change that we are influencing.
- Are there any negative outcomes? Have the changes undermined rather than enhanced progress towards realising our theory of change or accomplishing our advocacy objective? We need to share these negative outcomes when the damage caused or what we learned are relevant.

Additional resources

Fowler, A and Biekart, K (2011) Civic driven change: a narrative to bring politics back into civil society discourse. See <https://repub.eur.nl/pub/30559/>

STEP 3: KNOWING WHO CAN MAKE CHANGE HAPPEN

Indonesia, Bandung. A food vendor sells to local residents and people who come to a local park to do their morning exercise.

Understanding how different stakeholders relate to the issue we are seeking to change is crucial to working out who to target with our lobbying and advocacy and how to move them to action. A **stakeholder analysis** can help us identify:

- Key advocacy targets (also referred to as social actors): individuals, groups or organisations who have the power to make the change/s we wish to achieve
- Potential change agents: those who have direct influence over our advocacy targets or who can influence our desired outcome – for example, chefs from Bolivia's gastronomy movement

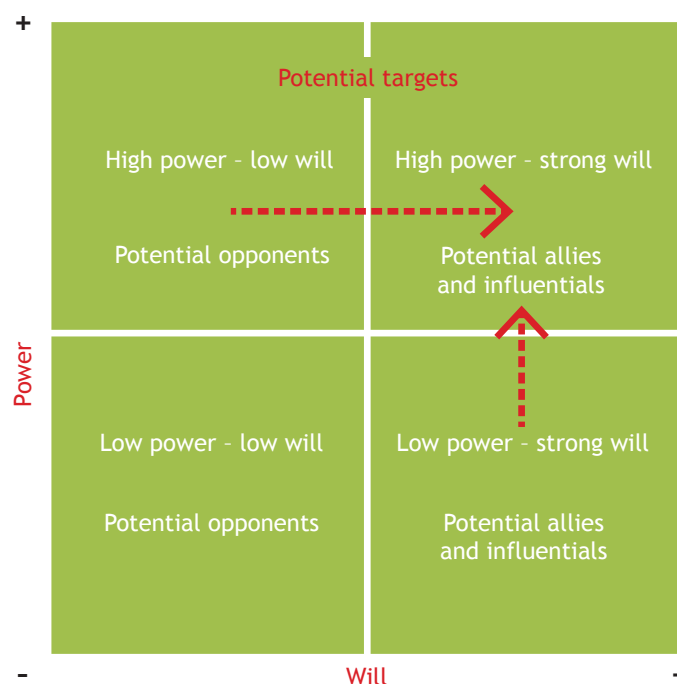
- Potential allies: individuals and/or organisations we can partner with in a coalition of the willing, and
- Potential opponents: those who may wish to oppose our lobbying and advocacy efforts.

Tool 5: The power-will matrix

Purpose

This very simple participatory, visual group exercise will help you map out stakeholders on a matrix according to their will and power to bring about change on any given issue.

Figure 6:
Power-will matrix



Guidance

1. Reproduce the power-will matrix (Figure 6) on a flipchart.
2. Brainstorm all the stakeholders. These are all those actors (it is best to focus on individuals rather than groups or organisations) who can affect or who will be affected by the change you are seeking. You should draw on the analysis from Steps 1 and 2 of the advocacy planning cycle to inform this mapping of stakeholders. Write the name of each individual stakeholder on a separate card or sticky note.
3. Place the cards on the matrix based on: how much power you think they have to achieve change on your issue and how willing you think they are to bring about the change you want to see. Try to back the matrix position you give to each actor with evidence – research, conversations, interviews, observation and so on – and note your reasons for placing actors in a particular quadrant, such as political orientation, personal beliefs, interests or background.
4. The quadrants you place each actor in will help you map out potential targets, change agents, allies and opponents. Those in the two upper quadrants are the most powerful and should be your main targets. Those on the bottom right are change agents and influentials who are on side and, despite having little visible power, may be able to help you leverage change in key targets. These could include opinion formers, celebrities, well-known chefs, spouses or relatives of top politicians. Those on the left-hand side of the matrix are your potential opponents; you should take action to prevent them from jeopardising your advocacy. You may want to discuss options for neutralising or diluting their power, such as isolating them, under-cutting their support or generating critical news stories.
5. Prioritise the key actors you will focus your efforts on. Circle those you consider to be main actors.
6. Once you have prioritised, you can start discussing what changes in behaviour (or stance) you would like to see in the main actors in relation to your issue and what action you would like them to take. You can show these trajectories of change visually on the matrix (as shown with the red arrows in Figure 6) – for example, raising awareness of your issue among powerful actors to persuade them to take positive action. You can then break each trajectory of change into progressive steps that you would:
 - Expect to see: short-term behaviour changes confirming that the actor is moving in the right direction and responding to your advocacy efforts – for example, speaking out more on your issue or participating in relevant meetings
 - Like to see: medium to longer-term results of progressive change brought about by your advocacy and other influences – for example, approaching others to positively influence them on your issue, and
 - Love to see: very long-term changes that extend beyond the life of your advocacy initiative and result from a continuous process of change driven by forces beyond your control – for example, lasting change in invisible power relations pertaining to norms and values on your issue.
7. You can use a stakeholder outcomes journal (Annex 3) to record progress on any expected and unexpected changes in key targets' attitudes and behaviour. These observations can later feed into the annual outcome harvesting process (Step 7).

Deciding what approach to take

Depending on the nature of the problem we are focusing on, the broad context we are operating in and the change/s we wish to see, we will need to decide whether to take an outsider or insider approach to persuade our target decision makers. Table 3 outlines both these approaches, exploring their advantages and disadvantages.

Table 3. The insider and outsider approaches to advocacy

| Approach | Description | Advantages and disadvantages |
|--------------------------|---|---|
| Outsider approach | Seeking to influence individual or institutional advocacy targets through some kind of public action. This is often an openly critical and very direct approach intended to raise public awareness of an issue and exert significant pressure on decision makers. It may include public campaigning, petitions, protests and mobilisations, social media and other media work | <p>Advantages: Public pressure may contribute to push those we wish to influence into taking action and making the changes we wish to see, even when it provokes a hostile reaction</p> <p>Disadvantages: We may alienate those we are trying to influence by being perceived as too extreme or critical to engage with</p> |
| Insider approach | Based on dialogue and cooperation with those we wish to influence, it generally involves making a case through detailed research and analysis of the problem accompanied by direct lobbying, face-to-face meetings, high-level dialogue (roundtables, conferences) with decision makers and other activities aimed at establishing ourselves as trusted and credible stakeholder to gently persuade decision makers | <p>Advantages: Building a positive and constructive relationship with decision makers, becoming trusted advisors</p> <p>Disadvantages: There is a danger of being seen as too close to those we are trying to influence, of no longer being regarded as independent advisors or of being co-opted by them.</p> |

Source: Oxfam

We are most likely to combine the insider and outsider approaches within the life of an advocacy initiative. For example, different organisations, citizens or groups in our coalition may decide to take on different roles at different times, depending on their own agendas. This can be effective, as it will allow different actors to speak with different voices. But all coalition partners need to jointly agree and carefully manage such an approach to ensure it does not undermine the shared agenda and collective objectives. In some cases, we may start with an insider approach and switch to an outsider approach if we feel the insider approach is not bearing any fruits. Continuously monitoring and reflecting on our progress should allow us to opportunistically opt for the best approach within the given circumstances and as our initiative evolves.

Tailored lobbying

It is essential we gather supplementary information to profile the key actors and stakeholders we decide to focus on. It is worth spending some time finding out about our targets' interests and attitudes through a variety of sources, including personal experience, other people's and colleagues' experiences, websites and internet searches (for example, through Google), social media profiles and newspaper articles. This will allow us to devise messages and lobbying strategies tailored to who they are, their political affiliation, what they know and think about our issue, their interests and personal beliefs and what they really care about, including any potential hidden agendas.

Guiding questions

The following questions can help with profiling main actors.

- To find out what they know about the issue we want to focus on:
 - Are they aware of our issue?
 - If so, how much do they know about it?
 - Have they got access to factual information and citizen-generated evidence and research on the issue?
 - Have we shared any such information and evidence with them?
- To understand their current attitude towards our issue:
 - Do they support our issue or not?
 - Who and/or what concerns shape their current attitude towards our issue?
 - Is this attitude towards our issue shaped by who they are and what they stand for – in other words, by their personal beliefs, religion or politics?
 - What or who might persuade them to change their attitude or be more open to our issue?

Additional resources

Stakeholder analysis tool. See www.odi.org/publications

Start, D and Hovland, I (2004) Tools for policy impact: a handbook for researchers. See www.odi.org/publications (includes explanation of other relevant tools, such as force field analysis).

Ramalingam, B (2006) Tools for knowledge and learning: a guide for development and humanitarian organisations. See www.odi.org/publications (includes social network analysis and more).



STEP 4: MULTI- STAKEHOLDER DIALOGUE AND FOOD CHANGE LABS

© Sven Torfinn.

Uganda, Fort Portal. A street vendor buys ingredients so she can make posho, rice, beef stew and beans for sale at a small street restaurant with 1 table and 4 small benches.

The Food Change Lab approach is a multi-actor innovation process that lies at the heart of the SD4ALL programme. It brings together a diverse set of stakeholders — from low-income consumers, farmers, producers, processors, vendors and traders to private sector, market and political actors who do not normally come into contact with each other — in a safe space to address pressing issues in the food system. By inviting all participants to speak and listen with an open mind to differing voices and perspectives, the Food Lab gives actors who are seldom listened to a voice, enhancing stakeholders' collective understanding of the food system and allowing them to reflect on their own role.

The labs take a systems approach that integrates thinking, relating and doing. We aim to catalyse not just tangible, immediate change — such as new or adapted policies or new investments — but also longer-term transformational outcomes such as strengthening capacities, relationships and trust between actors. The labs help foster multi-stakeholder dialogue to build coalitions of change. They also contribute to generating new ideas and testing these on the ground.

Food Change Labs in Uganda, Zambia, Bolivia and Indonesia have been instrumental in building multi-stakeholder coalitions. These, in turn, have proven to be powerful, sustainable accelerators of change at different levels.

Case study 2. Food Change Lab in Kabarole, Uganda

The Kabarole Research and Resource Centre (KRC) have been working with Hivos and IIED to implement the Food Change Lab approach in Fort Portal, to make the region's food system more inclusive, sustainable and diverse. The Fort Portal Food Change Lab identified a number of key issues in Kabarole, including:

- 42% under-five malnutrition
- Disappearing traditional crops such as millet
- An increasing reliance on informal street vendors, which are mainly unregulated
- Worsening climate change, which is threatening food security
- A high percentage of raw crops exported out of the region, and very little added value in agricultural produce.

We are using the Food Lab approach to target a broad audience in and beyond Kabarole, including the National Planning Authority, the Parliamentary Forum on Food and Nutrition Security, district and municipal governments, local SMEs, the media, food processors, entrepreneurs, farmers, academic institutions, artists, consumer groups

and CSOs. The Fort Portal Food Change Lab produces and disseminates evidence to build awareness and trigger debate around the issues in the local food system.

We have found that using local platforms for advocacy and to convey messages on sustainable diets at food festivals and exhibitions has been particularly successful. Local CSOs and other stakeholders have formed a coalition of the willing formed to take on advocacy issues relating to sustainable diets, while consumer advocacy groups organise monthly food festivals in their rural communities, generating renewed interest in traditional foods. People are often keen to talk about and improve their diets, but are constrained by issues of income, labour and time.

Using citizen-led research (including food diaries) has produced important evidence for lobbying and advocacy. Triggering change in Kabarole has also catalysed change at the district and national levels. For example, by bringing diverse actors together, we have helped leverage commitment from national and local leaders to change and review policies that support healthy diets and organised street food vending. But we have also learnt that national-level advocacy is resource-intensive and needs to be well planned with proper stakeholder mapping.

Convening a Food Lab

The Food Change Lab approach is not unique to the SD4ALL initiative, and it does not fit neatly into a specific step within the advocacy planning cycle. We can convene a lab at any stage of the planning cycling, including:

- At the start (Step 1), to produce a contextual analysis
- Once we have gathered comprehensive information on the food system and had time to think about the changes we would like to see (Step 2), and
- Once we have thought about who has the power to make these changes happen (Step 3).

That said, convening a lab after Step 3 means we are better informed about who to invite into our safe Food Lab space to further analyse barriers to sustainable diets and generate ideas and solutions.

The labs can also become regular multi-stakeholder forums aimed at maintaining momentum and dialogue between all actors to sustain longer-term food system change. It is up to each programme to decide when and how to use this invaluable methodology to enhance its lobby and advocacy work.

Additional resources

Hivos, IIED and KRC (2016) Uganda Food Change Lab: planning for the future food system in Kabarole District. See www.foodchangelab.org/resources

Mwanamwenge, M and Harris J (2017) Agriculture, food systems, diets and nutrition in Zambia. See <https://hivos.org>

STEP 5: MAKING THE CASE

Indonesia, Bandung. View of relocated street vendors at the basement parking lot below a park where vendors used to conduct their business.

Overview

After completing a contextual analysis and possibly convening a Food Change Lab, agreeing our change objectives and identifying key advocacy targets and audiences, we will be in a better position to reflect on what we need to make our case. In Step 5 we focus on the importance of evidence – particularly citizen-generated evidence – to make our advocacy case. We also reflect on the significance of co-creating clear and impactful messages to present our arguments.

“Who controls data, and through what paths, can shift power dynamics, and change levels of influence among actors competing for resources, influence and political power.” (Taylor and Koenig 2014)

Using evidence to make our case

Far too often, poor people's views and realities are invisible to policymakers. This is a significant factor in their political exclusion and marginalisation and frequently results in mismatches between policy and local priorities. But a lack of visible evidence does not stop decision makers making assumptions about poor people's priorities, knowledge and agency. Experts frequently make judgements about low-income citizens' unhealthy or unsustainable behaviours

and their need for education and empowerment. Even well-meaning CSOs can base their interventions on broad assumptions about the realities of those they often refer to as beneficiaries, perhaps informed by research conducted and analysed by outsiders.

To counteract this tendency and to foster citizen agency, the SD4ALL programme prioritises the use of evidence generated and/or analysed by the citizen groups and communities we work with. This makes them more effective in lobbying and advocacy around their own priorities and less dependent on others setting the agenda. By generating the evidence, citizens can also control the use of data, which is eminently political and gives them the ability to shift power dynamics. But supporting citizen-generated evidence is time-consuming and expensive. It is useful to have a dedicated person to facilitate or broker that process, as we found in SD4ALL in Bolivia, where a social innovation manager (*gestor de innovaciones sociales*) is responsible for supporting citizen groups.

Case study 3. Putting dietary knowledge into practice in Uganda

KRC introduced the concept of food diaries in 2015, when they supported 200 rural women in nine sub-counties in Uganda's Kabarole district to keep a record of their household meals over seven days, reporting the origins of their food and what food the household had sent to market. The results showed that farming households rely increasingly on the market rather than their own farms for their food. Applying the World Food Programme's food consumption score, which is based on the dietary diversity, food frequency and nutritional importance of the food groups consumed, showed that on average only 40 per cent of households were achieving an acceptable level of food consumption.

Focus group discussions held alongside this research verified that mothers know what constitutes good food. For example, most women described a good diet as including starchy foods such as *matooke* (plantain), sweet potatoes or millet bread, beans or groundnuts

and steamed leafy vegetables. This runs counter to usual assumptions and challenges the routine use of sensitisation as a sole solution to nutrition issues.

Women also cited a number of barriers to bridging the gap between knowledge of good diets and putting this knowledge into practice. These include: excessive selling of food when production is low or to deal with cash emergencies such as school fees and medical care; time constraints, with women's increased role in trading and other activities outside the home; and limited household labour.

Women discussed the food diary results from their households with a nutritionist on community radio and the diaries became shared knowledge.

Source: Vorley and Boerwinkel (2016)

Tool 6: Ten golden rules for effective messaging

Purpose

Advocacy communication and lobbying aims to inform, persuade and move people to take action. You should base your messages on evidence and use them to convey your core values, motivations and human stories to help sway your audiences.

To develop an effective message, you need to first develop one clear core message that clearly summarises your position and the changes you want to bring about. This will then guide the development of more specific, tailored messages

that you can direct at different audiences, perhaps focusing on different aspects of the core message. Your core message can also guide slogans, soundbites or stories that you rely on in lobby and advocacy work. Use the information from your stakeholder analysis (Step 3) to prepare effective messages.

Guidance

These are the ten golden rules to inspire you to co-create clear and impactful messages:

1. **Know your audience:** What do they know? What are their concerns, their values and their priorities? What kind of language do they use?

Figure 8: The aims of advocacy communication and lobbying



Case study 4. Understanding the importance of street food for factory workers in Indonesia

Food diaries kept by mainly migrant women textile factory workers in Bandung (Indonesia) showed the importance of informal food vendors in meeting their nutrition needs at all mealtimes. They also showed that, although the women consumed a diverse diet and ate enough protein, their energy intake level was lower than recommended. This demonstrated that traditional food stalls are capable of providing high variety, nutritious

and affordable food to low-income factory workers. This has important policy implications. Although municipal authorities often have a negative view of food stalls and itinerant food vendors, they play a central role in the food system of the working poor.

Source: CAPAS (2015)

Box 5: The power of citizen-generated evidence

Participating in evidence generation to support advocacy can help citizens increase their:

Engagement and effectiveness: Strengthen their role and voice in planning and resource allocation by using policymakers' and technocrats' own language, such as in the form of empirical data or maps.

Accountability: Bridge communication gaps with their government; allow them to communicate their ideas, concerns and aspirations directly with duty bearers and compel them to act; and make local government more accountable, especially where significant political decision making has been decentralised.

Visibility: Make the unseen seen, to present alongside national data; capture and uncover local tacit and traditional knowledge; and show the complexity of their struggles and the diversity of local conditions.

Relevance: Challenge received wisdom – for example, that poor people are ignorant about healthy diets or that their food is unhygienic.

Mobilisation and creative capital: Enhance their capability to have a role in their own development; change citizens from research subjects into active researchers; foster creative capital and a culture of innovation through awareness, motivation, improved trust and leadership and new alliances; mobilise community group engagement; generate ownership of data; and build local adaptive capacity.

2. **Know your political environment and moment:** What are the big controversies, the big issues and fears in your context? How might they affect your messaging?
3. **Keep your messages simple and brief:** Make sure someone who is unfamiliar with the subject can easily understand the information. Avoid jargon. This is particularly important when advocating on some of the more technical issues relating to food security, nutrition, production and consumption.
4. **Use real life stories and quotes:** The personal element makes a problem or issue real. Quotes and personal stories bring to life the challenges faced by citizens who are directly affected and help to make the message locally relevant and understandable.
5. **Use precise, powerful language and active verbs:** For example, 'Women's rights are human rights' or 'You are what you eat!'

6. **Use facts and numbers accurately and creatively:** The facts you choose and the way you present them are very important. Saying 'One in three children are stunted' rather than 'More than 30 per cent of children are stunted' conveys the fact more clearly. Comparing figures without quoting numbers can also convey your message effectively – for example, 'In our city, we spend more on junk food every year than the authorities contribute to supporting small local farmers to produce healthy foodstuffs'.
7. **Adapt the message to the medium:** Each medium has its own possibilities and limitations. For example, sounds, music and different voices are important on radio, but visuals are crucial on television and online.
8. **Allow your audience to reach its own conclusion:** Provide basic details only. Too much information can appear dogmatic and you may lose your audience's attention.
9. **Encourage the audience to take action:** Be clear about what action your audience can take to support the cause. This applies to any audience, whether it is made up of key advocacy targets or the general public. Offer straightforward suggestions, such as 'Support the nutrition bill in Parliament' or 'Join our food fest this month to support your local producers'.
10. **Present a possible solution:** Always tell your audience what you are proposing to advance sustainable diets and keep it simple – for example, 'We want the government to show its commitment to reforming the food system by providing new policy and appropriate funding to promote more diverse, healthier and sustainable consumption.'

Guiding questions

The following questions will help us ensure our evidence strengthens our case:

- What evidence do we already have? Is this rooted in our experience? Is it generated by citizens? Is it factual, anecdotal, quantitative or qualitative?
- How reliable is it? Will it help us raise awareness of our issue with our target audiences?
- Have we identified any evidence gaps? If so, how can we plug them?
- Should we develop a partnership with academics or social researchers to complement the evidence we have already collected and enhance our legitimacy?

- How should we package and present our evidence to maximise its impact? What format should we use to present the evidence to our target audiences? Oral presentations by the groups/people affected during a Food Change Lab? A documentary, a short written report backed by longer papers detailing the evidence, a policy statement or a pamphlet? The way we present it may affect the type of information we collect and how we do it.
- Should we present our evidence in different formats to different audiences through different channels, depending on the opportunities and entry points that we have identified in our advocacy planning process?

STEP 6: CONVEYING OUR MESSAGES

Portrait of Husband and wife vendors, and their son at their modest rented home in Bandung.

Once we have developed clear messages based on the evidence, we need to decide the best way to convey these to our different audiences and the type of approach we wish to take. In some contexts and circumstances, lobbying and advocacy can entail a degree of risk, particularly where civic space is shrinking. So it is essential we conduct a risk assessment before engaging in lobbying and advocacy work.

In this section, we present a straightforward tool for analysing the risks of advocacy to help us decide whether to take an insider or outsider approach. We also offer practical guidance and tools on lobbying and engaging with traditional and social media.

Tool 7: Advocacy risk analysis¹

Purpose

It is important to consider risks, challenges and potentially negative situations when planning our advocacy. All effective advocacy initiatives require some risk-taking; a comprehensive assessment of these risks will help you choose your lobbying and advocacy tactics and reflect on how to minimise or mitigate potential risks to the actors who are directly engaged.

This simple risk analysis tool enables you to discuss the risks you may face, the likelihood that these situations might happen and the actions you can take to mitigate or avoid these risks.

Guidance

1. In a group, brainstorm the risks you might face in carrying out the advocacy initiative. What major things could go

wrong? How could people's lives be negatively impacted or endangered? Could your actions provoke a negative backlash and put your organisation, its staff and the citizens you work with in danger? What is the nature of these risks? Are they different for different stakeholders?

2. Once you have identified the major risks, think about their level of potential impact on your organisation or group – in terms of reputation, legitimacy, status, funding, work, staff, members, volunteers and individual citizens. Would the impact of these risks be:

| | |
|---------------|--|
| HIGH | A catastrophic impact threatening the future existence of your organisation, group or movement endangers people's lives or could lead to a reversal of the issue you are trying to change – for example, by criminalising CSOs or citizens that speak out. |
| MEDIUM | Some damaging effects in the short term, with few longer-term repercussions. |
| LOW | A noticeable impact that has little effect on the organisation, the people or your advocacy. |

3. Now think about the likelihood of these risks or negative situation actually happening:

| | |
|---------------|--|
| HIGH | Likely to take place in the next X months or years, or already taking place. |
| MEDIUM | Could happen in the next X months or years. |
| LOW | It would be very surprising if it did happen. |

4. Next, discuss and develop clear strategies for all high-impact, high-likelihood risks, and for some medium-level risks, to help you minimise their impact or avoid them

¹ Adapted from ActionAid International (2005)

altogether. Consider what you could do to reduce the risk for the organisation, group and individuals if your advocacy does not work as planned. What would you need to have in place? Who would have the authority to take action?

5. Use the template in Annex 4 to record the results of your risk analysis.
6. You should revisit your risk analysis alongside your theory of change periodically and as your advocacy develops and unexpected outcomes arise.

Lobbying

Lobbying is a form of advocacy referring to direct one-to-one conversations and/or meetings where people get access to and seek to persuade those in power. It can take many different forms, from informal conversations in social settings – for example, over lunch or coffee – to formal meetings in official settings such as a politician’s office. Engaging directly with decision makers and influencers is an important part of all successful advocacy, but it may not be possible or appropriate in all contexts and needs to be timed well to ensure impact.

Lobbying is an art, not a science. The way in which we communicate is ultimately informed by social norms and values in our society, by who we are, how others perceive us and who we are talking to. Every successful lobbyist must develop an individual style that works for them in their own context and circumstances.

Box 6: Checklist: what makes a good lobbyist?

- A good listener
- Not easily upset or distracted
- Willing to let the other person talk and take the lead
- Persistent, but not pushy
- Can think on their feet
- Can present their issue in a way that engages the other
- Knows when to retreat and try a new angle
- Can admit “I don’t know”
- Retains a sense of humour
- Able to identify hidden agendas
- Aware of visible and invisible power dynamics

Box 7: Top tips for effective lobbying

Before a meeting:

- Set your objectives based on the purpose of the meeting and what you want to get out of it.
- Brainstorm any difficult questions you may be asked and rehearse your responses.

During the meeting:

- Introduce yourself and allow colleagues to do the same.
- Clearly outline the issue you want to draw your interlocutor’s attention to and put forward your proposed solutions.
- Communicate clearly the action you want the person/s you are meeting with to take.
- Offer to help with additional information and support if you feel there is genuine interest.
- Do not avoid controversial topics, but remain calm if you are challenged. Hopefully, these will be issues you had anticipated might be raised in the meeting. If not, avoid getting drawn into discussion; simply take note of your interlocutor’s stance. A good way to diffuse the tension is to say: “I/we hold a different view. If you think it might be helpful, I would be happy to provide you with additional information/evidence to support our position on this matter.”
- Try to get some commitment for further action from the decision maker.

After the meeting:

- Make notes while everything is fresh in your mind and evaluate your visit with colleagues.
- Send a thank you note.
- Use this opportunity to summarise any agreement you came to during the meeting and outline any next steps/ further action.

Engaging with the media

If we want to raise awareness of our issues and reach out to a wider audience to shift public opinion, we need to engage with traditional, digital and social media. That includes press, TV and radio as well as YouTube, vlogging, blogging, Facebook, Twitter and Instagram. We can also use the media to publicise events we organise such as food festivals, community meetings and Food Change Labs.

BOX 8: Tips for giving a TV or radio interview

DO

Before the interview, pull together the key messages you want to convey and ‘killer facts’ or statistics to back your arguments.

Make sure you are prepared to answer any difficult or controversial questions.

Listen to what the journalist says and answer the questions in a calm way. Remember, you probably know more about the issue than the journalist does.

Be creative, paint a picture: “Imagine what it must be like to...” If you can, use metaphors to convey what you want to say.

Speak from the heart and use personal stories if relevant.

If there’s a chance for humour, use it. Everyone values authenticity and no one will know your heart is pounding out of your chest!

Keep your answers brief (under a minute).

Use simple language.

DON'T

Turn into a ‘stats machine’ spewing out statistics and facts. Rather, weave these into what you say and only use them if and where relevant.

Make things up. If you don’t know an answer, say so.

Answer a question in haste. If you need more time, repeat the question. Always take the journalist back to your key messages. Useful bridging phrases are: “I think what you’re saying is important, but the main issue is...”; “We really need to focus on...”; “The real issue here is...”; “The research tells us ...”; “The thing to remember is...”; “But...”

Let the journalist set the agenda and the message.

Get sidetracked.

Use acronyms or jargon.

Although there is already extensive guidance on engaging with traditional media, radio is a powerful medium for reaching out to citizens in rural and urban settings. So in this section, we offer some tips on preparing for TV or radio interviews and then focus on using social media to promote citizen-led digital campaigning.

Before engaging with the media, it is important to agree on the key spokespeople who are most knowledgeable and eloquent or who can speak most legitimately about the issues. Supporting citizens to tell their own stories can be a powerful way to convey our messages to the media and can empower the citizens involved. Having at least one dedicated person with the necessary knowledge or skills for managing media outreach is also advisable.

Using social media

It is important to consider the best type of media for our audience. Although politicians, decision makers and influencers may be more sensitive to what they read in the newspapers, what they hear on the radio or what they see on TV, an increasing number also use social media to make their voices heard and reach out to their constituents directly. For example, the presidents of Bolivia, Uganda, Indonesia and Zambia have personal Twitter accounts and tweet daily. They have between 6,000 (President Lungu of Zambia) and 9 million (President Widodo of Indonesia) followers. Profiling key targets will not only provide us with essential information on their stance and their views on relevant topics; it will also give us a good indication of how best to reach and engage with them.

So, if we are trying to shift public opinion on sustainable diets by engaging with the gastronomy sector while reaching out to urban citizens, promoting our messages on social media and radio might be the best way to make our voice heard. Supporting individual citizens – especially youth – and citizen groups to tweet and post on Facebook or Instagram can be an effective way to engage them in direct digital activism. This can be a powerful new form of citizen agency.

BOX 9: How to develop a social media plan

These are the key steps for setting up an effective cascade to engage our advocacy partners on social media and get them to voice their views about a specific initiative, such as a new policy or legislation, or to support a particular event.

1. Encourage partners or citizens to join Twitter, Facebook or Instagram if they have not yet done so.
2. Ask them to share their Twitter handles or account names with all advocacy partners and encourage them to follow and connect with each other.
3. Share Twitter handles of any relevant decision makers, influencers and other public supporters of our campaign. Encourage all activists – partners, groups and citizens – to follow them and re-tweet or share relevant messages.
4. Encourage all to share relevant new information on activities or events on social media using an agreed

hashtag, such as #sustainable diets4all, tagging relevant colleagues, partners, activists and advocacy targets when relevant.

5. Organise citizen-led or partner events to share key messages. Before an event:
 - Share the relevant hashtag for the event and campaign – for example, #SpringFoodFest
 - Share key participants' Twitter handles. These include any famous influencers, chefs, artists, musicians, colleagues and partners who will be the event, and
 - Provide pre-formed tweets conveying key messages and soundbites with relevant links, hashtags and handles.
6. During key events, encourage all those present to live tweet, send photos and videos of food, talks and performances via social media and tag relevant colleagues and partners to create more traffic (also known as a Twitter storm).
7. After an event, monitor the number of mentions you get by hashtag.

Tool 8: The one-minute message

Purpose

Summarising and conveying our key message in three or four concise sentences or soundbites is useful for TV or radio interviews, where contributions are generally edited down to a maximum of 30 seconds, for vlogging or to use when you bump into a key decision maker. Known as the one-minute message or elevator pitch, it consists of:

- **A statement:** the central idea of the message
- **Evidence:** supports the statement with a few accessible facts and figures
- **Example:** adds a human face to the message, and
- **Action desired:** what we want our audience to do.

Guidance

1. In pairs or threes, decide which issue to focus on and try to co-create a one-minute message with all the above components.
2. Write out your message, ensuring it takes less than 60 seconds to read out.
3. Test the message on other participants to see if it is effective.
4. Improve your message based on their feedback.

5. Once you have an effective message, video yourself or a colleague reading it out and post it on social media or upload it to your website if you have one.

Tool 9: The Twitter challenge

Purpose

If you decide that Twitter is an effective channel for conveying your messages to key audiences, you will need to communicate these in 280 characters. This can be a challenge, but it is also good fun.

Guidance

1. Craft your tweets in pairs or small groups, ensuring they are no longer than 280 characters, including spaces.
2. Take your one-minute message as your starting point, extrapolating tweets that will make sense and convey a compelling idea on their own or as part of a Twitter thread – a series of related, and generally numbered, tweets that convey a more complex concept.
3. Remember, you can also use images, shorthand – people = ppl, citizens = citzs, before = B4 – or emojis to limit your character count and make your tweets more impactful.
4. Try your tweets out on colleagues. Once you finalise them, include them as pre-formed tweets into your Twitter cascade plan for a specific event or advocacy initiative.

Guiding questions

There are a number of issues to consider when planning communications, including:

Format: What is the best way to deliver our message for maximum impact? A letter or a face-to-face meeting? A research report, a flyer or an info-graphic? A high-level conference or a documentary? A combination of all these formats?

Timing: What is the best time to deliver our message? Can we time it to coincide with a particular decision-making moment, an advocacy initiative, a relevant anniversary or a national day to mark a relevant issue? We are likely to have to take advantage of several appropriate timing opportunities – or hooks – during the course of our advocacy. Hooks are particularly important when planning a media strategy.

Place: Is there a location or venue to deliver our message that will enhance our credibility and political impact? This could be a side event at a national, regional or international

conference, a presentation in Parliament or at a well-reputed academic institute associated with food-related issues or simply the launch of a new local urban market.

Additional resources

'Life beyond maize': a video featuring local Zambian actors on improving agricultural and consumption diversification
www.youtube.com/watch?v=l3WfsFrFj38

Twitter (2017) The NGO handbook: campaigning on Twitter.
See <https://tinyurl.com/y7q5qx3k>

Case study 5. Promoting sustainable diets for children in Jember, Indonesia

SD4ALL is working with Tanoker, a local community-based organisation in Indonesia's Jember Region, to improve children's diets by supporting the consumption of healthier foods. Tanoker works with mothers, children and their communities to address the barriers that prevent them from accessing healthier diets. Through advocacy and food diplomacy Tanoker has:

- Established a coalition of the willing with the local university, allies, the media and microenterprises that are potential providers of alternative and healthier food options
- Lobbied the regional government and other influential stakeholders to ensure their policies and practices are conducive to sustainable diets
- Supported local women to set up culinary groups to promote dietary diversity through local plant-based resources, including mocaflour, a nutritious modified cassava flour, purple sweet potato, fruits and vegetables. As a result, local and regional demand for these products has risen. Tanoker and its culinary groups have been invited to participate in regional events, including one run by Dharma Wanita Jember (the state-sponsored association of civil servants' wives)
- Built a strong relationship with the University of Jember, strengthening the capacity of Tanoker and the women and children they work with and building rural-urban linkages to promote knowledge sharing

between university lecturers, students and local farmers who support greener production, and

- Attracted media attention and raised awareness on sustainable diets by showcasing culinary groups, organising food festivals and getting Tanoker staff and local children to directly engage with journalists. This has increased media coverage on healthy consumption and food initiatives in regional newspapers such as Radar Jember that have national reach. With Tanoker's support, one of the children from Ledokombo has become an active campaigner locally for healthy (especially fruit-based) eating.

Reflections and lessons learned

Jember is now on its way to becoming a 'child-friendly region' (a national government initiative) and Tanoker wants to make healthy diet provision a main criteria in this initiative. To achieve this, Tanoker is asking the local government to turn its commitments into improved policy and practice.

It also aims to strengthen its social media presence to engage its audiences more. It uses Instagram (www.instagram.com/tanoker.id/) and Facebook (<https://id-id.facebook.com/tanokerID/>) to inform the public about activities, events and competitions. Since food is a very 'Instagram-able' topic, Tanoker often posts pictures of food produced by the culinary groups.



STEP 7: KNOWING IF WE HAVE MADE A DIFFERENCE

Bolivia, La Paz.

Reviewing our plan

All the information and analysis generated by collaboratively completing the advocacy planning process will help build a comprehensive picture of our advocacy initiative from the bottom up. This should complement our overall theory of change, enabling us to monitor the outcomes of our lobby and advocacy. But in line with the SD4ALL programme's ethos of agile and dynamic learning, the aim is not to spend too long creating an elaborate and complex plan. Annexes 3, 4 and 5 have templates for recording the steps of our advocacy initiatives. In particular, we may find it helpful to record:

- Key elements of our contextual analysis as a food map
- Our specific change outcomes as a shared vision and in outcome statements
- Our stakeholder analysis, including details of the changes we would like to see in our key targets
- Key evidence to make our case, including evidence we have – particularly citizen-generated evidence – and any research gaps we need to plug
- Our key messages and how we plan to convey these through different approaches and channels, and
- A shared calendar of activities and upcoming opportunities or work plan.

Tool 10: Snakes and ladders game

“Your advocacy toolkit comes with a snakes and ladders game”.

Purpose

This is a fun game to play as a team either before or after completing your advocacy planning process to get you thinking about any pitfalls and challenges (snakes) you may have forgotten while taking stock of everything you have covered.

Guidance

1. Get into groups of three to five people with the snakes and ladders board, a dice and counters and put your counters on the bottom left square (start).
2. Take turns to throw the dice and move your counter, finding out new information about advocacy planning on each turn. If you land on a snake's head, slide down the snake to the square at the bottom of its tail. If you land at the bottom of a ladder, you can jump ahead by climbing the ladder.
3. On each turn, players should discuss the information and statements on the square they land on.
4. The winner of the game is the first person to reach the end.

Outcome harvesting: have we made a difference?

Hivos and IIED use the outcome harvesting methodology to annually monitor the results of the SD4ALL programme's lobbying and advocacy work and to review existing theories of change. Harvesting outcomes in this way informs our learning and helps us review any assumptions underlying our lobbying and advocacy plans, allowing us to adjust our plans as necessary.

When co-creating and jointly implementing an advocacy plan, it is important to keep track of key outcomes, intermediate outcomes and related outputs. The latter are the immediate results of activities, which are mostly under our control, such as publications, events, meetings and capacity building. Outputs are essential for helping us achieve our outcomes.

Although outcomes are seldom within our control, we should ensure they are reasonably linked to our interventions. We should be able to show how our activities could have contributed to these outcomes. We should then apply any learning we gather from reflection and harvesting to revise the assumptions underlying our advocacy and in turn to review our plan.

Additional resources

The Citizens' Agency Consortium guide to monitoring and evaluation. See [INSERT LINK]

Outcome harvesting <http://outcomeharvesting.net/about/>

Wilson-Grau, R (2015) Outcome harvesting. BetterEvaluation. See www.betterevaluation.org

Clarke, M (10 July 2017) On being asked the wrong question. The Advocacy Hub. See <https://theadvocacyhub.org>



ANNEXES: ADDITIONAL INFORMATION AND TEMPLATES

Bolivia, La Paz.

Annexes 1-4

The following annex documents are available for download [here](#). These documents are provided in digital format so they can be used regularly for advocacy planning and delivery. The link takes you to the SD4A shared document space on the cloud. The file name is Annexes Toolkit Links.

Annex 1. Indicative outline for an advocacy planning workshop.

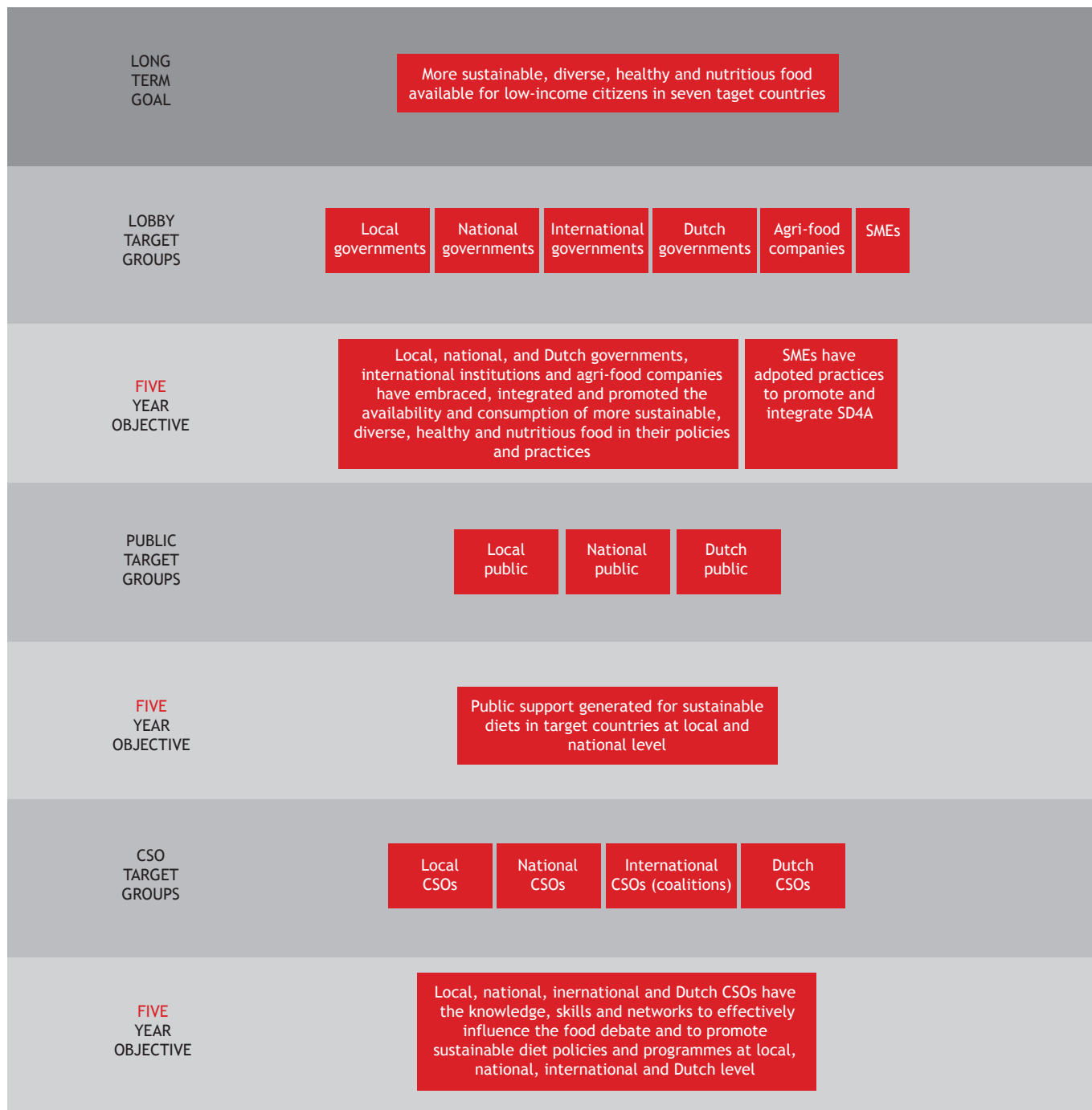
Annex 2. Stakeholder outcomes journal (template).

Annex 3. Risk analysis matrix (template).

Annex 4. Shared calendar of activities and opportunities (template).

Annex 5. SD4ALL overarching theory of change (overleaf)

We have included this so staff and partners can easily reference our collective, global-level theory of change. And although we hope that some advocacy plans derived by or with citizens as a result of using this toolkit will complement our theory of change, we also welcome plans that do not.



References

ActionAid International (2005) Critical webs of power and change: resource pack for planning, reflection and learning in people-centred advocacy.

CAPAS (2015) Role of different food outlets in the food and nutrition security of low-income female factory workers in Bandung, Indonesia. IIED, London.

FAO (2010) Sustainable diets and biodiversity, directions and solutions for policy, research and action. Food and Agriculture Organization. See www.fao.org/docrep/016/i3004e/i3004e.pdf.

Giddens, A (1984) The constitution of society.

Taylor, J and Koenig, M (2014) Strategic uses of data for urban development in Asian cities. DFAT-TAF Partnership working paper, series 1. The Asia Foundation, San Francisco.

VeneKlasen, L and Miller, V (2002) A new weave of power, people and politics.

Vorley, B and Boerwinkel, F (2016)) Uganda Food Change Lab: planning for the future food system of Kabarole District. Kabarole Research Centre, Hivos and IIED.

WWW.IIED.ORG - @IIED
WWW.HIVOS.ORG - @HIVOS

