

SUN Civil Society Network – SUN CSN

Overall Highlights

- SUN has spurred collaboration and collective action among CSAs in country. Civil Society Alliances (CSAs) are at various stages of development.
- Building capacity is critical: policy analysis, budget literacy, M&E, across sectors.
- A national policy framework is necessary to guide meaningful CSA action, with good M&E framework. Strong leadership and ownership by the government, including a high level focal point, help bring in CSA into a constructive partnership.
- Champions at every level is key (community, mid-level, High level leaders).
- Good data and mapping of CSO activities at the community level is needed.
- Funds for CSAs need to be made available, especially from domestic sources, for sustainability.
- We need to reframe nutrition as an investment, social justice issue.
- We need to be better at unpacking successes -what led to them? Eg. Unpacking the Peru experience.
- Strategic asks and incremental wins help to build confidence and trust.

Session 4.1 - Supporting the implementation of commitments and investments in nutrition – Country examples and broader cross-learning

What are the key ingredients of a successful accountability and tracking strategy?

- The need for civil society to be apolitical, mobilized and representative of the majority
- Participatory approach is key for engagement with government
- Existence of clear transparent nutrition strategy is important for good engagement of civil society – to play their role in ensuring accountability
- Accountability and transparency of civil society ITSELF is a necessary ingredient: if there is mistrust
- Ability to link transparent, more frequent data (outcomes) and funding streams
- Well costed nutrition plans and stakeholder mapping
- Clearly defined indicators
- Common communication and education strategy should be government led with civil society feeding in
- Clear define roles and responsibilities of CSA

What are the barriers to successful implementation?

- Mobilization of resources; no budget lines allocated for nutrition in government
- Addressing all Undernutrition in crisis context

- Lack of alignment of international NGOs' donor funding work behind government efforts and plans; competition amongst INGOs
- Limited engagement of actors in multi-stakeholder platforms (which are key for capacity building)
- Civil Society is fragmented, weak and has young leadership that is not very experienced with engaging government
- Lack of national funding: most CS groups are externally funded – this is not sustainable
- There are few 'nutrition' focused CSOs – most are covering other sectors
- Lack of effective multi-stakeholder platforms
- Often there is a dominance of INGOs who have agendas that are not always in sync with national priorities
- Champions are needed not just at global level - 'A David Nabarro in every district'
- Building trust – shortlist of priorities that government and civil society can work on together
- Lack of clear definitions/indicators for nutrition sensitive approaches

Session 4.2 - Developing a multi-sectoral plan – Roles of UN and CSOs and working together towards strengthened country plans.

Common elements

- Multi-sectoral plans need to have input from communities
- Different contexts, especially when there is a decentralized approach to governance, will greatly influence planning and costing

What is the essential role that CSN can play

- Raising awareness at the community level
- Building Capacity
- CSO role in keeping governments on task and accountable – ensure they work for the people.
- Help national CSOs harmonize their voices so to more effectively engage with government

Barriers:

- Lack of aligned actions: CSOs need to work hand in hand with government and donors: objectives need to be in line (which can sometimes be challenging); competition and agendas that are incompatible with government are unhelpful
- Significant variations across communities: the different needs and priorities of communities must be embraced rather than a 'cookie-cutter' approach
- Decentralization Challenges: Significant decentralizations can lead to difficulties in harmonizing approaches (i.e. 160 Local Government Authority (LGA) in Tanzania) when there is not enough capacity to take on new responsibilities and very few CSOs present to support implementation

- Lack of full understanding of context: Must understand full landscape – challenges, resources, policies and legislation, actors
- Practical application of knowledge into action
- Lack of time to develop interventions with a participatory approach that will help ensure ownership and buy-in

Way forward:

- Lessons learned: process must be as participatory as possible; need support of donors AND of beneficiaries for whom the actions are meant to serve
- We must consider INFORMAL civil society that has great power to support efforts to scale up nutrition – i.e. women groups, sports and youth groups.
- We must understand our target audience (children under 2, mothers and pregnant women). We don't think enough about fathers, grandmothers and community leaders who are decision makers.

Priorities of Needs

1. Securing political will and buy in from sectors beyond health
2. Clear role for every actor - Ensuring collaboration with CS from very beginning
3. Technical support to cost national nutrition plans
4. Strong M&E System
5. Connections with other networks to learn
6. Buy in from all sectors
7. Moving away from vertical silos
8. Leadership
9. Building awareness of importance of nutrition
10. Mapping of actors, particularly at local, community Level

SUN Business Network

Business Network Session 4.3 - What do SUN countries need from business to scale up nutrition?

- **From farm to fork:** there is a huge opportunity for SUN countries to **work with responsible business across the value chain and across different sectors & industries** (non-food as well as food companies): food fortification, sourcing locally for complementary foods, mobile technology, pharmaceuticals, and consumer behavior change were some of the diverse examples discussed. No single stakeholder or sector can tackle malnutrition alone.
- **Countries are asking for support:**
 - **To identify how to better support small and medium enterprises producing nutritious food products.** These local businesses need greater support from governments to set the conditions for growth and effectively compete. Local entrepreneurs offer huge potential support for SUN countries to sustainably improve nutrition and strengthen local economies.
 - **To analyse entry points for business to contribute to better nutrition.** This should for example include analysis of what already exists (e.g. national food fortification alliances, GROW Africa and other partnerships) and identification of existing gaps.
 - To identify responsible business partners.
 - **From business to understand how to use resources and finances more effectively.** SUN countries could businesses' support to identify how the public sector could reduce costs and get more value for money to improve nutrition
 - **To ensure greater clarity and common understanding of the International Code of Marketing of Breast-milk Substitutes,** to allow businesses to adequately support nutrition at country level.
- **Business can have an important role to support consumer behavior change,** also partnering with other stakeholders, such as NGOs, and leveraging new high demand sectors such as mobile technology
- **Profit should not be seen as at odds with the objective of better nutrition, if businesses act responsibly:** SUN country representatives, NGOs and businesses agreed that if companies do well, they can do more good, if they operate responsibly. Business can offer technology transfer, innovation, expertise and research and development, while other partners can offer reach and networks amongst communities. The SUN Movement offers a space for dialogue where greater understanding can be reached on how public and private sector can work together to scale up nutrition.

Case studies:

- **Partnership with multinationals:** the benefits of working in partnership outweigh the transaction costs when key pre-conditions exist or are built: sincerity, equality and trust are three key components to a successful partnership, such as for example the partnership between DSM and WFP.
<http://sunbusinessnetwork.org/sun-resources/dsm-wfp-factsheet/>
- **Local small and medium enterprises:** PKL from Cote d'Ivoire developed nutritious infant cereal, sourcing from local farmers. With the support of GAIN it has been able to comply with the international code of breast-milk substitutes. Local businesses need support from government, such as tax rebates on technology, equipment and pre-mix to compete with multinationals and grow.
<http://www.gainhealth.org/country-stories/%E2%80%9Cthese-have-been-difficult-times-me-company-and-our-country%E2%80%9D-marie-konat%C3%A9-ceo-gain-p>

- **Partnership in Bangladesh:** Renata (Bangladesh pharmaceutical) produce affordable local adapted vitamin and mineral powder product for children 6-24 months. BRAC (an NGO) supports marketing and distribution of the product via health workers. The partnership has reached close to 7 million infants in three years. <http://www.gainhealth.org/country-stories/brac-community-health-workers-play-key-role-reducing-child-malnutrition-bangladesh>
- **Mobile technology** is now ubiquitous across developing countries. Mobile and digital marketing presents a huge opportunity for SUN countries, supporting agriculture, finance and health sectors, and nutrition **to reach a broader population**. GSMA noted that business is increasingly moving towards a triple bottom line, where its impact on people and the planet are seen as just as important to the business bottom line 'profit'. <http://www.gsma.com/mobilefordevelopment/>
- **PSI, a global health NGO**, noted that it **works with business** precisely because business 'doing well' meant more resources for 'doing good'. It works closely with brands, because they understand how to promote consumer behavior change such as making hand washing with soap become a habit. Increasingly business is required to move into greater social responsibility, e.g. India's new law will ensure all businesses spend at least 2% of profits on social goods. <http://www.psi.org/>

Business Network Session 4.4 - How can SUN countries work with SUN networks to create an effective multi-stakeholder approach to scaling up nutrition?

Key messages from the session:

- **The role of governments:**
 - Governments must create a conducive environment through regulation, policy and legislation. Tanzania has been able to improve food fortification through local millers and multinationals through removing taxes for fortificants, inputs, pre-mix and technology transfers.
 - Alignment is essential for multi-stakeholder partnerships, at national, regional and global level. For example, SUN could align globally with GROW Africa, and with new climate and agricultural initiatives.
 - Support for local production is key: working with local farmers to improve nutrition will create sustainable methods to scale up nutrition and stimulate local economic growth.
 - Climate change is going to become an increasing challenge for SUN countries, and adapting to climate will require working with businesses.

- **The role of business:**
 - SUN business network must look at markets in Africa through 'African eyes' e.g. SMEs and local producers are key for tackling malnutrition at the community level.
 - SUN Movement must also encourage the alignment of businesses at a national level. Business should look all the way down the food value chain, from food to fork, to identify entry points where it can contribute to scaling up nutrition.
 - **Business champions at a country level:** SUN focal point should identify these champions who can rally national business leaders around SUN. These champions should also understand civil society and governments, allowing them to create alliances across sectors.
 - Business must increasingly move from traditional corporate social responsibility to 'core' business. Business should also develop longer term views and move away from making business decision based on short-term return on investment.
 - Addressing the challenges of rural and isolated businesses and communities is urgent, particularly for food fortification with small scale milling.
 - Multinationals must foster greater partnerships with local businesses, to encourage skills and technology transfer, as well as developing an ecosystem approach to scaling up nutrition.

- **Donors** must help SUN countries to identify their priorities, but a national SUN plan is a pre-requisite for identifying ways of working with business. Donors can help support mapping/research of business entry points for SUN countries.
- **Civil society also has a role:** NGOs can find common areas of interest and bring diverse partners together. World Vision has been able to work in Tanzania with both multinationals and local millers in the same partnership to improve food fortification.
- The SUN business network should help SUN countries understand what already exists and share stories of success. **SUN Lead Group Member Vinita Bali stated 'we can find the answers in the work that's already been done, we must hasten adoption of what already works'.**

Further resources:

Yara: <http://www.yara.com/>

GROW Africa: <http://growafrica.com/>

Valid Nutrition in Malawi <http://sunbusinessnetwork.org/sun-resources/valid-nutrition/>

For more information on how the SUN Business Network can support SUN countries please contact:

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SUN Donor Network

Session 4.5 - How to access finance for scaling up nutrition?

Objectives

1. Addressing financing gaps in countries
2. Catalytic fund process
3. Different mechanisms for accessing

Addressing financing gaps in countries: Update from the session held at the IUNS, Grenada. Gates Foundation – Ellen Piwoz

- Report on methods used by Togo, Tanzania and Nigeria to cost scale up plans. Countries found it useful for advocacy and to encourage sub-national authorities to understand
- It is not so much about new investments as how to shift financing flows towards nutrition.

Sierra Leone Experience - Paula Molloy (in-country Donor Convenor), Irish Aid

- Budget lines for nutrition within different sectors. Political will is strong together with strong plan
- Big demand for SAM treatment – although prevention also considered
- Very large gap (80 million over 5 years)
- Government already contributes through staffing, direct costs, etc.
- USAID and Irish Aid are the two main donors
- How to develop a resource mobilization plan
- Consideration on possibilities of funding through pooled mechanisms

Mozambique Experience - World Bank - Zia Hyder

- Technical assistance for specific nutrition interventions over 5 years
- Alignment of donors – plan multi-sectorally and implement sectorally. Three line Ministries. We broadened the financial envelope,
- Developing policy operations (e.g. food fortification).
- DANIDA: work with few provinces.
- 60 million per year
- From leveraging to more provincial level funding

Zambia Experience – DfID - Anna Taylor

- 1000 day costed action plan which included a capacity assessment to maximize success in delivery.
- Pooled fund at national level. 25 million dollar catalytic fund (3 donors). To leverage Government resources as well.
- Prioritized 14 districts. Covers also governance costs (coordination, M&E, policy development)
- Result-based monitoring. Incentive mechanism
- Dr. Massi (national focal point): coordinating authority (DFID and Government). Overview of the funds
- Catalytic fund to increase Synergy (USAID will align but not commit money)

From the audience:

- Are you developing plans with donors from the start or are you later looking for resource mobilization?
- Nigeria (Dr. Chris. Osa. Isokpunwu): have a plan that is well costed. Involve stakeholders, take priority interventions, use it for fund raising. Donor money is catalytic. Government commitment is a pre-requisite.
- Nepal – costed multi-sectoral plan. End of each fiscal year: each sector has to plan financial activities. The plan is used as guideline. Budget from each sector has increased. District Development Committee: prioritization based on the national plan, included in the work-plan submitted at national level. Financial management of external investments: what is the best modality? Thinking at decentralized level
- The Gambia: at the level of African Union we need to advocate that Ministries of Finances have a percentage for nutrition. Matching process between costed plan and financing.
 - o Some plans leveraging resources
 - o Others developed with donors
 - o Others have Government committing first

Catalytic fund:

- Operational mechanism
- Crowd in new donor resources to attract non-traditional funders
- Scale up high impact country programs with focus on quality and results (expansion, innovation, capacity building, governance)
- Increase prioritization: additional Government funding can act as catalytic. Can external funds unlock existing funds?
- Up to 1 billion USD for 5 countries for 4-6 years. To demonstrate impact.
- Criteria:
 - o Political will

- Government investment (matching, co-funding, top-up funding, result-based financial arrangements)
- Minimum capacity
- High burden countries
- Recommendations to operationalize the fund: key choices
- Launch the facility for 2014
 - How to drive impact?
 - How to unlock funds from Government?
 - How to unlock funds from new donors? Clear impact to outcome, clear delivery, direct path to outcome
- It is about selectivity, prioritization and quality.
- Focus on commodities and high-impact services.
- Prioritizing

- Questions on the catalytic Fund:
 - Why only 5 countries?
 - How will the selection be transparent and fair?
 - How is it funded?
 - Hard-ware and soft-ware nutrition? National and local?
 - What about nutrition sensitive?
 - Demand-driven increase
 - Driven by country

Session 4.6 - Interactive Discussion: How can we draw on successes and new ideas to address some of the challenges to tracking progress?

Introduction

- How to document, systematically, collective efforts. Harmonisation between different monitoring systems.
- Connect with other stakeholders rather than working in isolation. Will information improve coordination? Are people aware of investments and entitlements? Find positive changes?
- Challenge: how SUN Networks can be more supportive of country efforts. In financial tracking, heard challenges of tracking interventions. Need country ownership of data, common data, guidance on data collection, etc.

Experience of Rwanda - Fidele Ngabo

- Government has made nutrition a priority – each district developed its own plan of action for own reality. Together with government had plan to monitor implementation. Tools: HMS(h) monitoring system – once a month compile all data – every 5 years get new rate of stunting, adjust plan according to food security monitoring system.
- Community level – locals, through SMS, send a report every month; rapid SMS helps for continual care in one thousand days with mobile phone technology.
- Every 6 months the government reports to partners. Sit down with partners to agree on indicators.
- Challenges: Rwanda is more focused on implementation than monitoring, so all effort is in implementation. Even when there is not enough assistance at field level for evaluative quality data. The question is how can there be a strong monitoring system which can help countries and decision makers understand, and secondly, how do we get the information needed to know which intervention has worked best of all those implemented? If we have \$1 where do we put it?

Experience of Peru - Juan Pablo Silva

- First question in starting point on building learning system is to have a question. Not just to build indicators but learn something to help make a decision.
- Secondly, identify the target and start to build a learning process. Start with what you have. Peru linked information systems with decisions and budget allocation which links the Ministry of Social Development with the Ministry of Finance. Example how info linked to decision. Use information under the policy framework (the question).
- Challenges: 1. Bringing and keeping the Ministry of Finance at the table, because our decisions are linked. 2. Building a permanent learning system. 3. Integrating information systems and improving capacity. 4. Critical challenge: continue to build new incentive framework to promote a multi-sectoral approach.
- Technical and political priorities – same opportunities for all; don't get focused on the "average."

Panel Response

- Quality and quantity of data – needs to be good quality and cost-effective.
- Monitoring system must provide regular data
- Transparency essential to ensure accountability
- M&E should be multi-sectoral.
- Emphasize ongoing incentives for multi-sectoral M&E.

- Strengthen monitoring by analyzing what you already have, what you need, and where gaps are.
- Match multi-sectoral partners' abilities to a mapped system.
- Create a framework to understand needs -> describe targets -> identify indicators.
- Don't neglect context-specific frameworks to account for decentralization; there should be the same opportunities for all, can't get stuck on the "average."
- Key objective: accountability.
- Coordinate data streams from partners; coordinate it to enable ongoing collection/analysis & growth over time.
- Communication: Partners should report to each other (governments, donors, etc.).
- Assess data quality to find and fill data gaps. Make sure quality extends to ALL levels (again: context, decentralization).
- Emphasize performance-based evaluation. Match results / investments / programs / effectiveness.
- Promote government ownership of data.
- Link budget allocations to policy framework. Link departments, ministries - emphasize communication.
- Roll out once indicators and (tracking) interventions are identified.
- Institutionalize for a sustainable product.

Next steps

- Translate tracking to impact - analyze data to learn what works
- Focus on moving from learning to decisions, from information to accountable use.
- Build the capacity to ask questions.
- Create a common vision of results / monitoring / achievements.
- Continue to look forward, don't get stuck looking back when monitoring and evaluations.

And finally

Quantity of work does not matter without quality, coverage, and sustainability, as well as awareness of services on the part of the population.

UN System Network for SUN

Sessions 4.7 & 4.8

The UN System Network for SUN organized two breakout sessions during the SUN Global Gathering in New York City, 23-24 September 2013, enabling an interactive dialogue with SUN country representatives and other stakeholders in the SUN Movement on optimal joint country support:

1. **Session 4. 7 UN System Network for SUN - Better together for SUN: Sharing country experiences, successes, challenges and needs for improved multi-sectoral nutrition actions**, on 24 September 2013 09.00 – 10.20

The objective of this session was to share experiences and seek feedback from countries on how the UN can support strengthened, coordinated multi-sectoral nutrition governance and action. The session was well attended by 80 participants, with majority of representatives from SUN countries, and some members of other SUN Networks.

2. **Session 4. 8 How can the UN System more effectively respond to country needs and offer better support for national efforts in nutrition?** on 24 September 2013 10.40 – 12.00

The objective was to open the dialogue with participants on how to better respond to national needs (policy and programme and support to governance). This session was well attended by 50 participants with a good mix of country and network representatives.

The Director General of WHO, Dr Margaret Chan, participated in the second session. The UNSCN Secretariat Report on the 'Mapping of UN agencies nutrition actions in 21 SUN participating countries' was disseminated to participants at the end of the session.

How can the UN System more effectively respond to country needs?

Dr Margaret Chan, Director General of WHO

Dr Chan emphasized that the UN system approach must be country led and encouraged necessary changes to make this happen. She advocated for country leadership, ownership, and country plans. Countries are at the center and the UN system agencies need to revolve around them, like the other networks as well. Countries should have the courage to tell UN agencies what they want them to do and UN agencies need to listen to countries. 'Don't be too pleasant with us, be strong'. But she also stressed that countries must be coherent too – across government- with clear leadership and speaking with the same voice in all fora, so not to create the space for others.

Dr Chan highlighted the following with regard to better support of the UN system to countries. First she stressed that the UN system agencies need to be more coherent, more serious about how to work as One UN. She outlined that the UN system can help with evidence and knowledge. How can countries use evidence to address malnutrition and obesity? What are the most useful proven interventions to improve people's health? She also underlined that nutrition cannot stand alone; it is complex, multi-sectoral and needs multiple actors. There is the need to invest in and support national NGOs; also, the role of business is there. We can work together, but must avoid conflict of interest, must share responsibilities and values. Finally Dr Chan addressed the division of labour in the UN family. FAO and WHO will continue to be technical normative agencies – working together e.g on the Codex Alimentarius. They do respect UNICEF and WFP as implementers. Countries should remind the UN agencies about the division of labour.

Outcome of the discussion

1. How the UN System can better support national governments:
 - Support country leadership and ownership and gear UN efforts to respond to country plans (demand driven approach),
 - Use its credibility and neutrality for supporting highest level advocacy on nutrition, targeting parliamentarians and the political class
 - Use the UN convening power for bringing on board all stakeholders and networks at country level
 - Use the strength of UN system agencies joint work in multiple sectors relevant to nutrition to:
 - Support resource mobilisation- building an investment case and advocate for increased funding (within and outside the country) to support national nutrition plans
 - Support countries in knowledge sharing and learning at all levels, country, regional and global levels by documentation and dissemination of best practices, operational research, establishment of regional resource centres etc.
 - UN system to expand its support to nutrition governance by expanding REACH partnership and / or other UN support tools to cover more countries
 - Capacity development for strengthening country systems e.g. technical, administrative, procurements, logistics, cost-effective implementation strategies etc.
 - Human resource capacity building – need for nutrition experts in all sectors for nutrition-sensitive programmes
 - UN system to harmonize and clarify definitions on nutrition-sensitive, nutrition specific as well as key indicators and guidelines.

2. For this to take effect, it is important that the UN system:
 - Provides leadership by uniting around a common causal analysis model and the national nutrition action plan to avoid duplication and overburdening of governments with multiple demands.
 - Improves coordination of UN system in country, through:
 - Joint UN analysis, planning and programming (geographic convergence) and resource mobilisation building on multisectoral nature of the UN system.
 - Joint UN nutrition strategy (within the UNDAF) in country that details the roles and responsibilities of the various UN agencies vis a vis the national multi-sectoral nutrition efforts.
 - Presenting a unified ONE UN face and vision to government
 - Speaking with one voice benefiting the Resident Coordinators system and an identified (rotating) UN system nutrition leadership at political and technical level.
 - Broadening participation of the relevant UN agencies in nutrition work at country level, document which UN agencies are involved in nutrition and where mandates overlap.
 - Consolidates efforts and resources of the UN system to effectively support roll-out of national nutrition plans

- Communicates clearly how UN system works and what is working
 - At country level, explores how REACH can expand to other SUN countries who demand support for nutrition governance.
 - At global level, develops and agrees on standards for nutrition specific and sensitive interventions;
 - Links global – regional – country network to coordinate and harmonize approach and goals.
 - Develops nutrition information management tools (including selected number of key multi-sectoral indicators) that can be adapted to different contexts.
 - Agree on joint framework and having fewer indicators that countries need themselves for decision making.
 - Fosters knowledge sharing – national, regional and global; showcase results of joint UN actions.
 - Identify concrete actions for next 2 years: quick wins, and addressing structural problems.
3. How can the countries help the UN system?
- Providing incentive for the UN system to align around country plans and strategies, to move from supply to demand driven, for countries to take the lead.
 - Agree at country level on national goals, strategies and plans, and
 - Speaking to the UN system agencies with ONE VOICE.