

- I When introducing the meeting the Lead Group Chair said that SUN is a Movement of many actors who work together with the intention that – within a few years - all people can attain optimal nutrition.** The SUN Movement has made generated substantial interest in nutritional outcomes over the past year. The Chair encourages all concerned to take advantage of this unprecedented opportunity for achieving results.
- II During the meeting the Lead Group’s first task was to consider the proposed Strategy for the SUN Movement from 2012 to 2015. The Lead Group approved the Strategy. The second task was to guide the SUN Movement on (a) Governance and Accountability; (b) Prioritisation of Effective Actions (c) Resource Mobilisation.**
- III The Lead Group’s Guidance to the Movement on Governance and Accountability (Note for Record para 5):**
- a. Encourage national leaders to commit to Scaling-Up Nutrition - for all;
 - b. Ensure that all sectors of Government undertake action to Scale Up Nutrition:
 - c. Support Governments as they take responsibility for their people’s nutrition:
 - d. Be accountable to those who you seek to serve;
 - e. Ensure that accountability within the SUN Movement is focused on a combination of impact, intervention effectiveness, and in-country processes;
 - f. Scale up and align existing in-country efforts so that they contribute to increased nutrition outcomes.
- IV The Lead Group’s Guidance to the SUN Movement on Prioritization of Effective Actions (NFR para 11)**
- a. Ensure that Approaches for Scaling-Up Nutrition reflect the characteristics of countries and peoples:
 - b. Increase in-country capacity for multi-sectoral approaches to scaling-up nutrition:
 - c. Increase in-country capacity for effective monitoring of implementation:
 - d. Ensure that women’s empowerment remains at the centre of efforts to scale-up nutrition:
 - e. Emphasise the value of documenting progress, sharing analysis and learning lessons of experience – including through operational research;
 - f. Improve collaboration between sectors and stakeholders;
 - g. Consider whether the Movement should now expand more slowly.
- V The Lead Group’s Guidance to the SUN Movement on Resource Mobilisation (NFR para 18)**
- a. New resources are needed: they are best mobilized through demonstration of achievement.
 - b. To mobilize new resources, sound national strategies are essential.
 - c. Those who provide funds will encourage the achievement of results.
 - d. Countries seek help to identify funding shortfalls across different sectors.
 - e. Countries seek help to track expenditures on nutrition.
 - f. All stakeholders are responsible for Resource Mobilization.
 - g. Leaders from SUN Countries are the most effective advocates for new resources.
- VI The Lead Group requests 12 actions of the SUN Movement during the next six months:**
- 1) Develop Key Performance Indicators for stakeholders in the Movement;
 - 2) Strengthen Accountability mechanisms for business, the UN system, donors and civil society;
 - 3) Develop a resource mobilization strategy;
 - 4) Improve participation and engagement of business in the Movement;
 - 5) Consider the implications of the rapid expansion of the Movement;
 - 6) Further develop process indicators for effective monitoring and implementation;
 - 7) Better explain the transitions between the stages of preparedness;
 - 8) Ensure all countries can access support to estimate the cost of implementing national plans;
 - 9) Develop methodology for estimating the cost of nutrition sensitive approaches;
 - 10) Encourage all SUN Movement stakeholders to increase their investments in nutrition;
 - 11) Work with countries as they develop their national targets and results frameworks for scaling up Nutrition;
 - 12) Prepare tailored, clear, and concise advocacy materials.

Note for the Record
SUN Lead Group Meeting
 27th September 2012- 1000hrs to 1200hrs

PARTICIPANTS

Lead Group Members		Delegation
Nahas Angula, (by teleconference)	Prime Minister, Namibia	Majourie Van Wyk
Nadine Heredia	First Lady, Peru	Juan Pablo Silva
Ngozi Okonjo-Iweala	Coordinating Minister of the Economy, Nigeria	Chii Akporji
Nina Sardjunani	Deputy Minister National Development Planning, Indonesia	Arum Atmawikarta
Ibrahim Mayaki	Chief Executive Officer, NEPAD Agency	Bibi Giyose
<i>Shiva Kumar Rai</i> (for Prime Minister Baburam Bhattarai)	National Planning Commission, Nepal	Raj Kumar Pokharel
<i>Dr. Wilbald Lorri</i> (for President Jakaya Mrisho Kikwete)	Special Adviser, Office of the President, Tanzania	Obey Assey Benedict Jeje
Julian Fantino	Minister of International Cooperation, Canada	Diane Jacovella
<i>Paul Weisenfeld</i> (for Rajiv Shah)	Assistant to the Administrator, USAID	Anne Peniston Robert Clay
Andris Piebalgs	Commissioner for Development, European Commission	Maud Arnould Jean-Pierre Halkin
Tamar Manuelyan Atinc	Vice President for Human Development, World Bank	Leslie Elder
Ertharin Cousin	Executive Director, World Food Programme	Martin Bloem
Chris Elias	President, Global Development, Bill and Melinda Gates Foundation	Ellen Piwoz
Marie Pierre Allié	President, MSF-France	Stephane Doyon
Sir Fazle Abed	Founder and Chair, Bangladesh Rural Advancement Committee (BRAC)	Kaosal Afsana
Jay Naidoo	Chair of the Board, Global Alliance to Improve Nutrition (GAIN)	Marc Van Ameringen
Helene Gayle	Chief Executive Officer, CARE USA	David Ray
Tom Arnold	Chief Executive Officer, CONCERN Worldwide	Jennifer Thompson
Alessandra Da Costa Lunas	Secretary General, COPROFAM, Brazil	Margarita Salinas
Vinita Bali (by teleconference)	Managing Director, Britannia Industries	
<i>Miguel Pestana</i> (for Paul Polman)	Vice President- Global Affairs, UNILEVER	Anne Heughan
<i>Tara Shine</i> (for Mary Robinson)	Policy Adviser, Mary Robinson Foundation for Climate Justice	
Anthony Lake	Chair, SUN Lead Group	Werner Schultink
David Nabarro	SUN Movement Coordinator	Mat Cousins, Florence Lasbennes, Martin Gallagher, Ashley Baxtrom
Apologies for absence:		
Armando Emilio Guebuza	President, Mozambique	Edna Possolo
Sheikh Hasina	Prime Minister, Bangladesh	
Bruno le Maire	Member of Parliament, France	

Agenda:

- 1) **The Lead Group met to consider the Strategy for the SUN Movement from 2012 to 2015.** Members commented on and then approved the overall strategy. Drawing on specific examples of country progress, they focused on how to guide the SUN Movement in three key areas. These were (a) Governance and Accountability; (b) Prioritisation of Effective Actions (c) Resource Mobilisation.

Background (Presented by the Chair of the SUN Lead Group)

- 2) **SUN is a Movement of many actors who work together with the intention that – within a few years - all people can attain optimal nutrition.** The actors are bound together by a desire for all people to realize their right to food and nutrition and by a wish to be mutually accountable for effective multi-sectoral action. To this end they commit to working transparently, promoting meaningful, responsive and co-ordinated actions. The Movement is not a programme, institution or fund.
- 3) **The SUN Movement has generated substantial interest in nutritional outcomes over the past year.** 30 countries are now within the Movement (11 joined in the last year). They are home to over 56 million stunted children (1/3 of the global burden of 165 million stunted children). The Movement continues to be supported by hundreds of organizations from civil society, business, donor agencies and the UN system.
- 4) **All concerned must take advantage of this unprecedented opportunity for achieving results.** Recent events such as the May 2012 meeting of the G8 in USA and the August 2012 Hunger and Nutrition Event hosted by UK and Brazil at the end of the London Olympics indicate that political attention to nutrition is growing. But we all need to work hard to translate this commitment into demonstrable results.

Lead Group's Guidance to the SUN Movement: (a) Governance and Accountability

- 5) **Encourage national leaders to commit to Scaling-Up Nutrition - for all:** Leaders from SUN countries stress the importance of highest level political commitment.
 - a. In Nigeria, where 35% of children suffer from stunting, the President has committed to a programme to prevent 1m deaths due to preventable causes by 2015, through integrated programming.
 - b. In Nepal, the Prime Minister chairs a cross ministerial steering committee which has increased the budget available for specific nutrition intervention. In Tanzania, the President chairs the Food Security Council and responsibility for coordination on nutrition lies with the Permanent Secretary of the Prime Minister's Office.
 - c. In Indonesia, a new coordinating body has been set up, and a new policy on stunting reduction has been designed.
 - d. In Peru, where one in every 5 children suffers with chronic malnutrition, the Government has committed to the goal of reducing malnutrition to 10% by 2016 by breaking the vertical transmission of poverty. This is achieved through an inter-ministerial focus on social inclusion, an increased allocation from the national budget and a coordinated package of actions. These combine specific nutrition interventions and nutrition sensitive approaches across sectors of government.
 - e. Of 54 countries in Africa that are part of Comprehensive Africa Agriculture Development Programme (CAADP), more than 40 have compacts for the development of agriculture and food security. NEPAD, the Africa-wide agency responsible for CAADP, reports that Presidents or Prime Ministers are increasingly asking that the compacts focus on people's nutritional security.
- 6) **Ensure that all sectors of Government undertake action to Scale Up Nutrition:** In any SUN country the whole of Government should commit to actions for scaling up nutrition, both through integration across relevant ministries of national government and through engagement of communities and subnational administrations. Many SUN countries are decentralized, and implementation of SUN activities is increasingly focused at the local government (or sub-national) level. In Tanzania, for example, 99 of the 153 districts have a nutrition focal point.

In Indonesia the success of their SUN Movement will depend upon local government as they prepare 5 year development plans and develop budgets. Ministries of Finance play a key role in strengthening inter-Ministerial coordination, with the capacity to ensure nutrition outcomes through national and ministerial budgets. Efforts must continue to create a critical mass of public sector officials who are committed to Scaling Up Nutrition.

- 7) **Support Governments as they take responsibility for their people's nutrition:** The responsibility for establishing conditions under which people can maintain good nutrition rests with Governments - the "primary duty bearers". The purpose of the Movement is to enable all people to realize their right to good nutrition.
- 8) **Be accountable to those who you seek to serve:** the SUN Movement exists to support people and their Governments to scale up nutritional programmes. Analysis of experiences over 2011 – 2012 suggests that several of the Networks are not engaging as strongly as some of their members would like: the reasons for this are now being explored by the SUN Movement Secretariat with members of the Networks. If the members of the Movement cannot demonstrate their effectiveness in contributing to improved nutritional outcomes they are failing those they seek to serve. The Mechanisms for accountability and Key Performance Indicators (KPIs) should be better set out in the SUN Movement Road Map.
- 9) **Ensure that accountability within the SUN Movement is focused on a combination of impact, intervention effectiveness, and in-country processes:** The joint tracking of processes and resources within both SUN countries, donors and other Networks, is seen as vital to the transparent functioning of the SUN Movement. This needs to be balanced with effective and efficient programming within countries in order to ensure impact. National Monitoring and Evaluation systems should be strengthened so that results can be communicated more frequently and reliably to leaders. The use of indicators of process, implementation and impact helps different groups within the SUN Movement to share experiences and learn from each other about their contribution to Scaling up Nutrition and effectively prioritize their support.
- 10) **Scale up and align existing in-country initiatives, projects and programmes so that they contribute to increased nutrition outcomes:** In line with the Movement's Mission to encourage convergence, alignment and increased effectiveness of action by different stakeholders, the Movement's members should aim to demonstrate the nutritional impact of existing initiatives in which they are involved. Examples include: GAFSP-funded projects, the G8's New Alliance for Food Security and Nutrition, Alliances Against Hunger and Malnutrition and the work of the Committee on World Food Security (CFS).

Lead Group Guidance to the SUN Movement (b) Prioritization of Effective Actions

- 11) **Ensure that Approaches for Scaling-Up Nutrition reflect the particular characteristics of countries and peoples:** The extent and determinants of malnutrition among women and children vary greatly among different SUN countries. Strategies for addressing under-nutrition should be specific to each country, reflecting the underlying determinants, acknowledging inequities and adapting to context. For example, there are challenges with ensuring that (a) people in remote mountainous areas can access specific nutrition interventions (Nepal); (b) nutritional status improves through nutrition-sensitive agriculture (Northern Nigeria); and (c) nutritional inequities between rural and urban areas decrease (Peru). Within many SUN countries, improving the capacity of agricultural producers, strengthening family farmers and amplifying the role of indigenous farmers can contribute to improved nutrition.
- 12) **Increase in-country capacity for multi-sectoral approaches to scaling-up nutrition:** Actively encourage both specific nutrition interventions and nutrition-sensitive strategies within all SUN countries. Obtain more evidence on the impact of multi-sectoral nutrition-sensitive strategies on scaling up nutritional outcomes. Strengthen in-country capacity to devise and follow through with these strategies. This calls for the training of key staff from government Ministries on multi-sectoral approaches to improving nutritional outcomes.

- 13) Increase in-country capacity for effective monitoring of implementation:** Enable authorities within SUN countries to better prioritise the actions that are most effective in improving nutritional outcomes by increasing the capacity for monitoring their implementation and making available the tools required to appreciate which policies and actions are working. This includes more work on the process indicators within the Road Map: specifically on the means through which Country Focal Points decide their Stage of Preparedness (SOP) (this is especially needed for the transition between stage two and three). Ensure that all stakeholders within the Movement appreciate – as precisely as possible – how the Stages are assessed.
- 14) Ensure that women’s empowerment remains at the centre of efforts to scale-up nutrition:** Sustain the explicit focus of the Movement on nutrition in the 1000 days between pregnancy and a child’s second birthday. Ensure a strong emphasis on exclusive breastfeeding in the first 6 months (and prioritize support for this outcome). Emphasise the importance of all women having access to proper health care, and of an environment that helps more girls to complete their education (both contribute to sustained nutritional impact). Empowering women and improving their social status is key to improving nutritional outcomes.
- 15) Emphasise the value of documenting progress, sharing analysis and learning lessons of experience – including through operational research:** Encourage strategic investments in collaborative learning throughout the Movement, especially among the 30 countries within the SUN Movement (they have already committed to sharing the lessons of their experiences). In order to prioritize actions and enable the allocation of resources results need to be demonstrated. Enabling access to and sharing of data helps in the realization of the right to adequate nutrition. Knowledge gaps in the understanding of the relationship between nutrition, stunting, and infectious diseases and the impact of agricultural programmes on nutrition remain. Shared learning is especially needed on how to bring multi sectoral nutrition sensitive approaches to scale, and e-platforms such as the World Bank’s secure-nutrition knowledge platform seek to do this. It is important- at this stage- not to be over-ambitious in what is being promised and to document and share both successes and challenges. Operational research is also important to understand the costs of saving lives through comprehensive packages of interventions. In Niger, for example, evidence showing investments in the prevention of severe malnutrition is yielding upwards of a 50% reduction in mortality in children between 6 months and 2 years.
- 16) Improve collaboration between sectors and stakeholders:** Governments support for the facilitation of an enabling environment remains critical and actions that effectively support the Government in doing this remain a priority. Improved collaboration across all sectors, such as health, agriculture, social protection, education and employment remains important. Consultation with, and involvement of, civil society at all levels is vital for maintaining the momentum of the Movement, encouraging accountability, and sustaining impact. The capacity in the private sector is currently under-utilized: business has many multi-sectoral approaches that could be useful to SUN countries and other stakeholders.
- 17) Consider whether the Movement should expand more slowly:** 30 countries have joined the SUN Movement in 24 months (11 in the last year). They are home to a third of the world’s stunted children. Some in the Lead Group take the view that the Movement should be concentrated around a small number of countries so as to demonstrate impact quickly. Others believe that the Movement should be open to all countries: that the fast movers will attract the resources they need to scale up rapidly and that those moving more slowly will secure the inputs needed to get better prepared. This issue will be examined by the Lead Group in the coming months.

Lead Group Guidance to the SUN Movement (c) Resource Mobilisation:

- 18) New resources are needed for scaling up nutrition: they are best mobilized through demonstrations of achievement.** Resources are needed to develop in-country capacity, to finance interventions and to co-ordinate different groups. If the actions that work best are prioritized, financed and implemented effectively, expected results are realized and achievements are clearly demonstrated (both to in-country and international investors), new resources will be forthcoming.

- 19) To mobilize new resources, sound national strategies are essential.** These strategies should be based on evidence, fully costed and appraised. Significant external resources for scaling up nutrition will only be forthcoming if strategies are built on proven interventions, if the costs of implementation have been fully assessed and both plans and budgets are independently appraised. Members of the SUN Movement can assist each other with developing, costing and appraising national strategies, though more work is needed to work out how to cost nutrition-sensitive interventions.
- 20) Those that provide funds encourage the achievement of results:** Ministries of Finance commonly use their budgets to encourage focused strategies, systematic efforts across sectors and clear accountability. They can encourage a focus on a priority issue (e.g. nutrition) across different Ministries, using funding as a means to leverage results.
- 21) Countries seek help to identify funding shortfalls across different sectors:** Costing of national plans has been completed in many SUN countries: the next step is to identify funding shortfalls within different sectoral budgets. SUN countries clearly seek help with estimating the costs of scaling up across different sectors, analysing the shortfalls and then working out how best to meet them.
- 22) Countries seek help to track expenditures on nutrition:** SUN countries need to track expenditures-this is key to assessing options for implementation and vital for accountability. Reliable estimates for spending - on food security and nutrition - by SUN countries and stakeholder groups are rarely available. Independent tracking of expenditure is useful though only possible in a few settings. Tracking progress through existing country- and global systems- should be pursued. Expenditure tracking also permits evaluation of cost-effectiveness though activities may not need evaluation if cost-effectiveness is well understood. Where the case still has to be made, information on effectiveness and outcomes will also be needed: cost-effectiveness and cost-outcome data can be extremely powerful when the case is being made for increased donor or government investment in nutrition. The European Commission will host a workshop in Brussels in March 2012 to agree methods and their application.
- 23) All stakeholders are responsible for Resource Mobilization:** There is still a significant shortfall in the availability of funds to meet the costs of direct nutrition interventions in SUN countries. Hence the need for all stakeholders (countries, civil society, the UN system, donors, business and researchers) to scale up their investments in nutrition. Innovative financing models should be considered as the SUN Movement develops its advocacy-focused Resource Mobilization Strategy in 2012 – 2013. One example is GAINs involvement with *sprinkles*, where each investment of \$1 of public funds has leveraged an additional \$5 from business.
- 24) Leaders from SUN Countries are the most effective advocates for new resources** (especially if they have themselves already made such investments through national budgets): Demonstrations of achievement will make it easier for them to mobilize funds, especially if the potential contribution of these funds to the achievement of national and global nutrition targets can be demonstrated.

Conclusion:

- 25) The Lead Group has developed and approved the Strategy for the SUN Movement.** It was noted that the strategy provided an actionable plan for stakeholders in the Movement to chart their way forward to support countries deliver results. It was considered a comprehensive, living document that reflects the inclusive process of its development. The strategy benefited from being a succinct document, whilst the complementary Road Map enabled more detail. It was agreed that the Road Map could be improved with an accountability framework, an operating plan and a resource mobilization strategy.

26) The Lead Group is committed both to maintaining the characteristics of the Movement and demonstrating results: The Movement must remain catalytic, light-touch, cross-cutting, and time bound. It was agreed that it is vital, within the next year, for the Movement to demonstrate results. Accountability and good governance will enable the prioritization of effective actions. And the demonstration of effective actions will – in turn- embolden a confidence to mobilize resources and investments in actions that will improve nutrition. The Movement has the potential to be transformative, and have a real and lasting impact. Governments must remain at the centre of this approach, with strong participation by civil society. Collaboration between all stakeholders remains essential if the political commitment is to be translated into lasting results.

27) The Lead Group requests 12 actions of the SUN Movement during the next six months:

- 1) Develop Key Performance Indicators for stakeholders in the Movement;
- 2) Strengthen Accountability mechanisms for business, the UN system, donors and civil society;
- 3) Develop a resource mobilization strategy;
- 4) Improve participation and engagement of business in the Movement;
- 5) Consider the implications of the rapid expansion of the Movement;
- 6) Further develop process indicators for effective monitoring and implementation;
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- 8) Ensure all countries can access support to estimate the cost of implementing national plans;
- 9) Develop methodology for estimating the cost of nutrition sensitive approaches;
- 10) Encourage all SUN Movement stakeholders to increase their investments in nutrition;
- 11) Work with countries as they develop their national targets and results frameworks for scaling up Nutrition;
- 12) Prepare tailored, clear, and concise advocacy materials.

SUN Movement Secretariat
20th October 2012