



**The
International Alliance Against Hunger
(IAAH)**

Resource Mobilization Strategy

*Creating the Commitment for Faster Progress
Towards
The Eradication of Global Hunger and Malnutrition*

**IAAH Secretariat
December 2007**

Executive Summary	2
I. The Setting	4
II. The International Alliance Against Hunger.....	5
Text Box	7
III. Findings and Recommendations	8
A. The Consultative Process.....	8
B. Areas of Consensus.....	8
C. Recommendations:	9
1: Confirmation of Commitment	9
2: Scope of The Alliance.....	10
3: Broadened Membership	10
4: Global Advocacy	11
5: Support for National Alliances	12
6: Closing the Gap between Intent and Action.....	13
7: Creating a Permanent IAAH Governance Structure	14
IV. Resource Mobilization	15
A. Resource Needs.....	15
1: Broadening Membership.....	15
2: Global Advocacy	16
3: Support for National Alliances Against Hunger	18
4: Secretariat and Governance Costs	19
B. Benefits	20
C. Mobilizing Resources	20
V. Post-Script: Hunger and Malnutrition can be eradicated	22
Text Box	22
ANNEX 1- List of Active NAAH and of Countries Interested in Forming NAAH	24

ACRONYMS

CFS	Committee on World Food Security
ECHUI	Ending Child Hunger and Undernutrition Initiative
ECOSOC	UN Economic and Social Council
FAO	Food and Agriculture Organization of the United Nations
FIAN	Food First Information and Action Network
GAIN	Global Alliance for Improved Nutrition
IAAH	International Alliance Against Hunger
IAAHWG	International Alliance Against Hunger Working Group
IFAD	International Fund for Agricultural Development
IFAP	International Federation of Agricultural Producers
MDGs	Millennium Development Goals
NAAH	National Alliance Against Hunger
NGO	Non-Governmental Organization
OECD	Organization for Economic Cooperation and Development
RBAs	Rome-based Food and Agriculture Agencies
SCN	UN standing Committee on Nutrition
UNGA	United Nations General Assembly
UNICEF	United Nations Childrens Fund
WFP	World Food Programme

International Alliance Against Hunger (IAAH)

Resource Mobilization Strategy

Executive Summary

Chronic hunger and malnutrition coexist on a vast scale with ample global food availability, wrecking the lives of billions of our fellow beings, holding back economic growth, and threatening global security and economic stability. The means to eradicate hunger and severe malnutrition – including malnutrition leading to obesity - are understood, but are not being applied on anything like the scale required in spite of the commitment of world leaders to halve hunger by 2015. Through our failure to act as needed when we know what to do, we are collectively guilty of condemning vast numbers of people to needless premature death.

The creation of a much stronger body of public support for action to end hunger and malnutrition – and thereby remove the biggest obstacles to fast progress in poverty reduction – is a vital ingredient in getting the necessary bold political commitment at both global and national levels.

The IAAH was created in 2003 by the Rome-based food and agriculture agencies – the RBAs (FAO, WFP, IFAD and Bioversity International) - and relevant NGOs based in Rome for the purpose of advocating jointly for more determined action against hunger and malnutrition. The Alliance has nurtured the emergence of a growing network of National Alliances Against Hunger (NAAH) in both developing and developed countries and it has contributed to raising the profile of hunger and malnutrition issues in global meetings. The Alliance's impact, however, remains modest in relation to the scale of the problem and hence it was advised by the Committee on World Food Security (CFS) to seek additional resources for expanded activities.

To enable the IAAH to speak up more loudly and effectively, it must:

- Explicitly address not just hunger but also malnutrition and the links between these and poverty, especially rural poverty;
- Broaden its membership to include the majority of influential international institutions, including major international NGOs, committed to ending chronic hunger and malnutrition;
- Extend its global advocacy work, based on simple but powerful joint messages, targeted on key international events: and, eventually, orchestrate a global campaign for the eradication of hunger and malnutrition;
- Expand the network of NAAH and strengthen their capacity for advocacy;
- Close the gap within member institutions between their stated policies and their actions;
- Create a lightweight governance structure which enables members to shape the work of the Alliance and oversee an independent Secretariat.

The RBAs will continue to take responsibility towards meeting the core costs of the Secretariat, but the Alliance is advised to seek additional resources to move forward on the above agenda in 2008 and 2009. The focus should be on four inter-related sets of activities:

- Engaging in a process of broadening IAAH membership, focussing mainly on international NGOs and foundations;
- Expanding global advocacy, targeting 4 major events (G-8 Summit, ECOSOC Development Cooperation Forum, Follow-Up Conference on Financing for Development and the UN General Assembly) in 2008 and 6 events in 2009; supporting members' involvement in advocacy on behalf of the Alliance at 10-14 lesser events and meetings; also completing a feasibility study for an eventual global hunger and malnutrition eradication campaign;
- Strengthening the advocacy capacities of 10-12 developing country NAAH, providing direct access of NAAH to an interactive web portal, and setting up 4 regional/subregional meetings for aspiring NAAH, aimed at bringing an additional 20 NAAH into existence;
- Expanding the capacity of the secretariat to service the new governance structure and to provide support to NAAH.

Total costs of the programme are estimated at US\$ 2.5 million.

Potential donors include funds, foundations, governments and regional bodies that are strongly committed to eradicating hunger and malnutrition and that wish to see more effective collaboration amongst the RBAs. Moving forward more boldly, the IAAH and its associated NAAH will convince a sceptical world that hunger and malnutrition really can be eradicated and that it is everyone's interest – rich and poor alike - to do this quickly.

The Secretariat will monitor progress and periodically report to the CFS on the impact of the Alliance on levels of resources contributed to members' programmes for improved food and nutrition security and on the extent to which accelerated progress is being made in reducing the number of people who are hungry and malnourished, especially in countries with strong NAAH.

The International Alliance Against Hunger

Resource Mobilization Strategy

I. The Setting

One of the greatest absurdities – and blatant injustices – in the world today is that, in spite of the huge success in raising global food production faster than the explosive rate of population growth witnessed over the past 60 years, one in every six humans still does not have enough to eat to live healthily and one in three suffers from malnutrition. Chronic hunger and malnutrition together account for about one third of the total disease burden faced in developing countries.¹ This is not because the world fails to produce enough food for all its people to eat well. It is because hundreds of millions of people are caught in a hunger-malnutrition-poverty trap from which escape by their own means alone is difficult. Unable to either grow or afford the food they need for a healthy life, they are condemned to frequent illness and are unable to compete successfully with the able-bodied, whether in school or in the job market. To add to the madness, the fastest rising health problem across the globe is the malnutrition linked to an excess food energy intake that leads to obesity which in turn will induce a future explosion in the number of people suffering from diabetes and cardio-vascular diseases.

The result is not just life-long suffering for billions of people, leading to their premature death, with an estimated 54% of children's deaths in developing countries being attributed to malnutrition². It is also a prodigious waste of human potential which holds back economic growth where it is most needed, amongst the poor. And it heightens the risks of global insecurity and instability.

This failure to bring about a reduction in the number of hungry and malnourished people is occurring in spite of the fact we know much of what needs to be done to solve the problems. Eradicating hunger and malnutrition does not need to wait years for researchers to identify the cure.

A few developing countries are showing that rapid reduction in hunger and serious malnutrition can be achieved through a combination of strong political commitment, actions targeted directly on those most in need and good management – and that it is affordable. Historical evidence from developed countries shows that improvements in nutrition have contributed significantly to their long-term economic growth³.

We have arrived for the first time in the history of mankind at a point at which it is entirely feasible to eradicate hunger and malnutrition. It is not simply that sufficient food is available, but the processes of globalisation – in knowledge, communications, trade, transport, and shared sense of responsibility – combined with an unprecedented accumulation of wealth, create the preconditions for success. The fact that we are fully aware of the problem and hold the solutions – and have the necessary resources – but are not doing everything that is humanly possible to address the issue on the scale required means that our generation is not only short-sighted but also, to put it bluntly, criminally negligent. Our

¹ Mason J., Musgrove P, Habicht J-P. At least one third of poor countries' disease burden is due to malnutrition. World Bank/WHO/NIH DCPD Paper No. 1. March 2003.

² Pelletier D.L., Frongillo E.A., Schroeder D.G., Habicht J-P. A methodology for estimating the contribution of malnutrition to child mortality in developing countries. *J Nutr.* 1994; 124 2106S-2122S.

³ See various writings by Fogel R.W., including *Health, Nutrition and Economic Growth*, Chicago, 2003.

collective inaction is needlessly killing and maiming millions of our fellow humans, robbing them of the extraordinary gift of life which the more fortunate now so visibly enjoy to the full.

At two successive World Food Summits and at the Millennium Summit, world leaders committed themselves to halving hunger by 2015. Halving hunger is coupled with halving poverty as the first of the Millennium Development Goals (MDGs). A failure to reduce hunger and malnutrition will cut the chances of attaining many of the other MDGs. While the commitment of a monarch, president or prime minister is important, their capacity to deliver on their commitments is bound to be limited, especially in democratic countries, without the genuine commitment of their peoples to the same goals.

Nor will the efforts of the UN agencies responsible for the reduction of hunger and malnutrition lead to significant results unless they operate within an environment of emboldened political support for their programmes.

On World Food Day in 2001, just a few weeks after the events of September 11th, the then-President of Germany, Johannes Rau, in delivering his key-note address in Rome, admitted that “We need the international coalition against terrorism”, but proposed that “We also need a global alliance against hunger and poverty.” This proposal was subsequently taken up by the World Food Summit: *five years later* in its Declaration in 2002. On World Food Day 2003, the Rome-based food and agriculture agencies (the RBAs - FAO, IFAD, WFP and Bioversity International) teamed up with civil society organizations to launch the International Alliance Against Hunger.

II. The International Alliance Against Hunger

The International Alliance Against Hunger (IAAH) is a “voluntary association of international organizations and National Alliances Against Hunger (NAAH) who share a common commitment to the rapid eradication of hunger in the world and who know that their actions will be all the more effective through working together.”

The aims of the Alliance are to:

- “Strengthen national and global commitment to end hunger;
- Facilitate dialogue on the most effective measures to be taken to end hunger;
- Amplify and add value to the contributions and capacities of Alliance members;
- Promote the emergence of mutually supportive action involving governments and other stakeholders in the fight against hunger”.

“The vision for the Alliance is that “it will emerge as a powerful and effective advocate for hunger and poverty eradication throughout the world, strengthening political commitment, unlocking the necessary resources and adding value through coordination, networking and reporting on achievements.”

Details on the membership and activities of the IAAH are available on its website (www.iaahp.net). Its members include the RBAs, many of the NGOs which work closely with them and an increasing number of National Alliances Against Hunger (NAAH) – now 18 in developing countries and 5 in OECD countries, with 25 more under incubation (list in Annex 1). Members are represented on an International Alliance Against Hunger Working

Group (IAAHWG) which has successfully guided the initial development of the Alliance. A small IAAH Secretariat, whose core costs are being met by the RBAs, is housed in FAO where it is attached to the office of the Assistant Director General for Knowledge and Communication.

Creating the IAAH is a significant achievement. Its strength is that it combines the authority and convening powers of the international agencies with the lobbying and campaigning abilities of its civil society members. Its creating required a setting aside of the deep-rooted rivalries and suspicions that have often impeded effective collaboration amongst the Rome-based food and agricultural agencies and between them and civil society, especially NGOs.

By coming together in the Alliance, its members are confirming their commitment to work together towards the achievement of the MDGs, especially MDG 1. There is an implicit recognition that the normal advocacy work of the members focuses primarily on their own programmes and activities, but that a higher level of advocacy, related to the global objectives set by the World Food Summit and the Millennium Summit, is vital to create the political conditions, nationally and internationally, required for faster progress towards the eradication of hunger and malnutrition in all their manifestations. By combining the voices of its diverse members in global advocacy work, the Alliance gains strength and brings additionality, over and above what the individual institutions can achieve alone with their regular resources.

The IAAH brings UN agencies and civil society institutions together on the same platform on an equal footing. Promoting such cooperation is high on the agenda of many of the members of the Rome-based food and agriculture agencies. The Alliance's particular focus on nurturing the emergence of voluntary NAAH in both developed and developing countries also fits very well with the priority given by most members of the donor community to supporting nationally led development activities at country level in which governments and civil society combine forces to reach a common goal. During its 4 years of existence, the IAAH has contributed to improved dialogue on hunger and poverty-related issues between the RBAs and its civil society members, successfully nurtured the emergence of a significant number of NAAH, fostered links between NAAHs, and engaged in international advocacy targeted at key events (e.g. Porto Alegre Social Forum, G8 Summit in Scotland). Some momentum was lost during 2006-07 because of institutional adjustments in FAO and changes in personalities in several member institutions. Overall, however, the results are positive, considering the relatively limited resources involved and its short life.. Its members recognise, however, that the IAAH now needs to "change gear" if it is to realise its founders' vision.

In October 2006, the Committee on World Food Security (CFS), to which the IAAH reports on achievements, called for it "to become increasingly self-financing in the future through mobilization of new resources." In June 2007, the Secretariat recruited a consultant⁴ to help them draw up a resource mobilization strategy. This report is the outcome of the assignment.

⁴ Andrew MacMillan, retired Director of FAO's Field Operations Division.

National Alliances Against Hunger

National Alliances Against Hunger (NAAH) now exist in 18 developing countries and 5 OECD countries (Annex 1). A further 25 NAAH are at various stages of formation. The IAAH Secretariat has encouraged their emergence, providing guidelines for their formation and operation and enabling some of them to gain international visibility through supporting their attendance at global meetings, especially meetings of the Committee on World Food Security (CFS). It is also encouraging partnerships and twinning arrangements between National Alliances.

The Secretariat has deliberately supported diversity amongst NAAH. Almost all Alliances are pluralistic, including both public sector and civil society representation. The latter includes both NGOs and, in some cases, representatives of the private sector, religious groups, universities and trade unions. Ideally Alliances should be politically neutral and enjoy bipartisan support and hence survive changes in government. A strong element of voluntarism amongst civil society participants is also seen as valuable.

Most Alliances see their role principally as one of advocating for more effective policies and programmes for reducing hunger, malnutrition and poverty and of ensuring better coordinated action by their members. Several are active in promoting the concept of the Right to Food. Some, however, also engage in implementing small-scale community-based projects. Amongst the developed country Alliances, the US National Alliance has been the most active in providing support to NAAH in developing countries, catalyzing the emergence of direct relationships between its members and NAAH in Ghana, Guatemala, Jordan and Sierra Leone.

Probably the strongest Alliance is Brazil's National Food Security and Nutrition Council (CONSEA). It is strongly supported by the Presidency and brings together all major players from government and civil society. It has been highly effective in promoting a rights-based approach to food security and nutrition and has played a major role in encouraging the adoption of new legislation, the creation of new institutional frameworks for addressing food and nutritional security, and ensuring a greater allocation of government resources for the small-scale farming sector. Increasingly it is sharing its experience with other NAAH.

Amongst all members of the IAAH there is a sense that the success of the Alliance will, to a great extent, depend on how successful it is in catalyzing the formation of a dynamic network of largely self-reliant National Alliances in both developed and developing countries, which will ensure a higher level of political commitment to address the problems of hunger and malnutrition, and hence make a significant contribution to the achievement of the MDGs, especially MDG 1.

The main message from a survey of NAAH, conducted as part of this study, is that, all NAAH would welcome more proactive support from the IAAH and its members. The main demands are for:

- Training and capacity building for NAAH staff and members, focussed on key themes, such as Right to Food, nutrition education, food security and nutrition policies, and on how to become more effective advocates for improved policies and programmes;
- Publications and promotional materials;
- A more interactive IAAH website, which would increasingly become a tool for communication between NAAH and exchange of information on best practices, and which would provide comprehensive information on the programmes of the international member institutions that address hunger, malnutrition and poverty reduction;
- Active engagement in country-level programmes of IAAH members;
- More frequent participation in regional and international events, which provide good opportunities for developing cooperation between Alliances and with IAAH members and help to develop increased trust and mutual respect between civil society organizations and government institutions;
- Creation of Regional Alliances, bringing together representatives of existing NAAH (especially Latin America and the Caribbean and the Near East/North Africa).

III. Findings and Recommendations

A. The Consultative Process

The findings and recommendations which follow emerged from a consultative process conducted between June and September 2007. Initially, interviews were held with representatives of each of the Rome-based Agencies as well as NGO participants. This led to an Interim Report which was presented to a meeting of the Inter-Agency Working Group on 10 July, at which it was concluded that there remained a strong rationale for the IAAH but that its members needed to consider how to address a number of strategic issues as a prelude to seeking additional resources to enable it to have a stronger impact. The IAAHWG meeting decided to set up 3 subsidiary working groups to examine strategic issues, resource mobilization and the linkages between the IAAH and NAAH. Each of these groups, consisting of representatives of most of the members, met one or more times in August and September to consider a series of issues set out in the Interim Report, and submitted their findings in the form of minutes of their meetings.

This report draws on the conclusions and recommendations of the three working groups as well as on an e-mail based survey of NAAH in both developed and developing countries. This aimed at identifying the expectations of National Alliances, especially in relation to the support that they looked for from the IAAH. Respondents included both senior staff of the NAAH as well as the FAO Representatives in the concerned countries. The findings of this survey were shared with the working group on IAAH-NAAH linkages.

A large degree of consensus emerged from this process on most major issues relating to the future of the IAAH and, indeed, no major areas of disagreement arose during the consultative process. This final version of the report responds to comments made on the draft document that was provided to members in September and to observations made at an IAAHWG meeting held on 7 November 2007.

B. Areas of Consensus

A consensus has emerged on how to address the major issues facing the IAAH and NAAHs and on the way forward. Thus members have:

- Acknowledged the importance of having a vibrant platform for expanded joint advocacy on global issues of common concern, over and above advocacy for their own specific programmes;
- Reconfirmed their commitment to the Alliance and to its bold vision, with the RBAs continuing, in principle, to jointly meet the core costs of the Secretariat at about their current level;
- Agreed on the need to focus joint advocacy not only on hunger but also on malnutrition and on the links between hunger, malnutrition and poverty, especially rural poverty;
- Recognized that the impact of the Alliance can be greatly enhanced by broadening membership to involve all key actors in these fields within both the UN system and civil society;

- Committed themselves to work together in the design of expanded global advocacy actions, initially targeting key international events and to examine the feasibility of eventually embarking on a well orchestrated campaign for the eradication of hunger and malnutrition;
- Seen a need to expand activities to support the emergence of a strong and growing network of voluntary National Alliances in both developed and developing countries with which IAAH members would work in a supportive manner;
- Noted the importance of closing the gap within each of their own institutions between policy commitments and approaches to operational activities;
- Called for the creation of a more permanent governance structure to replace the IAAHWG that would give ample space for all members, including NAAH, to play an active role in the activities of the IAAH;
- Called for greater independence of the Secretariat from its host agency;
- Agreed to jointly seek extra-budgetary funds to meet the incremental costs of an expanded set of activities;
- Noted a need to focus additional resources mainly on (1) Expanding membership, (2) Amplifying the global advocacy effort, and (3) Reinforcing NAAH capacities to strengthen national commitment and have this reflected in policy adjustments.

C. Recommendations

This strong consensus which emerged during the consultation process on most key issues facing the Alliance led to the following specific recommendations which have been endorsed by the IAAHWG.

1. Confirmation of Commitment

Background

There is a need for a formal restatement of commitment to the Alliance by the founder members to strengthen the confidence of potential donors and an expanded membership in the sustainability of the Alliance.

Recommendation

- The Heads of the RBAs issue a Joint Statement, confirming their commitment to the Alliance and its vision (including the intent to broaden its scope and membership –see below), and identifying their particular roles vis-à-vis the Alliance. This might be issued to coincide with the March 2008 meeting of the UN Standing Committee on Nutrition (SCN).

Other founder members, especially the international NGOs, would be invited to endorse the statement.

2. Scope of the Alliance

Background

The rationale for addressing hunger and malnutrition – and their linkages to poverty – simultaneously is strong. Above all, most people suffering from chronic hunger also suffer from other aspects of malnutrition and are usually numbered amongst the poorest of the poor. Moreover many of the solutions are similar. Rather than seek to improve their situation through separate programmes and policies, managed and guided by different sectoral agencies working independently, it makes sense to engage poor people in integrated programmes aimed at bettering their food intake – in both quantity and quality – thereby enabling them to take the first step up the ladder out of deep poverty.

Some of the most successful national programmes, including Brazil's Zero Hunger Programme, have adopted such integrated approaches and have recognised the crucial importance of improving access to food through targeted social security interventions. Most NAAHs are focusing their attention on both food and nutritional security, as do many of the leading international NGOs. The strategy originally adopted by the IAAH has acknowledged this by calling for it to “have a real impact on the scale and effectiveness of measures to combat hunger and malnutrition throughout the world”, and for it to “emerge as a powerful and effective advocate for hunger and poverty eradication...”. The intended simultaneous focus on hunger, malnutrition and poverty is hardly surprising, since it reflects the principal objectives of the Rome-based agencies which came together to found the IAAH. The link between hunger and poverty is also implicit in the first MDG.

Recommendations

- Retain the existing name of the Alliance but include in the proposed Joint Statement (point 1, above) a statement of consensus on the scope of the Alliance, indicating, in line with its agreed strategy, the intent that it would “address issues relating to hunger, malnutrition and their linkages to deep poverty.”
- Adopt a new simple and compelling mission statement for the IAAH, portraying it as a vibrant platform on which all those committed to eradicating hunger and malnutrition in the world come together to build enhanced popular and political support for decisive action on the scale required.

3. Broadened Membership

Background

For practical reasons, the Alliance was founded by institutions with a presence in Rome but it was always intended that it should have broader membership, as indicated in the 2004 strategy document, endorsed by members. This states that “membership is open to all civil society organizations, social and religious movements, private sector and international organizations – but particularly to institutions which are truly representative of the poor and hungry.”

Recommendations

- Include in the proposed Joint Statement (see 1, above) a reaffirmation of the above statement;
- The Secretariat, on behalf of all members, to initiate a process aimed at expanding membership. This would involve reaching out to “key players” on the international scene, seeking to persuade them of the advantages of becoming part of the Alliance. For the UN system, these include: UNICEF (nominally already a member but dormant except through its Italian office), WHO, SCN, the UN Millennium Campaign and possibly UNHCR. Amongst the NGOs, the process would target those that have moved from a focus on emergency activities towards engagement in long-term work on chronic hunger, malnutrition and poverty, including CARE International, International Save the Children Alliance, Oxfam, World Vision, Plan International, Global Alliance for Improved Nutrition, Heifer International, and Concern Worldwide. Invitations would also be given to consortia of NGOs in developed countries which are effectively operating as NAAH, including, for example, German Agro-Action, GORTA, UK Food Group etc.. It would also seek the engagement, either as members or observers, of the major foundations concerned internationally with agriculture, food security, nutrition and poverty reduction including: the UN Foundation, Bill and Melinda Gates Foundation, Rockefeller Foundation, Ford Foundation, Clinton Foundation, Sodexo Foundation (see Resource Mobilization, below). This list is not exclusive and the IAAH website would also indicate the Alliance’s willingness to accept applications for membership from all international institutions that share the common commitment to fight hunger and malnutrition, are convinced of the benefits of collaboration and see that the IAAH offers a suitable platform for collective advocacy.

4. Global Advocacy

Background

Much international advocacy is already being done for hunger and malnutrition reduction (e.g. campaigns by Action Aid International, FIAN, IFAP, WFP/UNICEF, SCN etc) but it tends to focus on the priorities and programmes of the individual institutions, is fragmented, lacks consistent messages and is weakly linked into global decision-making processes. There remains a need for much more effective and systematically targeted advocacy for the reduction of hunger and malnutrition, focused initially on selected international events. Without more effective advocacy at the global level, it is most unlikely that the political attention that is needed to have a major impact on the incidence of hunger and malnutrition will emerge.

In the longer term, the IAAH needs to consider embarking on a global campaign aimed at creating a powerful groundswell of public opinion in favour of eradicating hunger and malnutrition for ever. Eradication of hunger and malnutrition is a highly campaignable topic not only because it appeals to peoples’ sense of justice, but also because solutions exist and can be linked to time-bound targets. An eventual campaign, however, would have to play also on the self-interest of the populations of wealthier countries, where the threats posed by conflicts, rising global health risks, international economic instability and

accelerated migration flows may provoke greater popular engagement than ethical considerations alone.

The immediate priority is to create and target well articulated messages, broadly supported by all Alliance members, on a few major international events including UN General Assembly, ECOSOC and G8 meetings, as well as some lesser international events of particular relevance to the goals of the Alliance – such as SCN meetings, regional conferences of member institutions etc.. This would have the combined effect of raising the visibility of the Alliance and highlighting what it stands for. Subject to success at that level, the Alliance could orchestrate, with the full involvement of all its members including NAAH, a major global campaign, leading up to an international forum hosted by the UN system members.

Recommendations

- Secretariat to propose for members' approval a calendar of selected global events for targeting in 2008/9, and invite members to volunteer for leadership responsibility in relation to each event;
- Secretariat to invite members to nominate staff or consultants to represent them on a group charged with developing joint advocacy documentation and related media materials for use at global and national levels;
- Secretariat to retain a consultant, experienced in campaigning, to prepare an assessment of the feasibility of a global campaign, for consideration of IAAH members.

5. Support for National Alliances

Background

The emphasis placed on the creation and nurturing of National Alliances is given high priority by all members, who recognize the need for strong within-country advocacy in both developed and developing countries for policies and programmes that address hunger, malnutrition and deep poverty. The voluntary nature of the Alliances and their varied character, both in terms of membership and the scope of their programmes, is seen as a strength, but it means that, while their commitment is robust, they have relatively little practical experience in advocacy. Many Alliances are keen to strengthen their advocacy and resource mobilization skills and to develop linkages with other NAAH as well as with potential sources of funding. Experience with most of the existing Alliances is sufficiently encouraging to suggest that efforts should be made to progressively increase their number in countries that show interest. There is also a need to promote linkages between National Alliances and Food Security Theme Groups when these coexist in the same country – ideally with them eventually becoming synonymous – as well as with local members of IFAD's Farmers' Forum and with National Forums on Food Security being promoted by the Global Foodbanking Network.

Recommendations

- IAAH members to ensure full support through their country offices for NAAH and to involve them in their country-level activities when these concern food security, nutrition and poverty reduction policies;

- Secretariat to set up regional meetings (on the fringe of other events, where possible) for existing and nascent NAAH, with the presence of international members, to agree on strategies and plan for mutual support;
- IAAH Secretariat to provide (until other funding can be mobilized directly by the Alliances) medium-scale grants on a demand-driven and competitive basis to promising developing country NAAH for building lobbying, advocacy and resource mobilization capacities, developing networking skills, providing support to other NAAH and attending key international events. Grants would not, however, be provided by the Alliance for NAAH-led development projects, and these would have to be funded from other sources of development finance;
- Secretariat to encourage developed country NAAH to expand cooperation with developing country NAAH;
- Strengthen the IAAH website so that it becomes an interactive meeting point for National Alliances and potential sources of funds and expertise. Once this tool becomes effective in linking NAAH and donors, direct grants by the Alliance to NAAH can be discontinued;
- Secure secondment for 2 years of an experienced staff member of a NAAH to be responsible within the Secretariat for NAAH liaison;
- Increase availability to developing country NAAH of relevant printed publications for use by members without easy computer access. IAAH members to include NAAH on their publications mailing lists.

6. Closing the Gap between Intent and Action

Background

There is commonly a long lapse between the enunciation of new policies and their being applied by large institutions including the RBAs. The communication gap is often particularly large between headquarters units and country-level offices. The institutional inertia which generates this is damaging to the credibility of advocacy efforts, and so it must be a priority for the IAAH to see that the messages which form the basis for its lobbying are quickly reflected in all its member' actions, especially at country level.

Recommendations

- IAAH members' representatives to identify their own programmes of relevance to the Alliance and to meet with operational coordinators and country representatives to explore how IAAH could add value to such programmes, and *vice versa*;
- IAAH secretariat staff to participate in in-house actions within member institutions for sensitizing staff to operational implications of policies, strategies and goals being advocated by the Alliance.

7. Creating a Permanent IAAH Governance Structure

Background

The IAAHWG has served well as a forum for engagement of its Rome-based founder members in the process of creating the IAAH and defining its strategies. Now that the Alliance is operational and likely to grow in membership, there is a consensus that a more permanent but lightweight governance structure is required. This should respond to the Alliance's stated goal that all members should "have an equal status in the Alliance and can participate in its leadership, direction and activities". Closely related to this is the need for the Alliance to benefit more than it has so far done from the comparative advantages of its different members, making space for their engagement where they can best contribute. For instance, the UN participants have limited capacity to serve as powerful advocates because of their understandable reticence to criticise their members or to drum up vocal public support for policy change. International NGOs face fewer constraints and their track record in orchestrating major international campaigns towards a better world – whether for debt reduction, banning of land mines, reduction of HIV/AIDS or climate change, is impressive. Through working in partnership, however, even the most powerful international NGOs – some with operations larger than most of the UN partners – can benefit from the capacity of the UN system to convene and engage governments, generate information, set global targets and report on achievements.

The new arrangements need to allow members, including NAAH, to play an active role in setting the Alliance's policies. For practical purposes, however, regular oversight of the Alliance's programmes and policies as well as of the work of the Secretariat, needs to be provided by a small sub-set, or core group, of members, ideally elected by members to represent each "constituency" (see below). In order to minimise the environmental footprint of the Alliance, to the extent possible, all meetings of the Alliance's new governance entities should be either virtual or linked to other meetings at which members of the governing bodies would, in any case, be present.

There is a consensus amongst members that the Secretariat must be principally accountable to the Alliance's members rather than to the institution in which it is housed. The Alliance, however, would continue to report formally to the CFS to ensure international accountability.

Recommendations

It is recommended that the IAAHWG cease to exist and that it be replaced as soon as possible by a two-tier structure.

- The first tier would be the IAAH Members' Forum (or Governing Council, if a more formal term is preferred) which would eventually serve as the Alliance's "electoral college", within which members would fit into distinct constituencies (UN agencies, NAAH regional groups, NGOs, private sector, donors etc). The Members' Forum would have the function of electing its own chair and the members of a small Advisory Board. The Forum would normally meet "virtually", through postal and e-mail balloting, and would have a dedicated space for sharing of ideas by members on the IAAH website. The Forum could be convened exceptionally on major landmark occasions (e.g. at the launch or culmination of a global hunger and malnutrition campaign). Individual members of the Forum could be invited to other events;

- The second tier would be the IAAH Advisory Board with a membership ideally of no more than 15. It is proposed, pending the Members' Forum becoming functional, that the founder members should move forward with making appointments to an Interim Advisory Board which would have a life of 2 years. This could include members nominated by the founding RBAs [4]⁵, the UN Millennium Campaign [1], NAAH [5, regionally representative], NGOs [3], private sector [1] and donors [1]. The Board would meet on a quarterly basis, either virtually or in person, to advise the Secretariat on work plans and priorities, major strategic issues, and other matters on which the Secretariat feels a need for guidance or Board members consider that guidance should be offered;
- The Secretariat would continue to be hosted by FAO for at least the next 3 years, after which hosting facilities could be passed to another member, on the advice of the Advisory Board. It would, however, be principally accountable to the Advisory Board, and would function as a multi-donor Trust Fund project, based in FAO Headquarters and attached for liaison purposes to the Office of the Assistant Director-General for Knowledge and Communication. The Secretariat would cease to represent the Organization vis-à-vis the IAAH, and FAO would appoint a separate focal point for IAAH-related matters who would be linked into the inter-divisional working group responsible for the Organization's food security and nutrition activities;
- Both the Advisory Board and the Secretariat would be entitled to convene Working Groups to address specific issues on either a time-bound or continuous basis.

IV. Resources Mobilization

A. Resource Needs

The above recommendations will entail significant resource requirements. These are considered below in relation to four main inter-related areas – expanding membership, global advocacy, support for NAAH, and strengthening the Secretariat's capacity to service the new governance structure. Estimates refer to a 2-year period (2008-2009).

1. Broadening Membership

The current membership, (see www.iaahp.net), while appropriate for putting in place the Alliance's foundations, remains too narrow to achieve the IAAH's goals. Members agree on the need to invite others to join, as noted above.

Bringing on board additional members is not simply a matter of mailing invitations. It requires the Alliance to persuade candidate members that it is an effective vehicle for international advocacy on hunger and malnutrition issues and that, by joining, they

⁵ It is suggested that, rather than nominate their own staff as members, the RBAs might wish to invite individuals of global renown to represent their interests on the Board and thereby raise its profile and benefit from their experience. If this course of action was to be followed, the RBAs would each appoint alternates from amongst their staff who would also serve as the point of contact between the Advisory Board member and the concerned institution.

will achieve added value and impact. This implies setting in motion a process of creating confidence in the IAAH and building a real sense of commitment to expanded joint action.

The Alliance would welcome the engagement of a Foundation or international NGO as a partner in designing, conducting and funding such a process aimed at broadening the Alliance's international membership. The process could involve the following steps:

- Meetings between representatives of the Foundation/NGO, the IAAH Secretariat, Alliance founder members and selected NAAH leaders, aimed at charting the process, defining respective responsibilities and estimating costs;
- Exploratory, preferably face-to-face, contacts with leaders of selected candidate member institutions, aimed at securing their interest in principle in joining the Alliance and at understanding their expectations for it. Some of these meetings might be at the level of agency heads;
- Preparing and convening a 1-day IAAH membership enlargement meeting on or close to World Food Day 2008, the 5th anniversary of the foundation of the Alliance.

The menu of items for which funding would be required would emerge from the initial discussions but is likely to include:

- Secondment of Foundation/NGO staff member to IAAH secretariat for 9 months;
- Preparation and publication of a prospectus for new members;
- Travel of IAAH staff or representatives of members to HQs of selected candidate members to present the Alliance;
- Convening of IAAH membership enlargement meeting, including costs of staff travel, travel of selected NAAH representatives, simultaneous interpretation and other meeting-related services.

Total costs of the process are not expected to exceed **US\$200,000**.

2. Global Advocacy

Over the next 2 years, the IAAH Secretariat will work with its members to expand its advocacy for world free of hunger and malnutrition on a systematic basis, targeting a few major international events as well as several more specialised meetings. The main instruments would be side events, panel discussions, senior-level briefings for delegates, press conferences and display stands. The participation of representatives of selected NAAH would be facilitated for each event. The Secretariat, with the involvement of the communication staff of the Alliance's members, would arrange for the production of a progressively increasing body of generic material to underpin the Alliance's global advocacy work. It would invite individual member institutions (or groups of members) to assume the leadership, on behalf of the Alliance, for planning and putting in place arrangements for participation at each selected event.

During this period, through engaging the services of an experienced campaigner as a consultant, the Alliance would also examine the possible scope and feasibility of mounting an effective international campaign for the eradication of hunger and malnutrition.

The IAAH, therefore, will seek resources for the following global advocacy activities:

- Preparation, translation and publication of generic IAAH brochures, briefing papers, power-point presentations and mega-posters for use at international events. Proposed budget: US\$100,000;
- Support for joint advocacy activities at 4 major international events in 2008 and 6 in 2009. Proposed events for 2008 include:
 - ❖ G-8 Hokkaido Summit, 7-9 July. Proposed focus theme: Towards improved food security, nutrition and livelihoods in Afghanistan: the contribution of Alliance members. Possible leadership – Action Aid;
 - ❖ ECOSOC Development Cooperation Forum, New York, July. Proposed focus theme: Success stories in reducing hunger, malnutrition and poverty: what can be achieved with strong political commitment. Possible leadership: FAO;
 - ❖ UNGA, New York, September. Proposed focus theme: UN and civil society partnerships to end hunger and malnutrition – The IAAH, SCN, ECHUI and GAIN. Possible leadership: WFP;
 - ❖ Follow-Up International Conference on Financing for Development, 2nd half 2008, Doha, Qatar. Proposed focus theme. The Hunger-Malnutrition-Poverty Trap and its links to Economic Growth. Possible leadership: IFAD;

The proposed budget for each event to cover preparation of documents (including case studies), travel for participants, including NAAH representatives, hire of meeting facilities and simultaneous translation is US\$100,000 or a total of US\$1 million for 10 events.

- Support for joint advocacy at lesser international meetings (e.g. SCN, 35th Session, Hanoi, 2-7 March; International Womens' Day. 8 March; World Biodiversity Day, 22 May etc) at which IAAH members will be present or prominently engaged but volunteer to undertake advocacy activities on behalf of the Alliance. Grants towards incremental costs would be provided at up to US\$ 10,000 per event for 4-6 events in 2008 and 6-8 events in 2009. Total cost US\$100,000;
- Contract with an international consultant for completion of a preliminary assessment of the feasibility of embarking on an international campaign to build massive public support for the eradication of hunger and malnutrition. Possible budget (3 months consultancy plus travel): US\$ 50,000.

On the above basis, total expected costs for global advocacy activities would amount to **US\$1,250,000**

3. Support for National Alliances Against Hunger

The IAAH support for NAAH will focus mainly on strengthening their capacities to influence food security, nutrition and poverty reduction policies in their countries. Measures will be also taken to encourage networking and expanded mutual support between NAAH as well as between NAAH and other IAAH members. The IAAH website will be upgraded into an interactive portal. Finally, the Alliance will encourage the formation of additional NAAH in both developed and developing countries.

The Alliance intends to seek supplementary resources to cover the following activities:

- NAAH Capacity Building Grants:
 - ❖ IAAH will establish a temporary facility which would provide grants to NAAH in developing countries, aimed at enhancing the advocacy capacity – and possibly fund-raising capacity - of their staff and the staff of their member organizations. In line with the Alliance’s philosophy of promoting self-reliance, NAAH applying for grants would define their own priorities and programmes. They would also identify their preferred sources of assistance to be used in capacity_ building (e.g. technical support from other NAAH or IAAH members, national or international consultants). The grant facility would be discontinued, once NAAH had reached a point at which they would be able to attract funds directly from donors. The proposed maximum grant per NAAH during the 2-year period would be US\$ 50,000, of which no more than 20% could be used for equipment (e.g. computers, printers, projectors). The proposed initial funding for the facility is US\$ 400,000, which is expected to be sufficient to support 10-12 NAAH.
 - ❖ The Secretariat will enter into a contract with one of the Alliance’s members for the preparation of packages of training materials relevant to the capacity building needs of NAAH, whether recipients of grants or not. To the extent possible, training materials packages would consist of existing printed and video materials, but these would be supplemented by new materials tailored to the specific needs of NAAH, including case studies of successful NAAH. The estimated cost of purchase, assembly, translation and distribution of training materials in 20 copies each to 25 NAAH is US\$ 50,000, assuming that a part of the materials would be donated by Alliance members and that only a minimum of entirely new material would need to be generated.
- Enhanced Networking
 - ❖ The Secretariat intends to complete the upgrading of the IAAH website into an interactive portal, able to receive material contributed directly by NAAH and other IAAH members. The cost of putting this portal in place and maintaining it (with multi-lingual translation) is estimated at US\$ 50,000 over 2 years;
 - ❖ Facilitating the participation of selected developing country NAAH at CFS meetings has contributed importantly to their self-confidence and international visibility and enabled them to develop valuable links with

other NAAH and IAAH members. It also enables CFS members to appreciate the value of the NAAH. The Alliance will invite representatives of 10 NAAH each year to participate in CFS meetings. Travel-related costs are estimated at US\$ 5,000 per participant or US\$ 100,000 for the 2-year period.

- Increasing the Number of Effective NAAH;
 - ❖ Each year meetings will be held in two regions or sub-regions, hosted by a existing NAAH, to which representatives of emergent neighbouring NAAH would be invited with the objective of learning from successful experiences and strengthening their resolve to move forward. This activity is expected to result in the creation of 20 new NAAH. Travel-related costs are estimated at US\$2,000 per person for 25 persons per meeting: total costs US\$200,000;
 - ❖ Secondment to the Secretariat of a staff member from an existing NAAH to assume expanded workload associated with the growth of NAAH-related activities. The cost of a short-term post, funded at the equivalent of P-2 to P-3 level plus travel costs, is estimated at US\$ 150,000.

Total estimated costs for NAAH support amount to **US\$ 950,000**

4. Secretariat and Governance Costs

Core costs of the Secretariat, amounting to some \$300-350,000 per year, will continue to be met by the RBAs. Incremental costs associated with the proposed expansion of activities will include:

- Servicing the Members' Forum and Advisory Board, including members' travel as required: US\$ 100,000.

Total estimated costs for this component amount to **US\$ 100,000.**

Gross costs for which extra-budgetary resources would be sought by the Alliance amount to US\$2.5 million over 2 years, as summarised in the following Table.

Proposed Resources Mobilization Programme

Summary of Costs

Component	Cost (US\$)
1. <u>Broadening IAAH Membership</u>	200,000
2. <u>Global Advocacy</u>	
▪ Briefing materials	100,000
▪ Advocacy at 10 major events	1,000,000
▪ Advocacy at 10 lesser events	100,000
▪ Global campaign feasibility study	50,000
Sub-total	1,250,000
3. <u>Support for National Alliances Against Hunger</u>	
▪ Capacity building grants (10-12 NAAH)	400,000
▪ Training materials	50,000
▪ Upgrading IAAH website	50,000
▪ NAAH participation at CFS meetings	100,000
▪ Nurturing emergence of 20 more NAAH	200,000
▪ NAAH liaison officer	150,000
Sub-total	950,000
4. <u>Additional Governance Costs</u>	100,000
Total	2,500,000

B. Benefits

The benefits of applying these resources, as outlined above, will be an improved political climate for tackling hunger and malnutrition, which will be reflected in:

- More resources subscribed by governments and the general public to relevant programmes run by IAAH members and governments of countries with NAAH;
- Faster progress towards the eradication of hunger and malnutrition, especially in those developing countries in which there is an effective NAAH.
- A safer and more stable global political and economic environment.

The Secretariat will periodically report on the extent of the above impacts to the CFS.

C. Mobilizing Resources

The Secretariat will, either alone or jointly with the resources management staff of member institutions, immediately make preliminary contacts with potential funding sources to establish their interest in receiving a formal proposal for financial assistance for all or part of the proposed programme. The present document may be used in these consultations

to provide an overview of the Alliance's intentions and its estimated resource needs. Subject to signals of interest, the Secretariat would then submit detailed proposals in the format required by the specific source of finance.

There are several possible sources of funding that warrant exploration. These include:

- Funds and foundations which support cooperation between the UN system and NGOs, particularly in relation to the achievement of the MDGs;
- Foundations, and possibly major NGOs, which are themselves engaged in addressing food security and hunger related issues and recognise the critical importance of building up a much stronger political commitment in support of such interventions;
- Governments, or agencies within governments, which are playing a leading role in promoting stronger international action against hunger, malnutrition and poverty;
- Governments which have strongly supported the concept of the IAAH;
- Governments which are pressing for improved coordination amongst the UN agencies, especially the RBAs;
- Governments of developed countries in which there is a strong NAAH;
- Regional inter-governmental bodies strongly committed to ending hunger and malnutrition.

It is proposed that the Secretariat should enter into exploratory contacts with:

- { The UN Foundation
- { The Bill and Melinda Gates Foundation
- { Other Foundations: Rockefeller, Ford, Sodexho, Friedrich Ebert

- { The Governments of Brazil, Chile, France, Germany, India, Ireland, Italy, Norway, People's Republic of China, Portugal, Spain, South Africa, Switzerland, United Kingdom, United States of America (particularly USDA and USAID)

- { The European Union
- { The African Union

Should several potential sources of funds be identified, the Secretariat is advised to call a donors' meeting to agree on a joint funding strategy and package.

V. Post-Script: Hunger and Malnutrition *can* be Eradicated

In 1996 at the time of the World Food Summit, Amartya Sen said “We live in a world with persistent hunger, widespread undernourishment and frequent famines. It is often assumed that nothing can be done to remedy these desperate situations. Implicit pessimism often dominates international reactions to these miseries in the world today, and this can itself lead to fatalism and the absence of serious attempts to remedy the miseries that we see. There is, in fact, little factual basis for such pessimism, nor any cogent grounds for assuming the immutability of hunger and deprivation.”⁶

Sen went on to argue that the issue was not so much one of raising agricultural production as of the extent to which a person or a family could “obtain, own and use” their “entitlement” to food. In rural areas, this entitlement may be obtained by a small-scale farmer increasing his food output and consumption, making more productive use not only of land but also family labour. Elsewhere, entitlements may be earned through wage-paid work, but in the short-term, in many countries, especially those with a very skewed income distribution and a high incidence of deep poverty, entitlements may have to be provided through accurately targeted income transfers or direct food support, for instance through school meal and infant feeding programmes. Nutrition education may be an essential element of any programme to ensure that people who have an opportunity to access more and better food, select and use it in ways that maximise its nutritional impact.

The contrast is startling between what is written and debated at countless meetings – at huge cost - about how to provide for food security and what is being done to ensure in practical terms that people have enough good food to eat healthily. Worse still, much of the discourse focuses on why nothing specific needs to be done about hunger (see following box). While the debate continues, millions face a premature death.

Five Myths about Hunger, Malnutrition and Poverty Reduction

Five *myths* have entered mainstream thinking on the subject and become excuses for inaction. These myths have to be demolished by the Alliance if what we know about successfully combating hunger and malnutrition is to receive the global backing that it deserves and needs:

First Myth: Mankind has always lived with hunger and must continue to do so. As Sen implies in the quotation at the start of this chapter, such fatalism is unjustified.

Second Myth: New farming technologies need to be developed by researchers before agricultural productivity can be raised. Even with existing simple technologies, with limited dependence on purchased inputs, huge numbers of small-scale farmers who themselves lack adequate food, can be empowered through non-formal education to attain much better family nutritional levels. Many new technologies are out of reach of the very poor but may lead to local market saturation by those who have privileged access to services.

Third Myth: Hunger and malnutrition will disappear as a result of economic growth and poverty reduction. The fact that millions of people suffer from hunger and malnutrition in the rich countries of the world shows that this is a false assumption. Moreover, as long as there is hunger and malnutrition on a vast scale, a country will be unable to attain the high rates of economic growth required to reduce poverty. Fast reductions in hunger and malnutrition will only be achieved by direct actions carefully targeted on those who suffer.

Fourth Myth: Income transfers and feeding programmes create dependencies and undermine human dignity. Suffice it to say that no condition can be more detrimental to the dignity of a human being than the need to beg for food or to be sick for the lack of it. In such situations, transfers of various kinds (family allowances, public works programmes, school meals etc) empower individuals and families by providing opportunities for choice. They can also stimulate local markets. All the evidence suggests that the poorer the beneficiary the wiser will be the decision on the use of the extra resources.

Fifth Myth: Large-scale transfer programmes are fiscally unaffordable. Through its Zero Hunger programme, Brazil has shown that a vast family allowance programme, benefiting a quarter of the country’s families with an allowance of about \$30 per month, can be readily funded through the federal budget without inducing fiscal deficits or inflation. Similar programmes, involving transfers of \$7 per month per family, have been shown to be affordable in East Africa. In the medium term, they will pay for themselves through the economic benefits which they generate through raising the learning abilities, health and employability of beneficiaries.

⁶ Sen, Amartya, *Hunger in the Modern World*, a paper presented during Parliamentarians’ Day on the occasion of the World Food Summit, 15 Nov. 1996.

The Millennium Project Task Force on Hunger entitled its report as “Halving hunger: it can be done”⁷, and identified many of the measures to be taken to meet the goal set for 2015. The Anti-Hunger Programme⁸, unveiled by FAO at the World Food Summit: *five years later* also defined the main ingredients of successful programmes for halving hunger⁹. And, increasingly, countries are committing themselves to move forward with implementing large-scale multi-component national food security programmes. The issue is not so much one of what to do, but how to address hunger and malnutrition on a scale and urgency that matches the huge size of the problems and the fact that they represent the single largest cause of premature mortality now facing mankind.

The task facing the Alliance is to convince a sceptical world that hunger and malnutrition can be eradicated within our generation and that it is in the interest of everyone – poor and rich alike - to move as fast as possible towards this goal.

⁷ Millennium Project, *Halving hunger: it can be done*, London and Sterling Va., 2005

⁸ FAO, *Anti-Hunger Programme: A twin-track approach to hunger reduction: priorities for national and international action*, Rome, 2002

⁹ See also, Trueba, Ignacio, *El fin del hambre en 2025 – un desafío para nuestra generación*, Madrid 2006

Annex 1
1.1 Active National Alliances Against Hunger

Non OECD countries	Led by
<u>Africa</u>	
Benin	Civil Society
Burkina Faso	Civil Society
Cameroon	Civil Society
Gambia	Civil Society
Ivory Cost	Government
Ghana	Government
Mali	Civil Society
Rwanda	Government
Senegal	Joint
Sierra Leone	Civil Society
<u>Asia</u>	
Indonesia	Government
<u>Latin America and the Caribbean</u>	
Bolivia	Government
Ecuador	Government
Guatemala	Government
Nicaragua	FAO/Private sector
Paraguay	Government
<u>Near East</u>	
Jordan	Joint
Lebanon	Civil society
Total	18

OECD countries	Led by
<u>Europe</u>	
France	Joint
Switzerland	Civil Society
<u>North America</u>	
USA	Civil society
Canada	Civil Society
<u>Latin America and the Caribbean</u>	
Brazil	Civil Society
Total	5

1.2 Countries interested in forming National Alliances Against Hunger

Non OECD countries	Led by
<u>Africa</u>	
Angola	Government
Guinea	Civil Society
Kenya	Joint
Madagascar	Civil Society
Mozambique	Government
South Africa	-
Swaziland	Government
Uganda	Government
<u>Asia</u>	
Bangladesh	
India	Government
Philippines	-
Thailand	Government
<u>Latin America and the Caribbean</u>	
Argentina	Civil Society
Dominican Republic	Government
El Salvador	Government
Haiti	Government
Panama	-
Peru	Government
Venezuela	Civil Society
<u>Near East</u>	
Egypt	Government
Syria	Government
Morocco	Government
Total	22

OECD countries	Led by
<u>Europe</u>	
Ireland	Civil Society
Italy	Civil Society
UK	Civil Society
Total	3