



Report on "Strategy of Coalition for Food and Nutrition Security"

CFNS Strategy Document

December 2014



BCG

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1 Executive Summary

The Coalition for Food and Nutrition Security was formed in 2007 as a **multi-stakeholder alliance** of diverse organizations and individuals in the food and nutrition space – including the Government of India, foreign governments' aid agencies, UN organizations, non-governmental development organizations, academia and research bodies as well as media and private corporations. The Coalition serves as a **unique platform bringing together key stakeholders** to advocate for improved nutrition policies and programs in India.

Over the last 7 years, the Coalition has undertaken multiple initiatives in promoting food and nutrition security in India. The Coalition has been **relatively active in advocacy efforts** and has made significant achievements, influencing key policy decisions including the Food Security Bill, ICDS restructuring, the 12th five year plan, and more recently, the National Nutrition Mission. Members believe the Coalition has **huge potential to play a critical role** in promoting food and nutrition security in India.

In 2014, 7 years after its inception, **CFNS was institutionalized as a Society** to further its work in food and nutrition security. As part of its institutionalization process, **the Boston Consulting Group** was engaged to help create a **strategic multi-year plan** for the Coalition going forward. The deliverables of this exercise were to design a concrete strategy, plan and operating model for CFNS to achieve its stated objectives, and to align different stakeholders to arrive at key decisions for the Coalition.

As part of this project, a **structured process** was followed to arrive at the strategy of CFNS going forward. This process was a four month exercise comprising a comprehensive study of CFNS past documents, multiple consultations (workshops, one-on-one interviews and online survey) with key stakeholders and benchmarking of best practices from Indian and global alliances. Since the Coalition is highly dependent on its members for its success, the strategy process took into consideration members' suggestions and feedback. The final recommendations were discussed with Secretariat, interim Governing Board and members and feedback and suggestions were incorporated.

Various components of the strategy have been outlined, including **key activities the Coalition should perform, operating model and organization structure required to perform these activities, governance mechanism, resource mobilization strategy and strategy for State Chapters of CFNS**.

During consultations with members as part of the strategy process, it emerged that CFNS should have a focused approach while determining activities to be performed and topics to be covered, owing to the limited resources available initially. It has been determined that CFNS should perform **3 high priority activities** in the short term:

- **Evidence-based advocacy**
- **Knowledge management**
- **Sustained membership engagement.**

In addition, the interim Governing Board felt that CFNS should also focus on **facilitating development and grooming of leaders and champions** for food and nutrition.

Members felt that, going forward, for each activity, the Coalition should define specific targets and ensure periodic review of performance against those targets. It also emerged that CFNS must revisit activities to be performed depending on the need, feasibility and changes in the nutrition and food security landscape.

Within advocacy, there is a need for CFNS to **prioritize key topics and themes** in the short term. Prioritizing focus areas and clearly defining an agenda will help CFNS channelize its efforts and resources towards specific achievable goals. Progress made against targets for each topic should be periodically reviewed. Also, focus areas should be revisited regularly to incorporate changes in the external landscape to strengthen the Coalition's advocacy efforts. Based on members' inputs, several themes have been identified for CFNS – both by **thematic** (essential nutrition interventions, food security, WASH) and **cross-cutting areas** (ICT and media, PPP and role of private sector in nutrition and food security, human resource development, accountability and governance, and rights, gender and equity).

To **operationalize its activities**, the Coalition will need to build a strong organization (comprising employees) and working groups (comprising members). The proposed organization, which is estimated to **scale up to 10-12 employees in 2015**, will consist of various departments, structured as those performing core functions, those housing technical resources and those performing administrative functions. Employees of the organization are responsible for day-to-day activities and for providing administrative and content support to working groups. Working groups will consist of members and will be responsible for advocacy and providing thought leadership in knowledge management and membership engagement activities. 9 priority themes have been identified for the formation of working groups in the short term.

An Executive Director will head the organization and will be responsible for overall management and execution of activities. The Executive Director and working groups will report to the CFNS Governing Board.

It is essential for the Coalition to prioritize setting up of a full and functioning Governing Board which is well represented by all relevant stakeholders of the Coalition and democratically elected by the members. To develop recommendations to set up a Governing Board, existing by-laws of the **Governing Board and governance mechanism** of CFNS society were studied. These recommendations serve as guidelines for future evolution of the Governing Board and governance mechanism of the Coalition. In addition to the provisions made in the by-laws of the Society, it is proposed that chairpersons from at least 2 working group to be included in the Governing Board to make it more representative. To avoid administrative delays, it is recommended that an Executive Committee, consisting of 5-6 leaders be set up to make time-critical decisions and resolve conflicts on behalf of the Board.

Strong and active **membership** is important for the success of the Coalition. It is suggested that CFNS should have broad eligibility criteria for membership, allowing individual and institutional members across sectors to become part of the Coalition. The membership should be representative comprising members across areas (including the private sector) and the Coalition should ensure that its agenda is independent of individual / organizational interests.

To strengthen members' participations, CFNS should constantly offer high quality and valued **services and privileges to members**. Proposed services include networking and collaboration opportunities via CFNS events, access to CFNS knowledge portal and publications, visibility among key stakeholders, and advocacy opportunities by participating in relevant working groups and government engagements.

In the past, CFNS has relied mainly on international foundations (e.g. BMGF), bilateral organizations (e.g. USAID, SIDA, DFID) and NGOs (e.g. Save the Children) for funding

support. Going forward, it is estimated that **CFNS will require a funding of INR ~25 crore over the next 5 years to execute the proposed strategy**. To develop a fundraising strategy for CFNS, prominent organizations from different funding sources (International Foundations, Bi/multilaterals, Indian Foundations and high net-worth individuals, CSR, Indian Diaspora organizations, faith-based organizations) were analyzed and relevant organizations short-listed. In addition, revenue from activities (such as event sponsorships, technical consulting fee, membership fee, etc.) is also possible and could be a source going forward. This landscaping exercise can act as a comprehensive starting point for CFNS to explore funding options going forward.

In order to effectively cater to state specific requirements, the Coalition will need to set up **State Food and Nutrition Coalitions** going forward. After analyzing states for parameters such as nutrition indicators, size, political will and existing initiatives (eg state nutrition missions), and CFNS past experience, 9 potential states have been identified for setting up of state chapters. CFNS should plan to target not more than 2 states per year for setting up of state chapters, covering maximum of 6-8 states over the next 5 years. It is recommended that CFNS should support the State Coalition chapters only for the initial set up phase of 6-9 months, and going forward, the State Nutrition Chapters should fundraise on their own to become self-sustainable.

Lastly, a detailed roadmap has been prepared for operationalizing the strategy for CFNS and a detailed 12-month plan with clear deliverables has been chalked out. Key risks to strategy implementation have been highlighted. These include low membership enrolment, poor membership participation, insufficient funding, political instability and poor government receptiveness.

2 CFNS Overview

2.1 History, Vision and Mission Statement

To work toward the goal of nutrition security, a diverse group of national leaders have united to form the Coalition for Sustainable Nutrition Security in India under the leadership of Professor MS Swaminathan. The membership of the Coalition includes Government Ministers and senior Government officials, representatives from the Planning Commission, academia, NGOs, national and international development partners, the private sector and media.

The Coalition was formed following a large consultation on nutrition security held at the MS Swaminathan Research Foundation in Chennai in August 2007. The Coalition began its efforts by requesting a diverse group of experts to review the evidence and the situation in India and prepare a Leadership Agenda for Action (LAA). The purpose of this LAA document is to provide policy and program leaders with the most effective, evidence based recommendations to improve nutrition security in India. Since 2010, the Coalition is advocating and supporting implementation of the recommendations from the LAA. The Coalition succeeded in improving communication and collaboration among many agencies and respected leaders; fostered increased use of evidence and consensus about priority interventions for action.

The Coalition serves as a platform for the members to collaborate and achieve a common vision: ***"To achieve sustainable food and nutrition security for all"***

The Coalition aims to raise awareness, foster collaboration and advocate for improved programmes to achieve food and nutrition security in India. **CFNS' mission** of advocating for improved policies and programmes has **four key dimensions**:

1. Promote multi-sectoral approach addressing hunger, malnutrition, health and WASH to achieve food and nutrition security
2. Provide a platform for partnership to assist State and Central Government
3. Function as a national observatory of issues and international best practices
4. Act an advisory body on nutrition related technical and other issues to Government and other institutions

2.2 Context of this study

As part of the institutionalization process of CFNS, BCG was engaged to help create a strategic plan for the Coalition going forward. This exercise was planned to be executed over 4 months involving the following key activities:

- Design of concrete strategy, plan and operating model for CFNS
- Alignment of different stakeholders to arrive at key decisions for CFNS going forward

The resulting strategy document answers the following key questions for CFNS:

a. What should be the strategic objectives and goals of CFNS going forward?

- Key strategic objectives, operational approaches, key milestones and high-level indicators for success
- Prioritization of the key sectors of engagement for CFNS

b. What are the key activities to be undertaken going forward?

- Decision on key activities to be undertaken and role of Coalition

- Operating mechanism required to conduct activities identified

c. What is the most suitable organization structure for CFNS going forward?

- Organization development plan with a recommended structure and processes. Terms of references for all key staff positions, organogram, communication system etc.

d. What is the best membership strategy for CFNS?

- A strategy to develop 'member support' to collectively achieve the objectives of CFNS

e. What will be the fund-raising requirements and strategy?

- Resource mobilization plan for implementing the work plan ideas

3 CFNS Strategy going forward

A structured process was followed to arrive at the strategy of CFNS going forward. This process comprised multiple consultations (workshops, one-on-one interviews and online survey) with key stakeholders and benchmarking of best practices from Indian and global alliances. The recommendations were discussed with members for inputs / feedback and suggestions were incorporated.

3.1 CFNS agenda and activities

During consultations with members as part of the strategy process, it emerged that CFNS should have a focused approach while determining activities to be performed and topics to be covered, owing to the limited resources available initially. Members believed that CFNS should perform **3 high priority activities** in the short term:

- **Evidence-based advocacy**
- **Knowledge management**
- **Sustained membership engagement.**

In addition, the interim Governing Board felt that CFNS should also focus on **facilitating development and grooming of leaders and champions** for food and nutrition.

CFNS should define specific targets and ensure periodic review of performance against those targets. CFNS should revisit activities to be performed in the medium term depending on the need, feasibility and changes in the nutrition and food security landscape. These activities include social marketing, technical assistance to Govt, developing Standards and SOPs, nutrition education, training and courses.

Similarly, there was a broad agreement on activities which should be low priority and should only be performed to address critical gaps or on case to case basis as per need. These activities include implementation of projects, fundraising support for members, primary research and innovation, pilots for evidence generation, and M&E.

Following tables summarizes the key decisions across various kinds of activities for CFNS:

Strategy	Activities	Remarks
High priority (Perform immediately)	<ul style="list-style-type: none"> • Evidence based advocacy • Sustained membership engagement • Knowledge management • Facilitating development and grooming of leaders and champions for food and nutrition 	Primary activities to be performed immediately by CFNS
Medium Priority (Revisit in medium term)	<ul style="list-style-type: none"> • Social Marketing (Info., Edu., Communication) • Technical Assistance to Govt. • Developing Standards and SOPs • Nutrition education, training and courses 	Activities to be revisited in medium term depending on feasibility and evolution
Low Priority (on case basis)	<ul style="list-style-type: none"> • Implementation of projects • Fundraising Support for members • Primary Research and innovation 	Activities to be performed to address critical gaps

	<ul style="list-style-type: none"> • Pilots for evidence generation / evaluation of initiatives • Monitoring and Evaluation 	or on case to case basis as per need
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Table 1: Strategy for CFNS activities going forward

For the three primary activities that the Coalition should perform going forward, Coalition's role, audience and performance metrics for evaluation have been described as follows.

Evidence Based Advocacy

Introduction: Members believe that CFNS is a unique platform to bring all important stakeholders in the nutrition and food security space on one platform, deliberate on recommendations, and advocate for relevant policy changes.

Role of CFNS: As part of its mandate to perform *evidence-based advocacy*, the Coalition would perform the following functions:

- Opportunities for establishing and improving legislations, policies and implementation practices both at centre as well as states will need to be identified.
- Opportunities identified will need to be carefully assessed through generation and analysis of data, information and evidence to provide actionable recommendations.
- Active participation in govt. forums, meetings and other engagements would be an integral part of advocacy efforts to ensure achievement of desired objectives.
- Apart from centre and state governments, the Coalition will have a mandate for influencing all relevant stakeholders in driving successful nutritional outcomes including media, CFNS members, education and development organizations.

Audience for Advocacy: The audience for advocacy for the Coalition should include all relevant stakeholders including centre and state governments / Ministries, PM and CM, CFNS members, education / research institutions, development organizations and media.

Focus areas for advocacy: While drafting the Leadership Action Agenda, a lot of work has gone into landscaping all aspects of food and nutrition security. Going forward, further detailing of all topics needs to be done. This would include studying the highlighted problems in detail, benchmarking success stories in different states / countries in public and private sectors, recommending best practices and political changes, generating evidence, and creating a plan to operationalize the recommendations within government systems. This process being resource and time consuming, there is need for CFNS to **prioritize key topics and themes** in the short term. 9 themes have been identified for CFNS – both by **thematic** and **cross-cutting areas** (detailed below). Also, an overarching multi-sectoral group has been recommended. CFNS will need to review progress made against set targets and track changes in the external environment to identify new focus areas. The 9 key topics are detailed in the table that follows.

	Description	Potential themes to focus	Rationale
Food and Nutrition Sectoral Themes	Key sectoral themes to address sectors impacting food and nutrition security	Essential Nutrition Interventions	<ul style="list-style-type: none"> Advocacy to universalize ENIs is integral part of LAA
		Water, sanitation and hygiene (WASH)	<ul style="list-style-type: none"> WASH identified as key enabling interventions in LAA Recent policy focus by GoI (Swachh Bharat Mission)
		Food Security	<ul style="list-style-type: none"> Food security identified as key enabling interventions in LAA Food security highlighted as closely related to nutrition during stakeholder consultations
Cross-cutting Working Groups	Essential cross cutting themes relevant for food & nutrition security	Public Private Partnerships (PPPs)	<ul style="list-style-type: none"> High potential of pvt. sector as new CSR law mandates 2% CSR spend by eligible companies There is growing interest of govt in engaging private sector in dev. schemes (e.g. SBM)
		Human Resource Development in nutrition	<ul style="list-style-type: none"> Human Resource in nutrition and food security identified as a critical gap in LAA
		Accountability and governance	<ul style="list-style-type: none"> Identified as a critical gap across consultations constraining food and nutrition security in India
		Rights, Gender & Equity	<ul style="list-style-type: none"> High disparity across nutrition indicators observed in India
		Media and Information and Communication Technology	<ul style="list-style-type: none"> Govt keen on leveraging ICT in improving efficiency of social programs (e.g. TPDS reforms) Lack of awareness and education on nutrition identified as key gap in LAA
	Overarching multi-sectoral theme	Overarching multi-sectoral group	<ul style="list-style-type: none"> This group takes recommendations from all thematic and cross-cutting groups for advocacy at broader platforms The group comprises of representative members from all working groups

Table 2: Potential themes for advocacy

Membership Engagement

Introduction: Being a multi-stakeholder alliance, one of the key responsibilities of the Coalition will be to promote active membership engagement and participation.

Role of CFNS: As part of its membership engagement activities, the Coalition will have following roles and responsibilities so as to ensure active member participation and collaboration:

- CFNS will regularly conduct events, seminars and conferences serving as a platform for networking, best practice sharing and knowledge exchange amongst members.
- Moreover, the Coalition will provide opportunities for members to voice their concerns and increase their visibility with different stakeholders, especially government.
- In order to maintain a continuous line of communication with all its members, CFNS will publish and disseminate periodicals and newsletters regularly

Audience for membership engagement: Directed towards the members of CFNS.

Knowledge Management

Introduction: Knowledge management has been highlighted as a key gap in food and nutrition space in India. There is alignment on the potential of the Coalition in leveraging multiple stakeholders for creation, collation and management of knowledge and information.

Role of CFNS: CFNS will be to act as a one point repository of knowledge across short-listed focus areas. Following are the key roles and responsibilities for KM activities:

- The Coalition will need to first conduct identification of sources to be leveraged for knowledge collation – these include Coalition research papers, nutrition data sources, member initiatives, govt. policies and schemes and sector reports.
- The Coalition will also need to facilitate design and maintenance of a KM portal and ensure effective capturing, archiving and sharing of knowledge from multiple sources with members through the portal. The Coalition can explore the option of establishing such a portal in multiple languages to serve a wider audience within its membership.
- Moreover, the Coalition should also ensure coordination and linkage between knowledge management it undertakes and its other activities, especially advocacy, and state level expansion; i.e. it should ensure the knowledge gathered on its portal lends credibility to its efforts in advocacy and expansion in states. Also, the knowledge generated across activities and regions should get collaborated in the KM system in an efficient manner.

Audience for Knowledge Management: Knowledge Management portal should be accessible to the CFNS membership, government, researchers / education institutions and select development organizations (basis approval from CFNS leadership).

3.2 Organization structure and operating model for CFNS

To perform its activities, the Coalition will need to build a strong organization responsible for day-to-day activities and provide administrative and content support to working groups. In this section, we have detailed out (structure, function and operating model) of the CFNS organization, Working Groups and the Global Advisory Group.

The CFNS organogram illustrated below consists of the organization (comprising CFNS employees), working groups and a global advisory group.

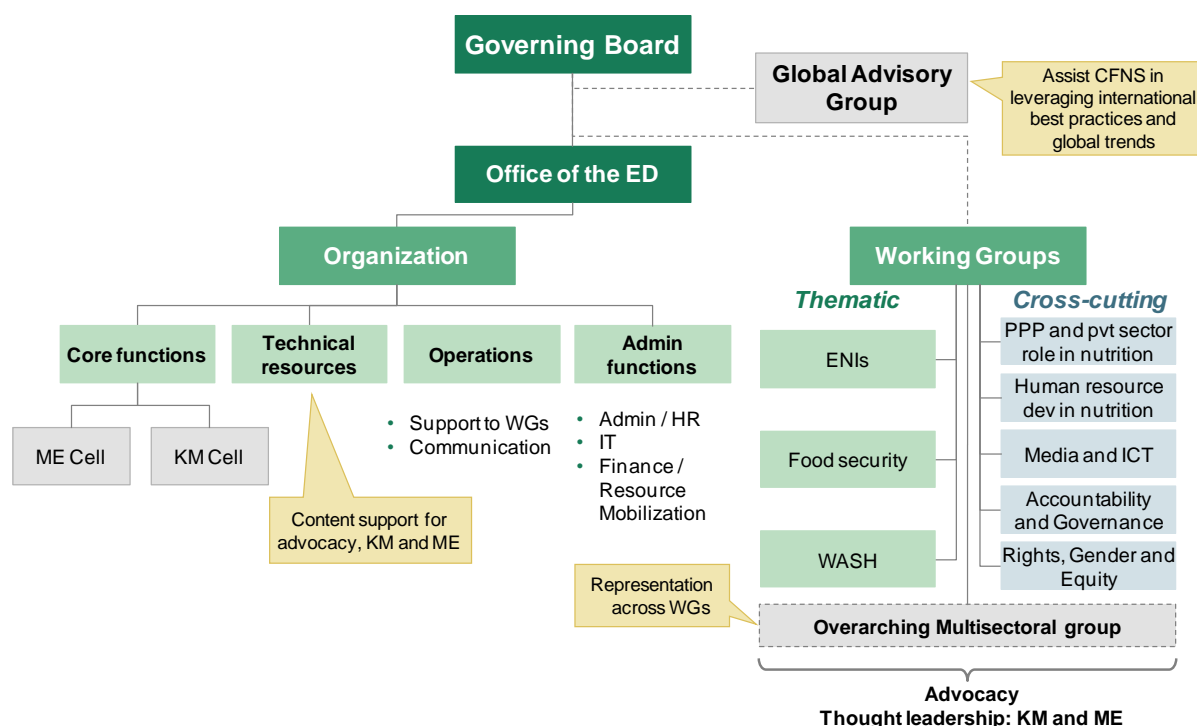


Figure 1: Proposed organogram for CFNS

CFNS organization

1. Staffing model and functions of CFNS organization

The organization will be **responsible for carrying out day-to-day activities** and providing administrative and content support to working groups. As per the suggested structure, CFNS needs to **scale up to 9-10 resource organization** to operate in the next 2-3 years.

Staffing model for CFNS

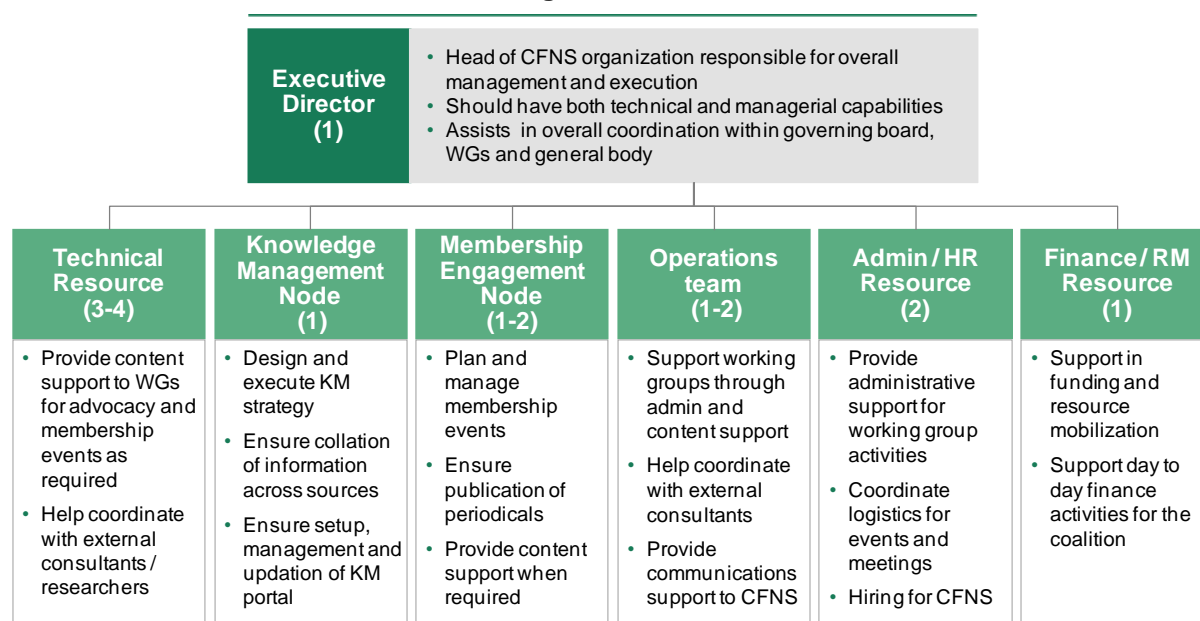


Figure 2: Staffing model for CFNS

Following figure details out the proposed reporting relationships for CFNS organization:

Organizational structure with reporting relationships

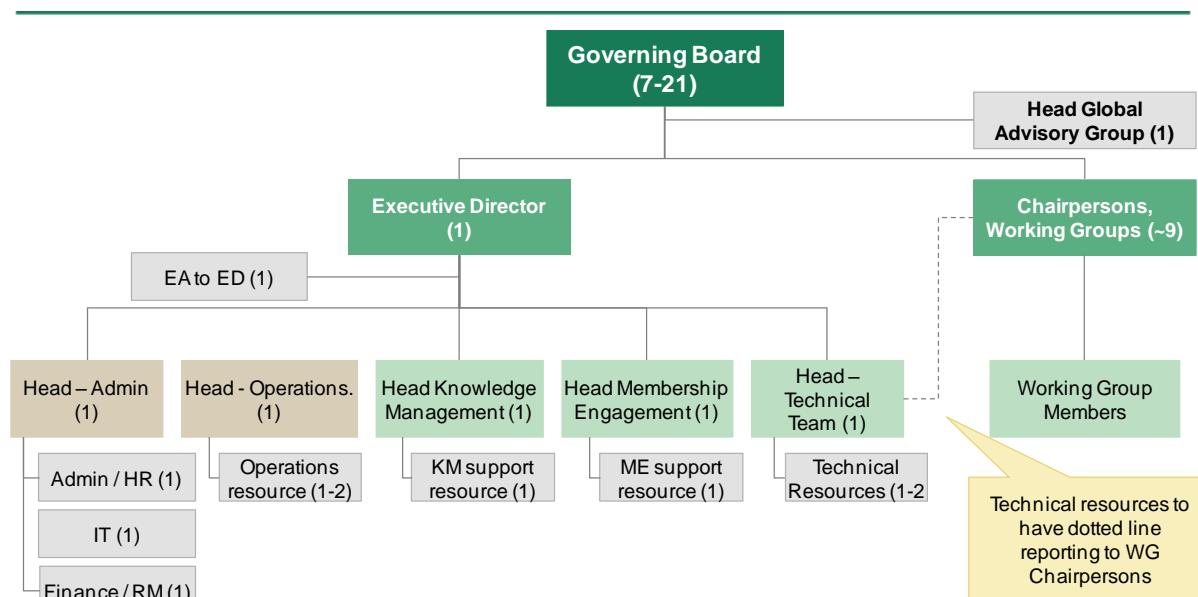


Figure 3: Reporting relationships for CFNS

2. Operating model of CFNS organization

Following tables detail out the operating model for the Knowledge Management cell and the Membership Engagement cell.

Operating model of the Knowledge Management cell

Theme	Topic	Description
Composition and role	Composition and role	<ul style="list-style-type: none"> • KM cell to be created with dedicated resources • KM cell head to plan annual KM strategy and get sign off from the Board • KM cell to ensure portal setup and management (with support from external vendor) • WG members and CFNS technical resources to provide relevant knowledge content and also review the final content collated by KM cell before publishing
Governance	Reporting	<ul style="list-style-type: none"> • KM cell resources to report to ED of CFNS • WG Heads to give feedback on performance of KM resources
	Progress review	<ul style="list-style-type: none"> • CFNS Board to assess progress of KM cell against its annual work plan
Funding	Staff and portal costs	<ul style="list-style-type: none"> • To be borne by CFNS

Table 3: Operating model of KM cell

Operating model of the Membership Engagement cell

Theme	Topic	Description
Composition and role	Composition and role	<ul style="list-style-type: none"> ME cell to be set up with dedicated resources WGs, ED and Governing Board to decide on annual schedule and agenda of key engagement activities ME resources to collate requirements, plan and manage membership events; also manage publication of periodicals WG members and CFNS technical resources to provide content input
Governance	Reporting	<ul style="list-style-type: none"> ME cell resources to report to ED of CFNS WG Heads to give feedback on performance of ME resources
	Progress review	<ul style="list-style-type: none"> CFNS Board to assess progress of ME cell against its annual work plan
Funding	Staff and event costs	<ul style="list-style-type: none"> Staff costs to be borne by CFNS organization Cost of events can be borne by CFNS organization / sponsorship from members, govt. or other organizations

Table 4: Operating model of Membership Engagement cell

Working groups

Working groups are formed by members of the Coalition and supported by CFNS administrative and content resources. Working groups are responsible for advocacy on the respective topics as well as providing thought leadership for knowledge management and membership services (events, conferences, etc.).

1. Construct of working groups

The construct of working groups will keep evolving over time. Overall proposed structure of working groups for CFNS as per the current mandate is shown in the following figure.

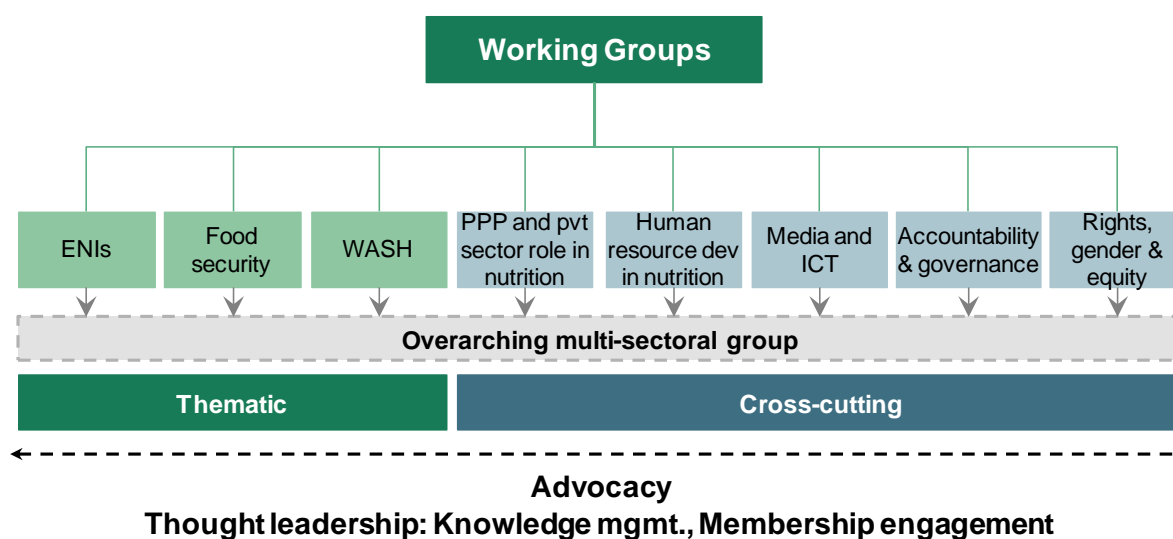


Figure 4: Proposed structure of Working Groups

The following table describes the functions of these working groups:

	Working Group	Functions
Thematic Working Groups	Essential Nutrition Interventions	<ul style="list-style-type: none"> WG to work on policy and program recommendations for advocacy to universalize ENIs Sub-groups can be created to focus on specific topics, as required (e.g. sub-group on SAM, Infant and Young Child Feeding Practices, etc.)
	Water, sanitation and hygiene (WASH)	<ul style="list-style-type: none"> WG to work on policy and program recommendations for advocacy in interventions related to WASH
	Food Security	<ul style="list-style-type: none"> WG to work on policy and program recommendations for advocacy to universalize food security (incl. improving nutritive value of food safety net programs, improving nutritive value of food grown by subsistence farmers)
Cross-cutting Working Groups	Public Private Partnerships (PPPs)	<ul style="list-style-type: none"> WG to work on recommendations for engaging pvt. sector in nutrition through PPPs, CSR, market-based solutions, etc. for improving state of food and nutrition security
	Human Resource Development in nutrition	<ul style="list-style-type: none"> WG to work on recommendations for human resource development in nutrition and food security for existing workforce (e.g. ASHA workers, nurses, etc.) and additional workforce (e.g. public health nutritionists).
	Accountability and governance	<ul style="list-style-type: none"> WG to work on topics related to accountability and governance of programs and policies for food and nutrition security
	Rights, Gender & Equity	<ul style="list-style-type: none"> WGs to work on addressing issues around rights, gender and equity in food and nutrition Will need to address issues across key sectors including food, nutrition, health & WASH
	Media and Information and Communication Technology	<ul style="list-style-type: none"> WG to work on important cross cutting topics: media and education in nutrition as well as use of ICT to promote food and nutrition security.
	Overarching multi-sectoral group	<ul style="list-style-type: none"> WG responsible for advocacy at broader platforms (e.g. National Nutrition Mission) where multi-sectoral coordinated efforts are required WG formed by representatives from other thematic and cross cutting WGs. Sub-groups can be set up for specific topics of urgent interest (e.g. sub-group for advocating for nutrition as a development indicator, etc.)

Table 5: Functions of working groups and rationale for selection

2. Operating model of Working Groups

Structure and membership strength: A typical working group will have the following structure and membership:

Topic	Broad Working Group (BWG)	Chairperson
Selection of members	<ul style="list-style-type: none"> Interested members with relevant expertise to apply for selection in WG Experts, organization not part of CFNS can be invited to join a WG by CFNS Board, member or employee Selection basis review by membership screening committee 	<ul style="list-style-type: none"> Chairperson selected / elected by WG members and signed off by CFNS Board
Operating model and role	<ul style="list-style-type: none"> Once chairman is elected, members decide operating model: <ul style="list-style-type: none"> For small WGs, (7-15 members), members can directly execute activities of the WG without forming a smaller operating core team For large WGs (15-50 members) a smaller core team (5-7 members) can be elected / selected to lead activities of the WG; others are part of broader WG that provides inputs and reviews recommendations 	<ul style="list-style-type: none"> Lead efforts of WG and provide final sign-off to output of the working group
Tenure	<ul style="list-style-type: none"> Up to 1 year (as per working group timelines) Extendable as required 	<ul style="list-style-type: none"> Up to 1 year (as per working group timelines) Extendable as required

Table 6: Operating model of working groups

Process for Strategic Planning of WGs: The following strategic decisions are taken for each working group:

- Core objectives (focus areas, themes, activities) of a WG are defined during set up.
- Every WG articulates a 3- 5 year strategy, annual work plan and budget every year
- Strategy and annual plan presented to Governing Board for sign-off
- Mid- term review conducted by the Board to track progress against work plan
- End term assessment conducted by Governing Board to track progress and for inputs to next term strategy

Decision making process of WGs: The working group members will come up with recommendations on specific topics. After inputs from WG members, the chairperson will be responsible for final sign off and will put it forward to the CFNS Board.

Meeting cadence: Only guidelines are set for meeting cadence of working groups. Each working group will determine its meeting cadence based on the guidelines.

- Working group or its subset to meet frequently depending on work and timelines
- The entire working group expected to meet at least twice a year

Governance of WGs:

- Internal reporting: members of the working groups report to the chairperson of the group. Recommendations of the working group are signed-off by the chairperson.
- Organization reporting: working groups report directly to the CFNS Board
- Progress review: the CFNS Board assesses progress of each working group against the annual plan and budget

Funding: The following table details out the potential funding mechanism for WGs.

Cost head	Funding
• Cost of support staff (admin and content resources)	• To be borne by CFNS
• Cost of external consultants	• To be borne by CFNS
• Cost of meetings, transportation and other overheads	• To be borne by CFNS
• Cost of conducting pilots, research, etc. of significant scale on behalf of functioning of working groups	• CFNS to fund; also, members can assist CFNS in raising funds or contribute resources for specific WG projects

Table 7: Funding model of Working Groups

Global Advisory Group

CFNS' Global advisory group will consist of representatives from prominent organizations with global presence and experts with global understanding of nutrition and food space. The group is envisaged with the following key responsibilities:

- To provide insights on important global trends in the food and nutrition space
- To serve as a channel for international for best practices learning and adoption in the CFNS context
- To provide a platform to showcase CFNS' activities and progress at the global level

The table gives a brief outline of the operating model of the group.

Theme	Description
Composition and construct	<ul style="list-style-type: none"> • Prominent global organizations and experts in the food and nutrition space including international counterparts of CFNS member organizations invited to join the Global Advisory Group • Members to elect / select an honorary chairperson annually
Tenure	<ul style="list-style-type: none"> • Members and chairperson for the group to be selected for 1 year • Term extendable after one year as required
Governance	<ul style="list-style-type: none"> • Governing Board to review the progress of the group against the planned activities

Table 8: Operating model of Global Advisory Group

3.3 CFNS Governance structure

It is essential for the Coalition to prioritize setting up of a full and functioning Governing Board which is well represented by all relevant stakeholders of the Coalition and democratically elected by the members. Existing by-laws of the **Governing Board and governance mechanism** of CFNS society were analyzed and recommendations suggested. The following section details the provisions of the existing by-laws of the Society and provides recommendations to the existing structure, as relevant.

Composition and selection of Governing Board

As per the Society by-laws, the current composition of the governing board recommends representation from founder members, institutional members, experts and government. It has been recommended as part of this exercise that **at least 2 heads of working groups** should also be represented on the governing board to ensure strategic focus is translated to operational decision-making. The composition of the proposed board as well as the nomination, screening and selection process are described as follows:

	Chair/ Vice Chair/ Exec Director	Recommended by Founder Members	Recommended by Institutional Members	Experts / Eminent people	Recommended by Government Members	Secretary/ Treasurer	Heads of WG's	Additionally recommended
Count	NA	At least 2	At least 4	At least 4	At least 4	NA	At least 2	
Nomination	At least 3 members of General Body recommend a member	At least 3 Founder Members of the General Body recommend a Founder Member	At least 3 Institutional Members of the General Body recommend an Institutional Member	At least 3 members of General Body or 3 members of Governing Board recommend individuals in expert capacity	Recommended by govt ministries on the request of CFNS	At least 3 Governing Board members recommend a member	At least 3 Governing Board members recommend the working groups	
Screening	Nomination reviewed by Membership Screening Committee							
Selection	Elected by General Body				No election	Elected by Board	Elected by General Body	
Appointment	Person/ representative of the Member organization appointed as a Board Member							

Figure 5: Recommendations for constitution and selection of Governing Board

Criteria and selection process for Founder Members

It is recommended that more robust eligibility criteria **should be defined** for individuals or organizations to be categorized as founder members. Following is the proposed process for selection of Founder members for the Governing Board.

1. Membership Screening Committee to review membership for Founder Members, and recommend to the Governing Board
2. Review to be done basis following criteria for screening: Organizations / individuals which contributed through:
 - Resource contribution:
 - Funded CFNS' activities
 - Provided in kind support like staff/ office space
 - Content support:

- Contributed in defining the LAA
 - Were active members of the task forces
 - On-ground partner members: Supported in piloting the block operational strategy
 - CFNS representatives: Represented CFNS in conferences, or for advocacy
3. Based on the recommendations of the Membership Screening Committee, Governing Board reviews and includes members as Founder Members

Decision making process

The Governing Board will be composed of ~21 members elected by the members of the Coalition. It has been proposed that a **smaller group of 4-6 key current and past leaders called as the Executive Committee** needs to be formed for taking time critical decisions. Such a smaller group would facilitate regular oversight as well as **rapid decision-making**.

The role of the different bodies in decision-making for the Coalition is outlined as follows:

Coalition Body	Composition	Role in Decision-Making
Governing Board	<ul style="list-style-type: none"> ~21 member board elected by General Body and nominated members 	<ul style="list-style-type: none"> Apex decision making body responsible for all strategic decision making Meets at least quarterly
Executive Committee	<ul style="list-style-type: none"> Smaller group of 5-6 key current and past leaders, <ul style="list-style-type: none"> Chair Vice-Chair Executive Director Past 2-3 years' Chairs 	<ul style="list-style-type: none"> Takes time – critical decisions and resolve conflicts on board's behalf Meets at least monthly
Organization	<ul style="list-style-type: none"> CFNS organization comprising ED and staff 	<ul style="list-style-type: none"> Organization staff responsible for regular day-to-day decision making in running the Coalition
Working Groups	<ul style="list-style-type: none"> Members and experts forming the WG, headed by a Chairperson 	<ul style="list-style-type: none"> Defines strategic/ financial plans of the respective WGs; subject to approval by the Governing Board Takes all operational decisions for executing functions of respective WGs with the support of organization staff
General Body	<ul style="list-style-type: none"> All members of the Coalition 	<ul style="list-style-type: none"> Elects board members and approves amendments in regulations of the society

Table 9: Decision making process

Process for Strategic Planning

The Coalition will need a **well defined process to draft its strategy and revise it** periodically. The following figures details out the strategic planning process for CFNS.

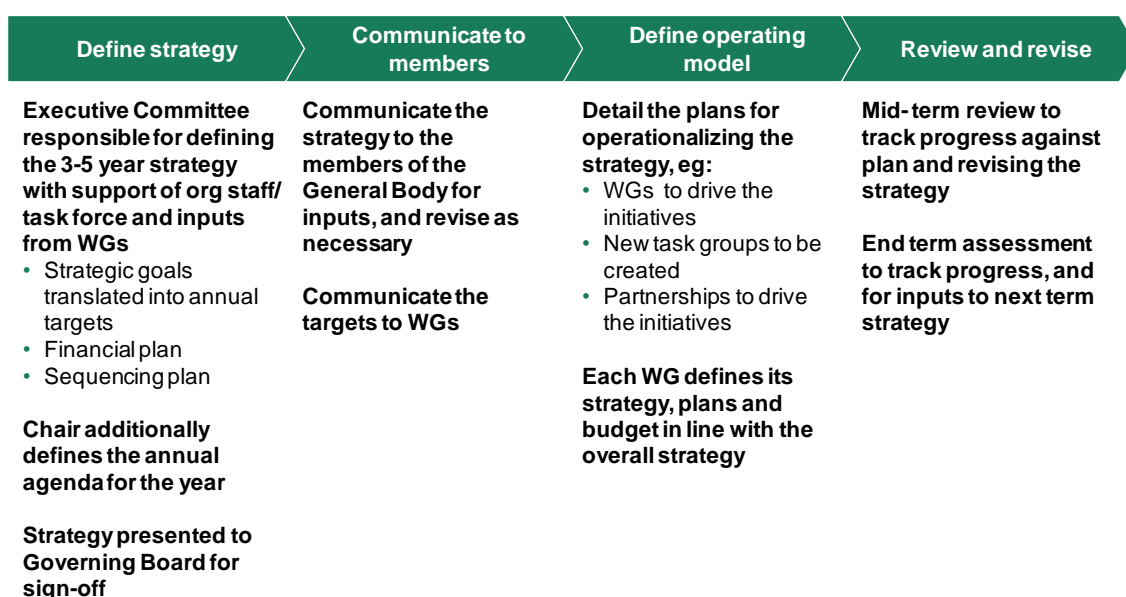


Figure 6: Process for Strategic Planning

Conflict resolution process

The Coalition will be a multi-stakeholder alliance comprising members across sectors with different agenda and interests. Hence, defining a conflict resolution process will be critical for smooth functioning of the Coalition. For conflict prevention, to become part of a critical group / committee, members must sign a declaration of interests (DOI) form. The DOI must have declarations about employment and consulting assignments in the past, research done and support received, investments made, IPs in relevant fields, any key positions held, etc. A draft version of this form can be found in Annexure A.

A conflict resolution mechanism has been drafted for CFNS as shown in Figure 23.

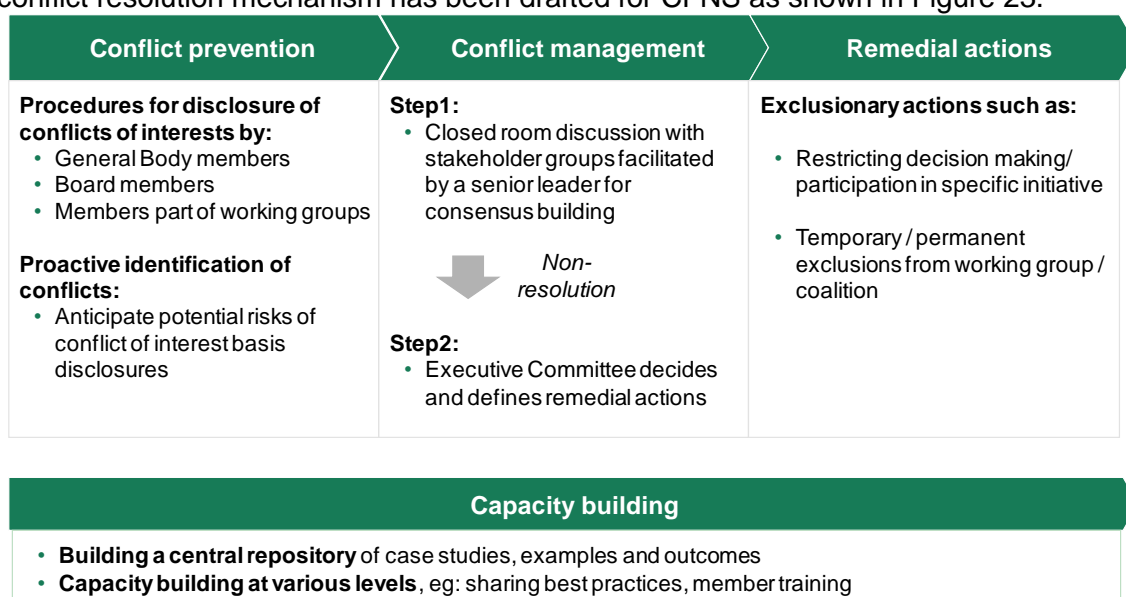


Figure 7: Conflict Resolution Process

3.4 Membership strategy

A well defined membership strategy would be critical for the Coalition to optimally leverage diverse stakeholders who form the Coalition. Following table details out the key recommendations relevant to membership strategy for the Coalition going forward:

Parameters	Recommendations
Membership mix	<ul style="list-style-type: none"> Ensure pan India representation in membership (especially from poor performing states) Conduct regional meetings to ensure participation across regions and geographies
Membership criteria and enrollment process	<ul style="list-style-type: none"> Develop broad eligibility guidelines so that stakeholders across various domains can become members of Coalition Keep Coalition open for wide range of organizations
Membership fee	<ul style="list-style-type: none"> Retain membership fee; continue to keep it nominal Consider building in criteria for exempting fee for certain members when necessary
Private sector role	<ul style="list-style-type: none"> Ensure private sector participation in CFNS membership to leverage inputs such as disciplined spending and implementation efficiency Ensure balanced representation to keep agenda independent of individual member / organization interests
Member contribution	<ul style="list-style-type: none"> Leverage members for contribution towards secondment of resources to working groups, research, inputs on ground reality, data on programs and support in organizing meetings / events Explore extracting commitment from members in terms of skills, resources and funding

Table 10: Recommendations for Membership Strategy

Membership Services and Privileges

The services and privileges proposed to be offered to members are as follows:

1. Networking and collaboration

Services	Description
Access to CFNS conferences and workshops	<ul style="list-style-type: none"> Free access to attend conferences, workshops and events hosted by CFNS
Efficient networking platform, best practice sharing	<ul style="list-style-type: none"> Leverage large and diversified CFNS membership to network with peers during CFNS meetings / events Contribute to and learn from knowledge and best practices of peers

Access to global stakeholders	<ul style="list-style-type: none"> Network with global stakeholders in food and nutrition space via international events hosted by CFNS and via interactions with CFNS global advisory board
Engage with policy makers	<ul style="list-style-type: none"> Leverage CFNS as a platform to engage with senior government officials

Table 11: Membership services: Networking and collaboration

2. Advocacy and policy

Services	Description
Contribute to advocacy efforts	<ul style="list-style-type: none"> Participate in relevant working groups to shape CFNS advocacy recommendations on imp. policies Be part of collective voice of all stakeholders in front of policy makers
Participate in Govt forums	<ul style="list-style-type: none"> Participate in Government forums as and when opportunity arises, as part of CFNS' advocacy efforts

Table 12: Membership services: Advocacy and Policy

3. Knowledge services

Services	Description
Access to CFNS Knowledge Management (KM) Hub	<ul style="list-style-type: none"> Free access to online KM hub that features: <ul style="list-style-type: none"> CFNS research and knowledge (documenting national and international trends, best practices, etc.) Repository of members' research reports, case studies, etc. Data from government agencies and other dev orgs available in the public domain
Access to CFNS publications	<ul style="list-style-type: none"> Free access to periodic newsletters, research reports and other CFNS publications Regular updates on nutrition trends, developments in nutrition landscape (Indian / global) and members' activities

Table 13: Membership services: Knowledge Services

4. Visibility

Services	Description
Visibility among membership	<ul style="list-style-type: none"> Share your organization's activities, research reports, achievements, etc. via CFNS newsletter/ publications Member profiles on CFNS website and member directory
Visibility at CFNS events	<ul style="list-style-type: none"> Presentation, sponsorship or participation opportunities at CFNS events
Platform for political voice	<ul style="list-style-type: none"> Platform to voice your opinions in front of policy makers / govt. officials at CFNS events / meetings
Membership acknowledgement	<ul style="list-style-type: none"> Right to use the 'Member of CFNS' logo

Table 14: Membership services: Visibility

3.5 CFNS strategy for state chapters

Going forward, CFNS should plan for **state level interventions** to cater to state-specific needs. Following are the key elements of state strategy:

Role of State Coalitions: Some key activities that the state Coalitions will perform include:

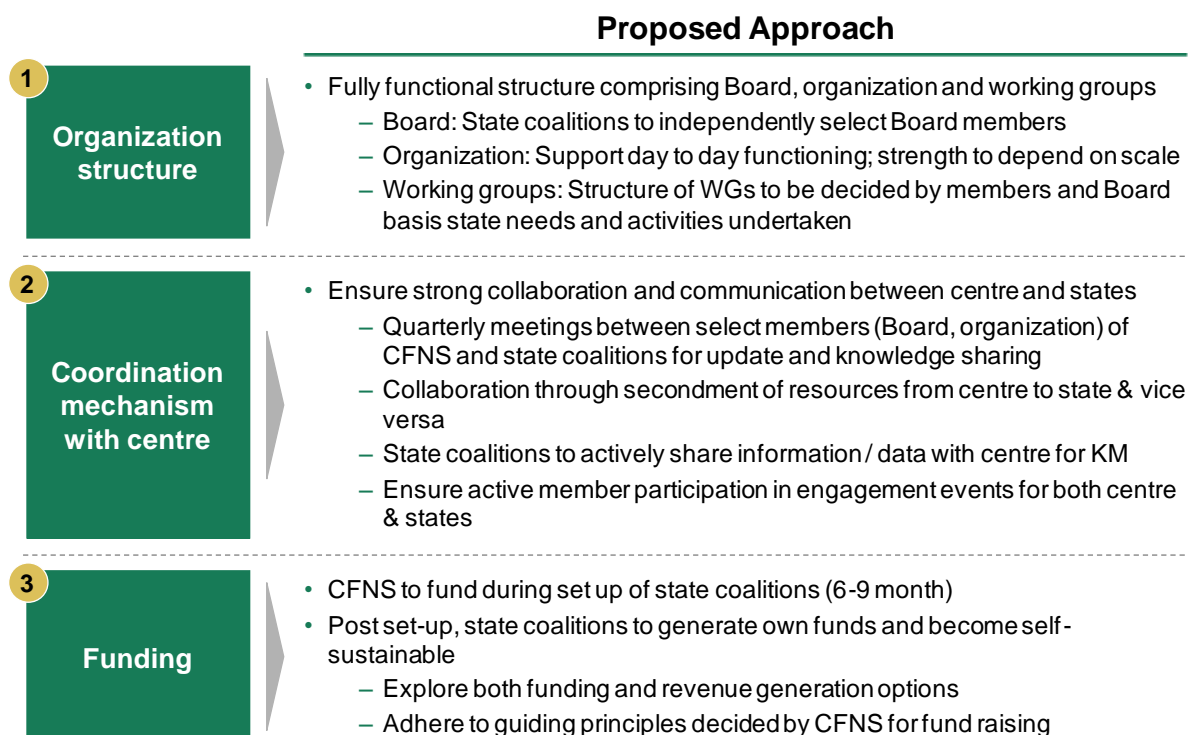
- **Evidence based advocacy** to influence food and nutrition policies and programs of the state government and other relevant stakeholders
- Ensure **sustained membership engagement** through state / regional events.
- Contribute to **Knowledge Management** by regularly sharing state level information and data with centre.

State selection and scale up plan: Guiding principles for state selection are as follows:

- Ensure a representative sample with respect to performance on nutrition indicators
- Select states representing different geographical areas to ensure pan-India coverage
- Prioritize states with government receptivity and initiatives underway
- States where CFNS has past experience or presence could be prioritized

CFNS should plan to target not more than 2 states per year for setting up of state chapters. Also, it should plan to cover maximum of 6-8 states in the next 5 year time frame. Basis the above guidelines a comprehensive assessment of all 29 states in India was conducted and 9 states were short-listed: Madhya Pradesh, Uttar Pradesh, Bihar, Jharkhand, Andhra Pradesh, Orissa, Chattisgarh, Rajasthan and Maharashtra.

Operating model for state chapters: Following figure details out the key characteristics of the operating model that should be implemented in state chapters:



State coalitions to have fully functional independent structures with strong collaboration with the centre

Figure 8: Strategy for state chapters

3.6 Financial plan and funding strategy

Introduction: As part of this exercise, a detailed estimate of the **next 5 year funding requirement** of the Coalition has been prepared and a funding strategy has been detailed out. General principles for the funding strategy include:

- CFNS should not be seen to be competing for funds and resources with members
- CFNS should avoid any activity that leads to a situation of conflict of interest with its member organizations. Such differences must be resolved collectively before approving or disapproving a funding source (e.g. role of private sector fundraising)
- CFNS will have limited resources initially to dedicate to fundraising efforts

5 year funding requirement for CFNS: It has been estimated that CFNS will incur a **cumulative requirement of INR ~25 Cr** in the next 5 years. Following figure gives an estimation of the year-wise estimate of costs for CFNS.

	Y2015	Y2016	Y2017	Y2018	Y2019
Total costs	~3 Cr	4-4.25 Cr	4.75-5 Cr	5-5.5 Cr	~6 Cr

Table 15: 5 year funding requirement for CFNS

Overview of funding ecosystem in India

As part of this exercise, detailed study of Indian funding landscape was conducted. Organizations belonging to the following 7 sources for grant funding were evaluated:

- Global foundations
- Bilateral and multilateral organizations
- Companies (CSR)
- Indian foundations (including personal giving by high net-worth individuals)
- Indian Diaspora organizations
- Faith-based organizations
- Government of India

Apart from grants, revenue generating options including technical consulting, conference sponsorships, membership fee, etc. were evaluated.

Potential funding organizations for CFNS have been shortlisted as part of the analysis.

4 Implementation plan

A detailed roadmap has been designed for implementation of CFNS strategy as part of this exercise. Proposed milestones and timelines for implementation are outlined as follows:

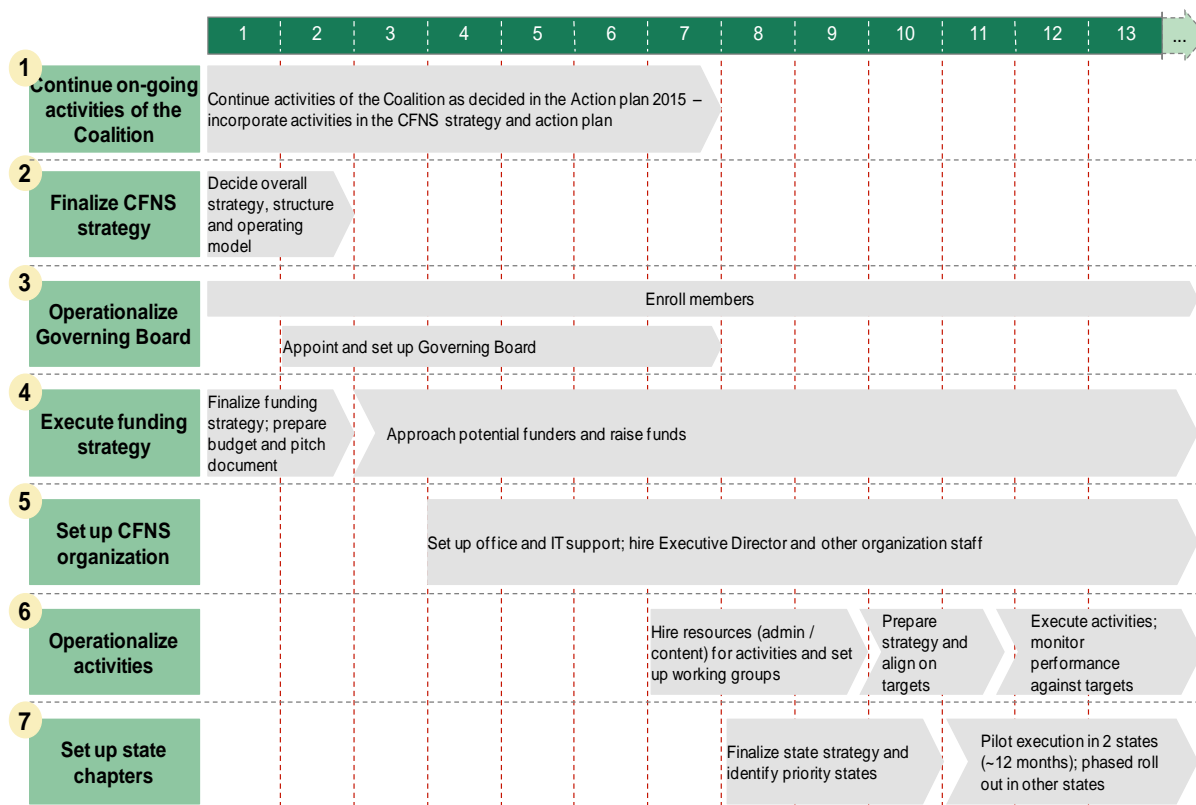


Figure 9: Roadmap for implementation

Further, a detailed implementation plan has been drafted for:

- Operationalizing the CFNS Governing Board
- Executing fundraising strategy
- Setting up the organization and hiring resources outlined under organization structure
- Operationalizing activities
- Setting up state chapters.

The roadmap highlights tasks to be performed, milestones to be achieved and approximate timelines required for the activity under consideration.

5 Potential risks to strategy implementation

While CFNS strategy and implementation plan have been detailed out in the previous sections, the Coalition should also be aware of certain risks it might face during implementation of the proposed strategy. These include unforeseen changes in the external environment in which the Coalition is functioning as well as factors obliterating collective collaboration internally amongst diverse stakeholders in the Coalition.

Four key risk factors to the Coalitions' activities have been identified:

1. Low member enrollment

One of the biggest strengths of this Coalition will be to serve as a platform for bringing multiple stakeholders together. Hence, adequate enrolment of membership will be critical for the Coalition to conduct its activities going forward. Also, in order to ensure efficient functioning of proposed working groups adequate strength of membership will be critical. Currently, under-50 organizations and individuals have enrolled for membership of the Coalition since its institutionalization as a society. The Coalition will need to ensure adequate efforts towards ramping up its member enrollment process.

2. Inadequate membership engagement / member participation

Besides adequate membership, it will also be critical to ensure member engagement and participation especially during the initial years of the Coalition in order to efficiently perform activities and deliver on the mandate. This will also lend credibility to the Coalition efforts and ensure long term engagement and participation from members. The Coalition will also need to adequately manage conflict of interests that might arise among members leading to weak overall participation.

3. Insufficient funding

Coalition will need funding during its set up phase as well as for execution of its activities. As per the estimated budget, CFNS will need about Rs. 20-25 crores of funding over the next five years. Any shortfalls in meeting its funding requirements might prevent the Coalition from successfully fulfilling its stated objectives.

4. Political instability / lack of government receptiveness

Lack of government receptivity to issues related to food and nutrition security can undermine the Coalition efforts, given the fact that advocacy will continue to remain one of the key primary activities of the Coalition.

Moreover, bureaucratic transferability may result in key government stakeholders with whom the Coalition has developed strategic relationships being moved to ministries and departments different from those relevant to the Coalition – thereby undermining Coalition efforts.

Finally, any instability in government such as recurring or mid-term elections at the centre or in states where the Coalition is participating may be detrimental to Coalition efforts and impact.

6 Annexure

Annexure A: Declaration of Interest form

No Conflict of Interest Statement

I declare, that I am not connected to any industry that violates Indian legislation or the International Code of Marketing of Breastmilk Substitutes and subsequent World Health Assembly Resolutions for the protection, promotion and support of optimal breastfeeding practices. The best interest of children in India has been the one and only guiding principle in my contribution to the work of the Task Force on Nutrition. Therefore I declare that I have no conflict of interest

Signature

End of Document