

# **Independent Comprehensive Evaluation of the Scaling Up Nutrition Movement**

## **FINAL REPORT**

### **Main Report and Annexes**

**1 May 2015**

**Mokoro Limited**

*in partnership with*



Mokoro Ltd, The Old Music Hall, 106-108  
Cowley Road, Oxford, OX4 1JE, UK  
Tel: +44 (0) 1865 403179  
Email: [mokoro@mokoro.co.uk](mailto:mokoro@mokoro.co.uk)  
Website: [www.mokoro.co.uk](http://www.mokoro.co.uk)

**Valid International**



**FEG Consulting**





## **Independent Comprehensive Evaluation of the Scaling Up Nutrition Movement – Final Report**

The evaluation was undertaken by Mokoro Ltd in partnership with Food Economy Group (FEG) Consulting and Valid International. The team of evaluators and researchers comprised Stephen Lister (team leader), Stephanie Allan, Zoe Driscoll, Alta Fölscher, Christopher Leather, Lilli Loveday, Mirella Mokbel Genequand, Robrecht Renard, Stephen Turner, and Muriel Visser.

Additional support was provided by Philip Lister, and assistance with country case studies was provided by Liv Bjørnstad (Senegal), Adriana Moreno (Guatemala), Ray Purcell (Bangladesh), Gregory Rooney (Indonesia), and Chris Tanner (Mozambique).

The internal quality assurance panel comprised Stephen Anderson and Alistair Hallam.

The Independent Comprehensive Evaluation was commissioned by the SUN Movement's Lead Group and was overseen by its Visioning Sub-Group (VSG). Three quality assurance advisors, Julia Compton, Chris Gerrard and Eva Lithman, were appointed to assist the VSG. The evaluation manager was Ruwan de Mel.

Funding for the Independent Comprehensive Evaluation was provided by the Bill & Melinda Gates Foundation.

This report should be cited as:

Mokoro 2015, *Independent Comprehensive Evaluation of the Scaling Up Nutrition Movement: Final Report – Main Report and Annexes*. Oxford: Mokoro Ltd, 1 May 2015.

*The evaluation team would like to thank all those who have assisted its work. These include the SUN Movement Secretariat, the interviewees listed in Annex B, respondents to the survey, the evaluation manager and the independent quality assurance advisers. The evaluation team has sole responsibility for the opinions expressed in this report and for any errors that remain.*

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## **Executive Summary**

### **The SUN Movement**

S1. This is the final report of an independent comprehensive evaluation of the Scaling Up Nutrition movement (SUN).

S2. For some years before SUN was launched, there had been growing recognition of the problems of undernutrition, and concern that the international system was failing to deal with it effectively. These concerns were crystallised by The Lancet in 2008. Its series on maternal and child nutrition highlighted evidence about the high personal and economic costs of stunting and criticised the failure of a "fragmented and dysfunctional" international architecture to deal with it.<sup>1</sup>

S3. A number of agencies and working groups collaborated on the early proposals for what later became the SUN Movement. These proposals were set out in a "Framework for Action" and a "Road Map", both published in 2010.<sup>2</sup> They highlighted the need to tackle stunting, to focus especially on the 1,000 days from conception to two years old, and to embrace nutrition-sensitive approaches to tackle the underlying causes of malnutrition as well as nutrition-specific interventions to tackle its direct manifestations. They proposed that civil society, donors, UN agencies and the private sector should all collaborate to support country-led, multi-sectoral strategies to combat undernutrition. This was to be an informal partnership, and its role would be to catalyse support for countries prepared to "scale up nutrition". It was deliberately not set up as a global fund or agency. (Though SUN has been supported by a Multi-Partner Trust Fund, this is a small fund mainly used to support the development of civil society alliances for nutrition.)

S4. This approach struck a chord: within a few months the Framework for Action had been endorsed by over 100 entities, and numerous countries came forward to participate. Rapid expansion has continued throughout the four years of SUN's existence, so that by the end of 2014 more than 50 countries had joined the movement.

S5. On the basis of a stewardship study which was conducted in 2011, SUN's institutions became somewhat more formal. A high level Lead Group was established in 2012, supported by a Secretariat based in Geneva; both operate under the auspices of the UN Secretary General. A Strategy 2012–2015 was published,<sup>3</sup> and together with a Revised Road Map,<sup>4</sup> it provides the guiding framework for the SUN movement, with the structure pictured in Figure S1.

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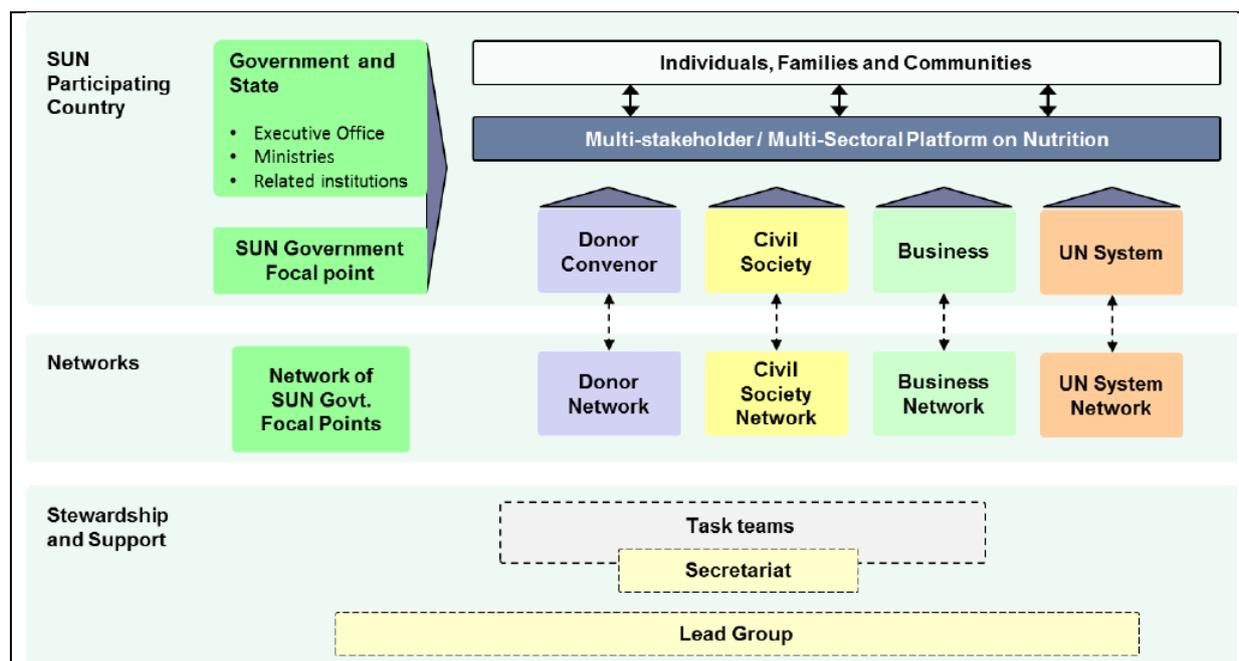
<sup>1</sup> *The Lancet's series on Maternal and Child Undernutrition: Executive Summary*. The Lancet, 2008.

<sup>2</sup> *Scaling Up Nutrition: A Framework for Action*. 2010 (Reprint April 2011) and *A Road Map for Scaling-Up Nutrition (SUN)*. First Edition. Scaling Up Nutrition Road Map Task Team, September 2010.

<sup>3</sup> *Scaling Up Nutrition (SUN) Movement Strategy [2012-2015]*. SUN Movement Secretariat, September 2012.

<sup>4</sup> *SUN Movement: Revised Road Map*. Secretariat of the Scaling Up Nutrition Movement, September 2012.

**Figure S1: Organisation of the SUN Movement**



Source: SUN Revised Road Map 2012 – also appears in the Strategy 2012–2015. Originally entitled “Stakeholders in SUN movement”

S6. The Strategy set the following main objectives:

"The Movement's strategic objectives to the end of 2015 focus on increasing support and demonstrating effectiveness through:

- 1) The creation of an enabling political environment, with strong in-country leadership, and a shared space (multi-stakeholder platforms) where stakeholders align their activities and take joint responsibility for scaling up nutrition;
- 2) The establishment of best practice for scaling up proven interventions, including the adoption of effective laws and policies;
- 3) The alignment of actions around high quality and well-costed country plans, with an agreed results frameworks and mutual accountability;
- 4) An increase in resources, directed towards coherent, aligned approaches." (Strategy, ¶7)

### **Purpose and Scope of the Evaluation**

S7. The present evaluation was envisaged in the 2012–2015 strategy. Its Terms of Reference were very broad – to assess all aspects of SUN's performance and pose options for the evolution of SUN to build on strengths and address weaknesses.

S8. The evaluation was commissioned by the Visioning Sub-Group (VSG) of the Lead Group, but it is intended to be used by all stakeholders in SUN to chart the movement's way forward. The text of the main report has been kept as short as possible, but annexes provide supporting evidence and material which should be useful to those directly involved in taking forward the report's recommendations.

## **Methodology**

S9. The evaluation used mixed methods. Evaluation questions were guided by a reconstruction of SUN's theory of change, and the evaluation systematically tested the assumptions underlying the SUN movement's approach. Evidence was collected from an extensive literature review and eight country case countries (Bangladesh, Burkina Faso, Ethiopia, Guatemala, Indonesia, Mozambique, Senegal and Tanzania), in addition to over 250 global and country-level interviews, an electronic survey of SUN stakeholders (with 186 respondents), a visit to the SUN secretariat in Geneva, and participation in country network, Lead Group and other SUN meetings by telephone. The Global Nutrition Report,<sup>5</sup> which was published in November 2014, was also a valuable resource.

S10. A short time frame (with only six months from the contract being awarded to the delivery of the final report) limited scope for extended consultation. Nevertheless, three interim papers were published: an Inception Report (August) set out a detailed methodology; an Interim Progress Report (September) provided a preliminary assessment of the SUN movement secretariat, and an Options Discussion Paper (November) provided the basis for the evaluation team's engagement in the Global Gathering.

S11. An independent panel of quality assurance advisers reviewed all outputs at draft stage.

## **Principal Conclusions**

*Conclusion 1: Concerning its strategic objectives 1 and 2: SUN has been widely successful at the level of advocacy and mobilisation but there is only limited evidence that this is leading further towards scaling up nutrition at country level. Effective progress in scaling up nutrition responses was found in only a limited number of countries.*

S12. SUN's advocacy has been very influential in keeping nutrition on the international agenda, and in encouraging and reinforcing country-level efforts in advocacy and mobilisation to address undernutrition. This is itself a significant achievement. SUN's influence is reflected, among other things, in the rapid growth in country affiliations to SUN.

S13. Forms of multi-stakeholder collaboration are being promoted, but it is less clear whether greater political support and enhanced analysis are yet leading further along the path towards scaling up nutrition in practice. The country case studies identified few signs that development partners and civil society organisations are applying aid effectiveness principles by really lining up behind government plans for

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<sup>5</sup> *Global nutrition report 2014: actions and accountability to accelerate the world's progress on nutrition.* International Food Policy Research Institute, Washington DC, 2014.

scaling up, as opposed to continuing independent programmes that have similar objectives.

S14. In addition, SUN's aspirations for ensuring a systematic focus on gender empowerment have not yet been moved from global-level rhetoric into country-level practice.

*Conclusion 2: Concerning strategic objectives 3 and 4: progress towards SUN's multiple stakeholders aligning their actions with high quality costed plans and common results frameworks is limited, and progress in mobilising and scaling up resources for nutrition is also very limited.*

S15. SUN proposes costed plans and common results frameworks that can serve to align the actions of all stakeholders towards achieving nutrition objectives at scale, but few of the plans and results frameworks have yet been developed to the intended level. Consequently, SUN is not yet able to move the focus in many countries from alignment and planning to the achievement of outcomes.

S16. SUN has contributed to international efforts to mobilise funds (notably in supporting the Nutrition for Growth event in 2013), and some SUN countries have achieved moderate increases in nutrition funding, but, as SUN's own monitoring indicates, overall progress has been very limited. At global level, these findings are corroborated by the limited evidence of scaling up resources that is reported by the Global Nutrition Report.

S17. Monitoring of financial scaling up is hindered by the difficulty of tracking nutrition expenditures. The SUN donor network has devoted considerable efforts to developing methods to track international aid for nutrition, with modest success. More work is needed on this and on country-level tracking.

*Conclusion 3: SUN has important strengths to build on, including its relevance and the goodwill it has accumulated.*

S18. SUN was relevant: in highlighting the need to address undernutrition and reduce stunting; in drawing attention to the importance of the 1,000 day window for action on maternal and child nutrition; in advocating multi-sector and multi-stakeholder approaches; in noting that such approaches must include both nutrition-specific and nutrition-sensitive components; in insisting that nutrition plans must be country-led; and in including women's empowerment as an essential element of progress. It was also relevant in addressing an acknowledged gap in the international architecture for nutrition.

S19. SUN's other strengths include:

- (a) The goodwill it has built up and the experience it has gained in the four years since it was launched. This is embodied, not least, in the progress there has been in establishing the support networks and in the capability demonstrated by its Secretariat.

- (b) There has also been notable progress (supported by the Multi-Partner Trust Fund) in strengthening country-level civil society networks.
- (c) Its transparency and willingness to address difficult issues, such as conflicts of interest within the movement.
- (d) It has been reasonably efficient in its use of resources, which are modest in proportion to the potential benefits of improved nutrition.
- (e) Its adaptability and willingness to learn from experience, which is reflected in the iterative way that SUN has evolved.

S20. In addition, the Global Nutrition Report (although not itself a SUN output) is now set to be an important part of SUN's wider framework for monitoring and evaluation in future.

*Conclusion 4: But SUN also has weaknesses in its current design...*

S21. Weaknesses in SUN's design include:

- (a) Insufficient clarity in its approach to costed plans and common results frameworks (an aspect where more explicit reflection on the lessons of previous episodes of multi-sector planning would be useful).
- (b) A monitoring and evaluation framework which is not rigorous enough and is too subjective. It is therefore not reliable as a guide to individual country progress over time, nor for comparing progress across different countries.
- (c) An unnecessarily restrictive assumption that country-level network structures should replicate the global structure.

S22. There are additional potential weaknesses if SUN interprets the principle of inclusivity too narrowly, or fails to adapt to the particular needs of middle income countries and fragile states.

S23. There is also a risk that deference to the language of a "movement" and the (wholly appropriate) principle of country ownership, will prevent SUN from getting to grips with issues of quality, which need to be addressed if all stakeholders, not just governments, are to be held accountable for their commitments towards tackling undernutrition.

*Conclusion 5: ... and SUN also has weaknesses in implementation.*

S24. SUN's vision is that country-level improvements in nutrition can be built on improvements in nutrition governance that are supported by global and country-level networks of all main stakeholders. This is reflected in the strategy adopted in 2012. However, it is taking time to put all the elements of that strategy into place. Thus:

- (a) It has taken time for all the support networks to put their own systems of governance in place and establish their ways of working. The UN network and

the business network are still addressing basic issues of strategy and coordination.

- (b) Progress in developing practical methodologies for financial tracking has been understandably slow, but this undermines progress towards scaling up resources.

S25. Although not surprising, this slow progress has serious implications:

- (a) SUN has not actually implemented the accountability framework described in its Strategy and Revised Road Map – so at global level it is not following up the accountability of stakeholders systematically enough.
- (b) In part this is because the Lead Group in its current form operates at too abstract a level, and is not suited to the practical tasks of holding networks, the Secretariat and stakeholders accountable for making and then delivering on actionable commitments. (And the networks' "operational plans" envisaged in the 2012–2015 Strategy and Revised Road Map are not yet visible.)
- (c) At country level it has not followed through with establishing quality standards for costed plans and it has only recently specified common results frameworks in a way that is consistent with country-level accountability for all stakeholders.

*Conclusion 6: Serious weaknesses in the international architecture for nutrition still persist.*

S26. SUN has been a timely and appropriate attempt to strengthen global-level architecture for nutrition, but serious weaknesses remain. Although SUN was not, and should not have been, expected to resolve all problems, it will be important to take them into account in the design of SUN's next phase. In particular:

- (a) There continues to be a plethora of overlapping and insufficiently coordinated and coherent international initiatives on nutrition.
- (b) There has been only slow progress in addressing issues of coherence and coordination among UN bodies concerned with nutrition.

*Conclusion 7: SUN will ultimately be a failure unless its weaknesses are seriously and urgently addressed.*

S27. There is good evidence that the changes in nutrition policy and programmes that SUN is advocating are feasible and can have lasting benefits for affected populations, and also that the changes in nutrition governance that SUN promotes can leverage appropriate changes in policy and programmes. At the same time, bringing about such changes is not easy, and SUN has made progress on this front in only a limited number of countries. SUN has been very successful in advocacy and mobilisation, but this will not translate into demonstrable and widespread results

unless the weaknesses the evaluation has identified are seriously and urgently addressed.

### **Recommendations**

S28. The recommendations are designed to be incorporated into the planning process for SUN's next phase, which is referred to as SUN 2.0. The Visioning Sub-Group has been given responsibility for managing this process as well as organising the stakeholder response to the evaluation; the main report makes some additional suggestions about responsibilities for taking each recommendation forward.

*Recommendation 1: SUN should be continued and strengthened, building as far as possible on the existing framework.*

S29. SUN is addressing an issue of huge global importance. It has made promising early achievements and has considerable strengths to build on. The evaluation has also identified some serious shortcomings which need to be addressed if SUN is to achieve its objectives. The prospects for future success will be increased by maintaining continuity with the elements that have worked well while making changes to address clearly identified weaknesses.

S30. Accordingly, the current mandate of SUN should be extended by 5 years, to match the period of its new strategy document (see Recommendation 2). There should be no presumption of continuation beyond that period unless a further mid-term evaluation of SUN 2.0 finds that it has successfully addressed the weaknesses this report has identified and is achieving demonstrable results at country level.

*Recommendation 2: The necessary re-design and strengthening of SUN should be reflected in a new strategy document to be prepared during the first half of 2015.*

S31. A new strategy document will be needed. This should thoroughly revisit, and supersede, the 2012 Strategy and Revised Road Map. It will need to serve both as an updated "constitution" for SUN (explaining its objectives and structures, its ways of working and the mutual obligations of participants), and as an operational plan with clear and monitorable targets. It should address the weaknesses identified in this report.

S32. The strategy document itself will not resolve every detail of the responses to the recommendations, but it can incorporate a work programme for doing so. The VSG will need to establish sub-groups (supported as needed by consultants) to address key elements of the redesign, including clearer specifications for costed plans and results frameworks with associated quality standards, to feed into systems of independent review and monitoring and evaluation (M&E) that have a purposeful country-level focus. Country networks must be thoroughly engaged and consulted during this process.

S33. The SUN 2.0 strategy should have a five-year horizon, with provision to complete a thorough independent review by the end of the fourth year so as to guide

any subsequent phase. Main elements of design should be agreed by the middle of 2015, so that the SUN 2.0 strategy can be formally adopted by September 2015.

*Recommendation 3: SUN's primary focus should continue to be on undernutrition and the elimination of stunting. However, there should be more acknowledgement that good nutrition plans will need to address all forms of malnutrition, including the double burden of undernutrition and overnutrition.*

S34. SUN's advocacy efforts around stunting have been found to be highly relevant and effective, and with global stunting levels still unacceptably high, will continue to be relevant. At the same time, it must be recognised that most SUN countries already suffer from multiple burdens, that this trend will continue, and that national nutrition strategies must address all dimensions of malnutrition. SUN 2.0 should continue to focus on countries where undernutrition is a significant burden, while recognising that stunting must be tackled in tandem with other dimensions of malnutrition.

*Recommendation 4: The strategy should also encompass practical ways to strengthen the focus on gender and equity as they relate to nutrition. This should include a concerted focus on the nutritional status, knowledge, and practices of females, as well as action to reinforce the participation of disempowered and marginalised groups in scaling up nutrition, including a continued commitment to women's empowerment.*

S35. SUN's good gender intentions have so far not made enough practical difference. Sufficient attention to the nutritional needs of women and women's empowerment will not be achieved simply by exhortation but requires practical measures to strengthen monitoring, analysis and the sharing of experiences. More broadly, SUN needs to pay more systematic attention to (in)equity of nutrition (including regional, social, economic and ethnic dimensions).

S36. Gender and equity should have a central role in the next strategy, but, more than that, the movement needs to identify ways of sharing experiences of stakeholders in the movement that have successfully dealt with these issues, for instance by facilitating learning from nations which have ensured that gender determinants of undernutrition have been addressed across sectors and beyond those traditionally associated with women's reproductive and traditional roles. Gender and equity should also be reflected in the quality criteria for assessing costed plans and common results frameworks, and must be given stronger prominence in the monitoring framework.

*Recommendation 5: The revised strategy must, inter alia, reflect existing aid effectiveness principles, and focus on strengthening accountability across the movement, globally and at country level, with all stakeholders making, and being held accountable for, monitorable undertakings in support of country-led plans for scaling up nutrition.*

S37. SUN must develop clearer guidance on what is meant by common results frameworks and national nutrition plans, the relationship between these concepts, and the sequencing of actions to establish them in practice. To support this, SUN must develop a system of credible independent assessment of the quality of plans and results frameworks, in a manner that takes account of the responsibilities of all stakeholders, not just the government, and does not compromise the principle of country ownership. Such an independent (peer) review system will require careful design and piloting followed by the propagation of good practice solutions.

*Recommendation 6: Recognise that expecting countries all to replicate the same country-level configuration of the support networks is unnecessarily rigid. Allow for more diversity, both in the guidelines to SUN countries and within the global action plans of the support networks.*

S38. Completely standardised approaches are not necessary in principle nor feasible in practice. Among other things, the assumption of uniformity has led to an imbalance between global and country requirements in the way SUN country progress is monitored. Each network should update its strategy and activity plans so as to reflect the diversity found in countries, in parallel with, and as an input to, the preparation of the SUN 2.0 strategy.

*Recommendation 7: Recognise that scaling up cannot proceed at the same pace in all countries and that there should be room within the movement for innovation and experiment. Accordingly initiatives to promote large-scale action in selected countries should be accommodated within the movement, so long as they observe the movement's basic principles, including the principle of country ownership.*

S39. Whilst retaining an open door policy, there is a case to be made for demonstrating impact at scale in a few countries. (The 2012 Revised Road Map stated that the Movement's members would concentrate support on countries that had demonstrated their readiness to scale up nutrition.) A number of partners are pursuing this agenda, e.g. in relation to a proposed catalytic financing facility. Such initiatives should be encouraged to operate within the framework of SUN and its accountabilities rather than outside.

*Recommendation 8: SUN should strengthen accountability by considerably strengthening its governance arrangements, including: (a) an overhaul of the Lead Group and (b) the creation of a senior body that can exercise effective supervision of the implementation of SUN's strategy.*

S40. The Lead Group is found to be incapable of performing the detailed accountability function that is required in governing SUN, because it conflates the roles of strategic leaders with champions, has very high level membership, and meets only infrequently and for short periods of time. There needs to be a body which is sufficiently senior to exert authority and has enough time to devote to full participation in extended meetings on a quarterly basis, that can facilitate the mutual accountability that was envisaged in, but never delivered by, the 2012–2015 Strategy. This does not mean departing from the principle of country ownership – rather it is a way of applying accountability in support of country-owned strategies and plans.

S41. It is important that governance arrangements are seen as legitimate as well as efficient, and proposals for change must be subject to thorough, but also rapid, consultation. A feasible option would be: (a) to retain a Lead Group formally operating under a mandate from the UN Secretary General; (b) to hold transparent consultations with stakeholders about appropriate membership, as a basis for appointing a new Lead Group; and (c) to specify the mandate, operating modalities and membership of a senior stewardship body / executive committee that would have primary responsibility for ensuring continuing functional accountability across the SUN movement.

S42. Requirements for the future configuration of the SUN secretariat need to be worked out as part of the development of the SUN 2.0 strategy. With many other priority issues to address, changes to its location or legal status should be avoided.

*Recommendation 9: There should be a particular focus on strengthening monitoring, evaluation and learning. The independent monitoring role of the Global Nutrition Report should be retained and strengthened.*

S43. Reliable monitoring and objective evaluation are essential for an endeavour which, like SUN, depends on rapid learning and adaptation – both globally for the movement as a whole and at country level for the continual adaptation and improvement of nutrition strategies and programmes. The role played by the Global Nutrition Report as a monitor of nutrition progress globally has been a significant advancement this year, providing credible independent evidence on progress in SUN countries and elsewhere. This role is a safeguard against the risk of mixing monitoring with advocacy in SUN's own reporting. SUN's own current M&E approach is too subjective, and not sufficiently focused on in-country M&E requirements.

S44. In future, the Global Nutrition Report should lead on monitoring progress in SUN countries (as a regular part of its global monitoring), particularly at the outcome and impact level. Monitoring and evaluation of output-level results is likely

to need to stay within the SUN system, but the system must be made more robust. Work on revising SUN's M&E systems needs to be linked to work on developing peer review criteria for plans and common results frameworks and their associated in-country accountability arrangements.

*Recommendation 10: The partners in SUN should pursue further rationalisation of the international architecture for nutrition. This should include strengthening of coordination and coherence among the UN agencies and a streamlining of international initiatives on nutrition. The Global Nutrition Report should independently monitor the commitments under such initiatives, as it already does for the Nutrition for Growth commitments.*

S45. Whilst SUN came about in part in reaction to the dysfunctional nutrition architecture, this continues to be a complex and continually evolving myriad of entities, with overlapping mandates and activities, displaying varying degrees of collaboration, and with much competition for resources. The monitoring of commitments under most high profile initiatives is weak and diffuse.

S46. Partners within the SUN movement have individual responsibilities towards rationalising this architecture. For instance, efforts of the UN agencies to strengthen coordination and coherence of streamlining of international initiatives on nutrition must be accelerated. Development partners should seek to harmonise their programmes to limit fragmentation, in addition to bringing new initiatives such as the Catalytic Fund for Nutrition under the “big tent” of SUN. The Global Nutrition Report should be supported to monitor commitments under a broader set of nutrition initiatives, as it already does for the Nutrition for Growth commitments.

### **Summary and Next Steps**

S47. The SUN movement has demonstrated impressive energy and dynamism and has advocated successfully for nutrition to get the attention it deserves, both on global platforms and in countries with high burdens of malnourished populations. With an appropriate focus on support to country-led strategies, it has rapidly mobilised a broad base of supporters who have shown willingness to collaborate on nutrition. However, the evaluation has found some fundamental weaknesses in the design and implementation of SUN; these need be urgently addressed so as to ensure that the SUN movement's potential is fully realised.

S48. There is now a window of opportunity to reshape and reinvigorate the SUN movement. The current mandate of the Lead Group, already extended by a year, runs out at the end of 2015. The Visioning Sub-Group has developed a programme for consultation across the SUN movement to consider responses to this evaluation and to ensure that the changes which are agreed are reflected in a strategy for SUN 2.0 which can be approved by the third quarter of 2015. This is a very important process, because the potential gains from ensuring SUN's future success are enormous.



## **PART I: CONTEXT**

### **1. Introduction**

#### **1.1 Objectives and scope of the evaluation**

1.1 The current strategy and the revised road map of the Scaling Up Nutrition (SUN) movement<sup>6</sup> were prepared in 2012 and envisaged a comprehensive evaluation to guide the movement's development in 2015 and beyond (SMS 2012s, SMS 2012q). In line with this, the SUN Lead Group commissioned an Independent Comprehensive Evaluation (ICE) to report by the end of 2014 and feed into a subsequent "visioning" exercise to map a future course for the SUN movement. The full terms of reference (TOR) are provided in Annex A.

1.2 The scope of the evaluation is very broad:

... the ICE is to consider all aspects of SUN – its institutional structure, objectives, working model(s), decision processes, role within the wider architecture of international development, relevance, value-added, efficiency and effectiveness. It will address how effective SUN has been in carrying out its objectives – concerned with accelerating the reduction of undernutrition – and to pose options for evolution of the SUN movement to build on strengths and address weaknesses. It will provide an independent assessment of what SUN has accomplished and is accomplishing, the efficiency and effectiveness of its different components (its governance, networks and secretariat), its current functioning and to the extent feasible, its contribution at country, regional and global levels. It will examine the extent to which SUN is helping national governments, and other stakeholders, to contribute to transformations in the way nutrition is being addressed. And it will assess the role of SUN in increasing attention to women's empowerment and gender equality and in catalyzing nutrition-sensitive approaches in agriculture, health care, water and sanitation and other sectors. (TOR ¶7)

1.3 The evaluation is intended to "reflect the aspirations and concerns of all stakeholders of the Movement" (TOR ¶8) and to be used by all stakeholders to chart the Movement's way forward (TOR ¶7). In particular it is expected to be a key document guiding the work of the Lead Group's Visioning Sub-Group (VSG) which has been mandated to steer the visioning exercise, and also served as the reference group for the evaluation.

#### **1.2 Approach and methods**

##### **Timetable and deliverables**

1.4 This ICE was constrained by a very tight timetable. Annex B provides a full description of the evaluation process. Mokoro was awarded the contract on 20 June 2014, and required to present a first draft of the full evaluation report by early December, with the final version to be submitted by 31 December. Intermediate outputs have included:

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<sup>6</sup> The origins, objectives and activities of the SUN movement are described in the next two chapters of this report.

- An Inception Report (Mokoro 2014b), dated 1 August 2014, which set out our full methodology and work plan.
- A substantial Interim Progress Report (Mokoro 2014c), dated 15 September 2014, which provided an interim assessment of the SUN movement secretariat (SMS) and initial observations based on early research.
- An Options Discussion Paper (Mokoro 2014d), dated 4 November 2014, which was shared with all participants in the Global Gathering.

### **Sources of evidence**

1.5 Comprehensive evaluations of global partnerships are recognised to be very challenging, because of the complexities of what is being evaluated, the varied perspectives and expectations of different stakeholders, and, usually, the lack of firm evidence of final impacts. Moreover, comprehensive evaluations are not an abstract diagnostic but themselves part of the partnership's process of reflection and strategising. As such, thorough consultation with stakeholders is crucial.

1.6 Accordingly, our main primary data collection was through interviews. Interviews were systematically written up, and the compendium of (confidential) interview notes has been a shared searchable resource for all team members. In total, more than 100 global level and over 160 country level interviews were carried out over the course of the evaluation (see Annex B for a list). We also observed SUN in action: we listened in to a selection of country network conference calls, and joined meetings of the various network steering committees, as well as one meeting of the Lead Group. ICE team members visited the SMS in Geneva in June, and joined the Global Gathering in Rome in November (where we conducted some specific feedback sessions on the ICE).

1.7 We conducted eight country case studies. Bangladesh, Burkina Faso, Ethiopia, Guatemala, Indonesia, Mozambique, Senegal and Tanzania were selected, to give a range of contexts in which we could review how SUN has worked at country level. Summaries of our case study findings are at Annex O; the data annex includes data for the case study countries which illustrate their range of contexts (see Annex F).

1.8 We conducted an electronic survey ("the e-survey") to obtain stakeholder views on SUN's performance and its future, and to check the case study findings against perspectives from a wider set of countries. The full survey report is at Annex G.

1.9 We made extensive use of existing literature (see the bibliography) and secondary data. SUN's own reports have been a rich source of information about the movement, and we were also fortunate that the first Global Nutrition Report (IFPRI 2014b) became available just in time for us to use it.

## Methodology

### *Approach*

1.10 The ICE methodology is fully set out in the Inception Report (Mokoro 2014b). We drew on early interviews and SUN’s basic documents to develop a theory of change (ToC – Figure 5 below<sup>7</sup>). We undertook a stakeholder analysis (Mokoro 2014b, Annex D) which also informed the ToC and helped us to identify potential interviewees. We used the ToC and the detailed questions posed by the TOR (Annex A) to develop an evaluation matrix (reproduced in full as Annex C) which provided a structure for our enquiry. The main evaluation questions are shown in Table 1 below. We adapted the evaluation matrix for the country case studies, and used a standard structure for reporting case study findings, so as to ensure comparability (see the comparative summary of case study findings in Annex P).

**Table 1 Main Evaluation Questions**

EQ1	Has the SUN movement addressed the right issues?
EQ2	Has the SUN movement followed a clear, consistent and commonly understood strategy?
EQ3	What have been the results of SUN's efforts?
EQ4	What accounts for these results (or lack of results)?
EQ5	How sustainable is the SUN movement?
EQ6	How should SUN evolve in the short, medium and longer term?

*Source:* The full evaluation matrix, including sub-questions is at Annex C.

### *Limitations*

1.11 As already noted, the ICE was afforded much less time than would normally be required for a comprehensive evaluation. Although we interviewed almost all of the main interviewees we identified, there was not time for as much consultation and checking of tentative findings and recommendations (both within the evaluation team and with SUN stakeholders) as would have been desirable. We focused on countries that are SUN members and did not investigate in any depth those which are not. The nature of the SUN movement posed its own challenges, in terms of identifying clearly what are the appropriate results against which to assess its performance. The challenge is compounded by the fact (as we describe later) that SUN has continued to evolve during the period under review, and it is in any case too soon to identify the impact of SUN on ultimate beneficiaries (e.g. in reduced levels of stunting). Country case studies had to be conducted rapidly, with only a week's visit to each country, and we did not have time or resources to prepare full individual

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<sup>7</sup> See also the detailed reflections on the theory of change in Annex S.

reports for each country. A further limitation is that, as we explain in section 5.4, we found weaknesses in SUN's monitoring system which make the SUN movement's own reports an unreliable guide to the progress or the comparative performance of SUN countries. Nevertheless, we experienced excellent cooperation from SUN stakeholders and were given access to whatever data and reports were available. As we present findings, we draw attention both to the evidence that supports them and to any particular limitations that the reader should bear in mind.

### *Quality Assurance*

1.12 Each of our reports has benefited from prior review by an independent panel of evaluation specialists – the Quality Assurance Advisers (QAA), as well as from the team's own peer reviewers. The appointment of an Evaluation Manager to liaise between the evaluation team, the QAA and the Visioning Sub-Group (VSG) has supported the efficiency and the independence of the exercise.

## **1.3 Structure of the Report**

1.13 The aim of this report is to summarise the evaluation context and process, and present the findings, conclusions and recommendations. In doing so, it broadly follows the sequence of the evaluation questions set out in Table 1 above.

1.14 We have tried to keep the main text concise, but the report has to thoroughly document the supporting evidence from which its findings (and subsequent conclusions and recommendations) are drawn, and thus also includes a number of supporting annexes, as shown in Table 2 below. We hope the annexes will be useful in particular to those directly involved in planning the SUN movement's future. A bibliography and a guide to abbreviations are at the back of the report.

**Table 2 Overview of the Report Structure**

Chapter/coverage	Linked annexes
<b>Part I: Context</b>	
1. Introduction	Annex A Terms of Reference; Annex B Evaluation Process; Annex C Evaluation Matrix
2. The SUN Movement <i>Description of the subject of the evaluation, including its structure and strategy, and the context from which it emerged.</i>	Annex D SUN chronology; Annex E Key Document Summaries; Annex F Supporting Data; Annex H Mapping the International Nutrition Landscape; Annex K SUN Movement Multi-Partner Trust Fund; Annex R How the SUN Movement Seeks to Add Value; Annex J The SUN Networks; Annex N SUN Governance
<b>Part II: Evaluation Findings</b>	
3. SUN's Strategy and its Relevance <i>Assessment of the clarity and consistency of the SUN movement's strategy, including its approach to gender, and whether it has addressed the right issues.</i>	Annex I Issues and Lessons in Multi-Sector Planning for Nutrition; Annex G The Survey; Annex O Country Case Study Summaries; Annex P Country Case Studies: Summary Responses to Evaluation Questions; Annex S Testing the Theory of Change

Chapter/coverage	Linked annexes
<p>4. Results of the SUN <i>Assessment of changes in attitudes procedures, policies and resources that can be attributed to SUN, and plausible links to scaling up nutrition and impact.</i></p>	<p>Annex G The Survey; Annex H Mapping the International Nutrition Landscape; Annex M Tracking Aid Flows and Domestic Expenditures For Nutrition; Annex N SUN Governance; Annex O Country Case Study Summaries; Annex P Country Case Studies: Summary Responses to Evaluation Questions</p>
<p>5. SUN Strengths and Weaknesses <i>Assessment of the strengths and weaknesses of the movement, as they account for the results documented in the previous chapter.</i></p>	<p>Annex G The Survey; Annex I Issues and Lessons in Multi-Sector Planning for Nutrition; Annex J The SUN Networks; Annex K SUN Movement Multi-Partner Trust Fund; Annex L SUN and Conflict of Interest; Annex O Country Case Study Summaries; Annex P Country Case Studies: Summary Responses to Evaluation Questions</p>
<p>6. Sustainability <i>Assessment of whether the movement itself and its emerging results are sustainable.</i></p>	<p>Annex G The Survey; Annex O Country Case Study Summaries; Annex P Country Case Studies: Summary Responses to Evaluation Questions</p>
<b>Part III: Conclusions and Recommendations</b>	
<p>7. Summary of Conclusions <i>Summary of most important findings and the evaluation's overall conclusions</i></p>	<p>Annex Q Matrix of Findings, Conclusions and Recommendations; Annex S Testing the Theory of Change</p>
<p>8. Future Options <i>Setting out the key decisions that need to be made about SUN's future, and possible choices</i></p>	<p>Annex G The Survey</p>
<p>9. Recommendations <i>Recommendations for the future of the Movement, based on findings and conclusions of the ICE, and the options set out above.</i></p>	<p>Annex Q Matrix of Findings, Conclusions and Recommendations</p>

## **2. The SUN Movement**

### **2.1 Introduction**

2.1 This chapter briefly explains the origins of the SUN movement and describes its principal components and characteristics, so as to clarify what is being evaluated. Successive sections address the context from which SUN emerged, its rapid growth, its evolution, structure, strategy, and approach to monitoring and evaluation; the final section notes SUN's implicit theory of change.

### **2.2 Context and origins of SUN**

#### **The rise of nutrition on the international agenda**

2.2 Nutrition is not a new concern for the international community – Annex H shows how many international initiatives there have been since the 1992 International Conference on Nutrition (ICN1). Nevertheless, in recent years there has been more attention to nutrition on the international development agenda than ever before. There are several strands to this, which converged around 2008:<sup>8</sup>

- Scientific consensus: an improved understanding of the causes and consequences of various forms of malnutrition was summarised particularly in *The Lancet* 2008.<sup>9</sup> This seminal publication highlighted a key window of opportunity in the first 1,000 days (between start of pregnancy and two years old), during which period appropriate nutrition can deliver substantial impact in reducing death and disease, and avoiding the irreversible harm which stunting causes to health and cognitive physical development. It presented robust evidence on what works in terms of nutrition interventions, collating evidence from hundreds of studies across the world to identify a range of efficacious nutrition interventions. The case for intervention was strengthened by evidence of the high economic costs of malnutrition (both to the affected individuals and to society) – e.g. Hoddinott et al. 2008 who used longitudinal studies to present estimates of a 2–3% increase in GDP as the results of early childhood nutrition interventions.
- Discontent with the international architecture for addressing nutrition. Again the *Lancet* series was seminal: it was forthright in its criticism of “fragmented and dysfunctional” global institutional architecture for nutrition, and called on the international community to establish a new global governance structure for nutrition that would “more effectively represent supra-national organisations, the private sector, and civil society, as well as facilitating dialogue with national actors from high-burden countries” (*The Lancet* 2008, Morris et al. 2008).

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<sup>8</sup> See also the chronology at Annex D.

<sup>9</sup> Brief summaries of this and other key documents are provided in Annex E.

- Growing experience of international partnerships: The genesis of the SUN movement took place against the background of the Millennium Development Goals (MDGs) and collective efforts to make international aid more effective, reflected in the Paris Declaration (OECD DAC 2005) and in new global partnerships such as the Global Fund to fight AIDS, Tuberculosis and Malaria (GFATM) and the Education for All Fast Track Initiative (FTI).<sup>10</sup>
- The food price crisis of 2008 led to a flurry of international activity to address issues of food security, against the background of a severe global economic downturn.

2.3 These factors all combined to stimulate action and to influence the shape of the action that could be taken.

### **The origins of the SUN movement<sup>11</sup>**

2.4 The World Bank was an early leader in advocating more attention to nutrition (see for example WB 2006) and in estimating the costs of adopting relevant interventions at scale. In 2009 the World Bank, some UN organisations, the Gates Foundation and others formed a small committee which hired two consultants to draft what became the first SUN document – *Scaling Up Nutrition – A Framework for Action* (FFA) (SMS 2010a) which was launched at the World Bank spring meetings in April 2010. It was aimed at policymakers and opinion leaders rather than nutrition specialists, and its purposes were: "to provide an outline of the emerging framework of key considerations, principles and priorities for action to address undernutrition"; and "to mobilize support for increased investment in a set of nutrition interventions across different sectors".

2.5 By June 2010, 100 entities had endorsed the FFA and a task team was requested to devise a Road Map to provide a further guide to action. *A Road Map for Scaling Up Nutrition* (SUN Road Map Task Team 2010a) was launched in New York in September 2010. Its aim was to detail "means through which country, regional and international stakeholders will work together to establish and then pursue an effort to Scale Up Nutrition".

2.6 Thus the SUN movement was born, as a collaborative effort to catalyse coordinated action for better nutrition. It did not start with a detailed blueprint or the establishment of a formal organisation, and it has continued to evolve during the four years of its existence. From the outset SUN governance structures have been viewed as a time-limited endeavour rather than a permanent institution. For the first year and a half the movement was governed by a SUN Transition Team with experts representing different SUN stakeholder groups, chaired by the UN Secretary-General's Special Representative for Food Security and Nutrition (the SRSG) and informed by a UN Reference Group as well as by an interim Country Partner

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<sup>10</sup> Now the Global Partnership for Education (GPE).

<sup>11</sup> For a full chronology see Annex D.

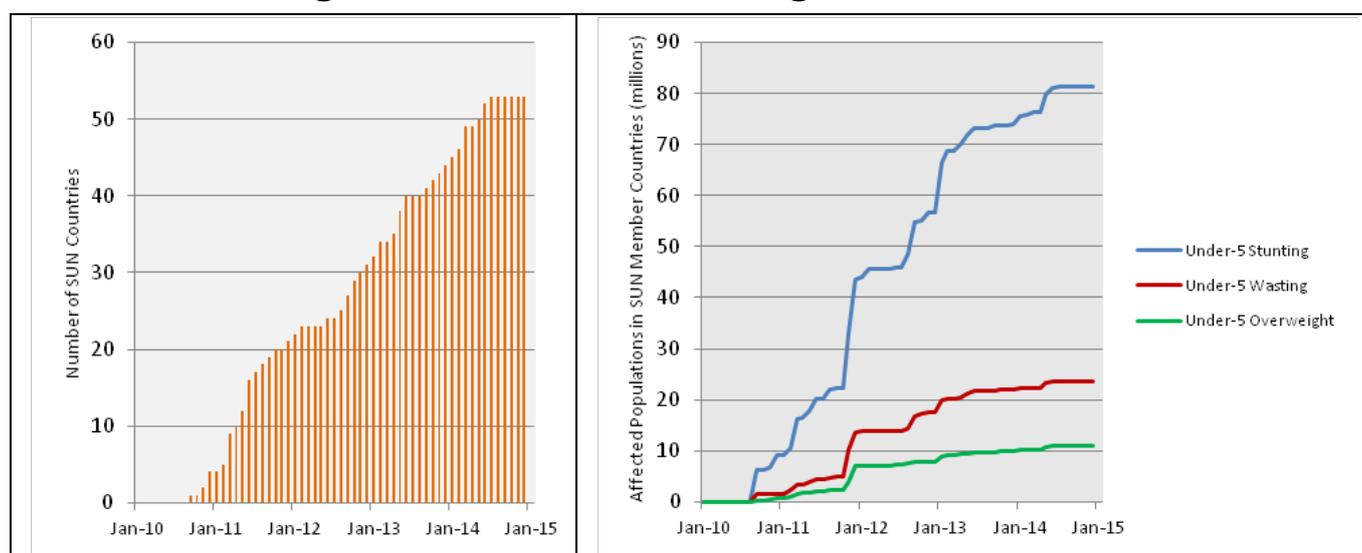
Reference Group. A more formal structure was adopted in 2012, with the establishment of a Lead Group and a separate secretariat. However, the current mandate of the Lead Group runs only to the end of 2015, and the present evaluation is designed to influence SUN's next phase.

## 2.3 Growth of the SUN movement

2.7 SUN was not pre-planned to emerge as it has; it has always been fluid and, partly for that reason, remains complex to analyse. As described in the ICE TOR:

SUN ... is not a new institution or financial mechanism. It is a very broad multi-stakeholder partnership to support national plans to scale up nutrition. It is a voluntary movement that has no legal charter or legal status. It does not directly furnish financial or technical resources, but seeks to catalyze their availability in response to country needs. SUN is open to all countries whose governments commit themselves to scaling up nutrition and to all stakeholders committed to providing support. (SUN ICE TOR, ¶4)

**Figure 1 Growth and coverage of the SUN Movement**



Source: data from GNR 2014, 2014 SUN Annual Report. Note: Under-5 anthropometric data taken from the most recent country survey, as reported in GNR (not the corresponding date on the x-axis).

2.8 The backdrop to SUN's evolving strategy and structure has been the growth in the number of SUN countries. This is depicted in Figure 1 above. The left hand panel shows the number of member countries, but countries vary enormously in population size and also in their malnutrition burdens. The right hand panel therefore gives an indication of the aggregate scale of their malnutrition burden, as represented by their under-5 stunted, wasted and overweight populations. Unfortunately data are not available on an annual basis to show what percentages of the global malnourished populations live in SUN countries.

2.9 This growth has greatly exceeded initial expectations. The 2010 FFA was not couched in terms of membership, but the Road Map which followed established a principle of inclusivity: "Participation in the effort to Scale Up Nutrition is *open to all countries* whose populations experience under-nutrition, and to other stakeholders committed to providing support" (SUN Road Map Task Team 2010a, ¶22). The 2010

Road Map referred to "at least 8" initial scale-up countries, but within a year there were nearly 30, and by the time of the 2014 Annual Report (SMS 2014ab) there were 54 SUN countries plus the Indian state of Maharashtra.

## **2.4 The SUN movement's evolution and key documents**

2.10 SUN's initial framing documents were the 2010 *Framework for Action* (SUN 2010a) and the first edition of *A Road Map for Scaling Up Nutrition* (SUN Road Map Task Team 2010a). In 2012, following the Stewardship Report (Isenman et al 2011, SMS 2011c), a more formal governance structure was adopted, with the SUN movement secretariat (SMS) reporting to a Lead Group (LG) appointed by the UN Secretary General.

2.11 Under the Lead Group's auspices a *Scaling Up Nutrition Movement Strategy (2012–2015)* (SMS 2012s) was adopted, linked to a *Revised Road Map* (SMS 2012q). These two documents are the most authoritative statement of the SUN movement's current vision and goals, its strategic approaches and objectives, the way it is organised (including the roles of its constituent networks, the principles of engagement that guide their work, the functions of the Secretariat and the systems of accountability across the movement). They also set out the expected achievements of the SUN movement from 2012–2015 and the ways in which it intends to add value.

2.12 The Strategy laid the foundations for a Monitoring and Evaluation (M&E) framework which was published in April 2013 (SMS 2013a), with a baseline assessment done against the framework in September 2012 (SMS 2012r). The most recent M&E assessment underpins SUN's annual report for 2014 (SMS 2014ab).

## **2.5 The SUN movement's current structure**

2.13 Figure 2 below shows the main component bodies of the SUN movement. At global level, SUN has a Lead Group, a SUN movement secretariat (SMS) based in Geneva, and four support networks (a SUN donor network, a CSO network, a UN system network, and a business network). All are focused on supporting multi-sectoral and multi-stakeholder nutrition platforms at country level, led by government focal points,<sup>12</sup> with country-level support networks that replicate the global ones.<sup>13</sup>

2.14 A multi-partner trust fund (MPTF – see Annex K) provides limited catalytic support, described as follows in its terms of reference:

It is not designed to be a vertical nutrition fund for large scale investments in food and nutrition security, nor to replace existing funding pathways at country level- it is a fund to be used for catalytic actions to enable, initiate or develop SUN Movement activity at country or regional level, and provide appropriate global-level support, when other funding is not available. (SUN MPTF 2012a)

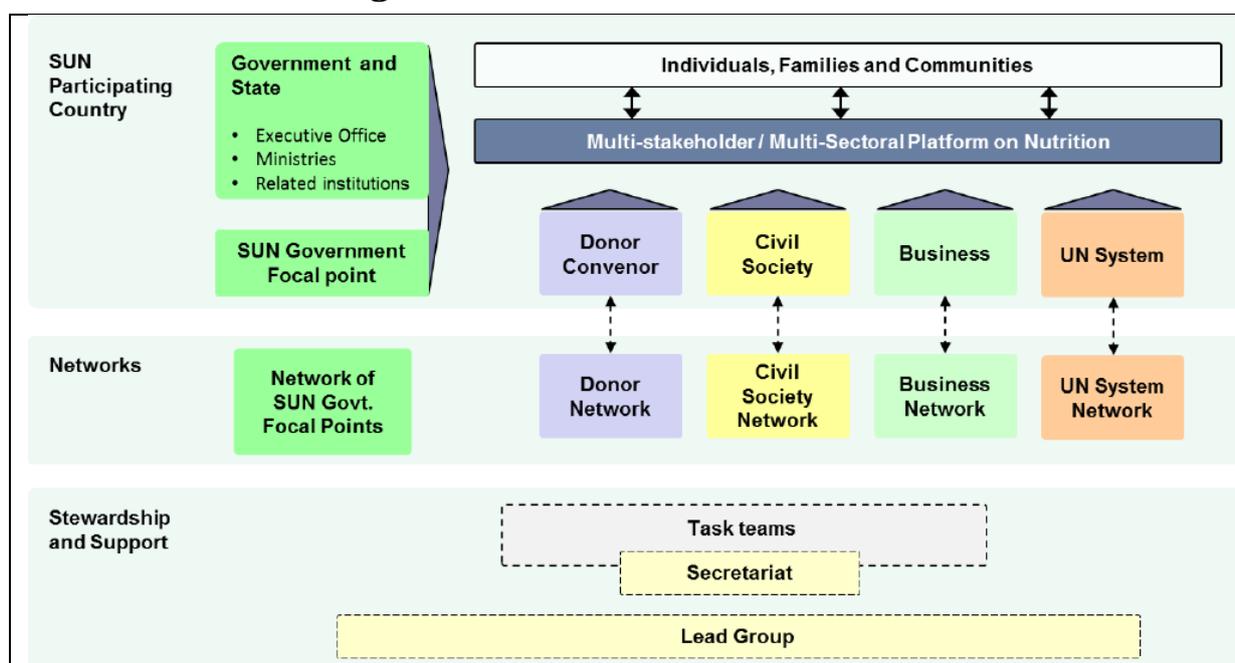
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<sup>12</sup> In SUN documents, the government focal points are often referred to as "the country network" which the other four networks support. See also ¶S68.

<sup>13</sup> For a more detailed description of the Lead Group and SMS see Annex N (Governance); for more on the support networks, see Annex J.

2.15 The SUN Movement Coordinator is a key figure, who heads the Secretariat and is also a member of the Lead Group. For most of SUN's life this position has been filled by Dr David Nabarro, who is also the UN Secretary-General's Special Representative for Food Security and Nutrition (see ¶2.5 above). However, in August 2014 he was assigned responsibilities related to the Ebola crisis, and Tom Arnold, another LG member, was appointed to serve temporarily as coordinator of the SUN Movement for the next six months.

**Figure 2 SUN Movement Stakeholders**



Source: SUN Revised Road Map (SMS 2012y) – also appears in the Strategy (SMS 2012s)

## 2.6 The SUN movement's strategy

2.16 SUN's strategy has been refined and elaborated since 2010, but there is strong continuity with the movement's foundational documents. Thus the 2010 FFA advocated:

- Start from the principle that what ultimately matters is what happens at the country level. ...
- Sharply scale up evidence-based cost-effective interventions to prevent and treat undernutrition, with highest priority to the minus 9 to 24 month window of opportunity where we get the highest returns from investments. ...
- Take a multi-sectoral approach that includes integrating nutrition in related sectors and using indicators of undernutrition as one of the key measures of overall progress in these sectors. ...
- Provide substantially scaled up domestic and external assistance for country-owned nutrition programmes and capacity. ... (SMS 2010a, p1)

2.17 The 2010 Road Map envisaged "3 to 5 years of *intensive effort for Scaling Up Nutrition (SUN)* which draws on sustained commitment of a broad range of stakeholders at local, national, regional and international levels" (¶6), and "*the Development of Multi-Stakeholder Processes* at the local and national level to help programme staff, organizations and society to scale up nutrition actions effectively" (¶13). It anticipated three stages of country participation:

- The first stage – national authorities take stock of the national nutrition situation and of existing strategies, institutions, actors and programmes. ...
- The second stage – national authorities develop their plans for scaling up nutrition ...
- The third stage – rapid scaling up of programmes with domestic and external financing. ... (SUN Road Map Task Team 2010a, Box 2)

2.18 In the 2012 Revised Road Map, SUN's strategy was summarised as follows:

"The Movement's strategic objectives to the end of 2015 focus on increasing support and demonstrating effectiveness through:

- 1) The creation of an enabling political environment, with strong in-country leadership, and a shared space (multi-stakeholder platforms) where stakeholders align their activities and take joint responsibility for scaling up nutrition;
- 2) The establishment of best practice for scaling up proven interventions, including the adoption of effective laws and policies;
- 3) The alignment of actions around high quality and well-costed country plans, with an agreed results frameworks and mutual accountability;
- 4) An increase in resources, directed towards coherent, aligned approaches." (SMS 2012q, p8, ¶7)

2.19 The Revised Road Map also summarises SUN's intended value added as shown in Table 3 below. At Annex R we reproduce from the Revised Road Map its elaboration of the different ways in which the SUN movement seeks to add value. These elements of intended value added are a key reference point for the ICE assessments in this report.

2.20 The rhythms of the SUN movement's interactions<sup>14</sup> include:

- Regular telephone conferences with SUN focal points. These take place about every six weeks; they include other in-country stakeholders, and are organised for groupings of countries based on language and geographical region. They are organised by the SMS and usually chaired by the SUN Coordinator.
- The support networks have their own governance structure with (small) global secretariats, and each works to support the in-country members of their stakeholder group. (For more on the support networks, see Annex J.)
- The Lead Group meets twice a year, in person or by telephone.

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<sup>14</sup> This is an adaptation of the description in the 2012 Road Map.

- In 2013 and 2014, coinciding with the launch of its annual progress report, SUN has held a "global gathering" which brings together key stakeholders from the country-level and global networks.

**Table 3 SUN's intended added value**

<b>Strategic Objective</b>	<b>Added Value of the Movement</b>
<b>Enabling Environment</b>	1: Aligning stakeholders for rapid scaling up of selective evidence-based policies and interventions to enhance nutrition activities and joint action.
	2: Facilitating and convening of stakeholders, to broker interactions within and across SUN countries and Networks.
<b>Shared Practices</b>	3: Identifying and sharing of evidence-based good practice to enable the prioritisation of actions and resources.
	4: Promoting women's empowerment and emphasising gender approaches to under-nutrition that enable a transformative effect on sustainable and resilient nutrition security.
<b>Aligned Actions</b>	5: Accepting and implementing mutual accountability on behalf of the intended beneficiaries, using the SUN accountability framework.
	6: Tracking and evaluating performance to provide a robust understanding of what is driving impact and proving to be effective versus what is not.
<b>Increased Resources</b>	7: Advocating to increase political commitment and Mobilising technical and financial resources that enable societies to scale up action to improve nutrition.

Source: SMS 2012q, p9.

2.21 SUN's ways of working have continued to evolve.<sup>15</sup> A notable development during 2014 was the Communities of Practice (COPs), as a way of organising requests for support from SUN countries thematically, and linking them with expertise from other SUN countries and across the SUN networks.<sup>16</sup> Four COPs have been established, as follows:

- COP1: Planning, costing, implementing and financing multisectoral actions for improved nutrition.

<sup>15</sup> As an indication of this, in the 2014 Annual Progress Report (SMS 2014r) the SMS sets out its own perspective of six phases of the movement to date. These are as follows: Phase 1 (emerging and explicit in 2010): establishment of a worldwide movement for nutrition. Phase 2 (emerging in 2011 and explicit in 2012): establishment of national movements for nutrition. Phase 3 (emerging in 2011 and explicit in 2012): decentralised movements within countries. Phase 4 (emerging in 2011 and explicit in 2012): roll out of four strategic objectives across the movement. Phase 5 (emerging in 2012 and explicit in 2013): strengthening essential capacities within SUN Movement countries. Phase 6 (emerging in 2013 and explicit in 2014): communities of practice involving SUN country governments, networks, scientists and nutrition professionals start to emerge throughout the Movement.

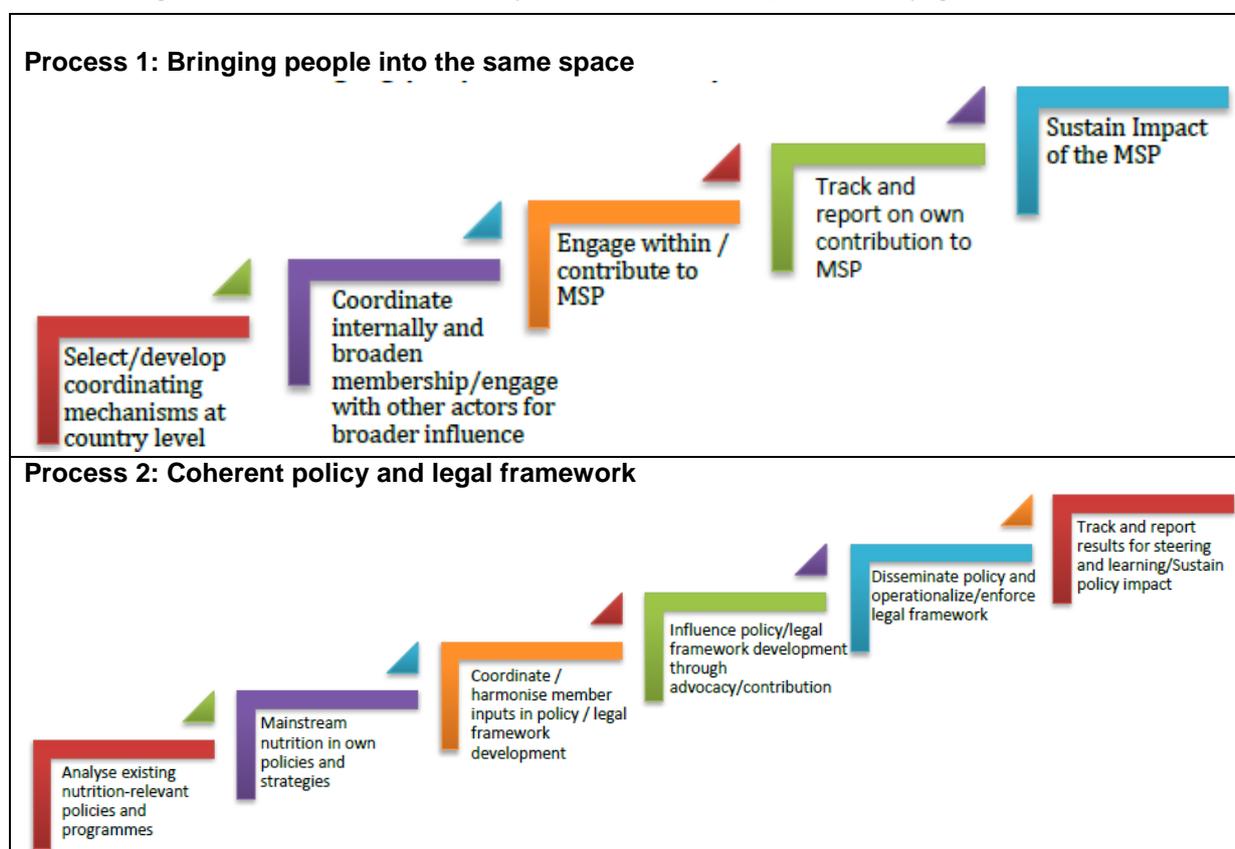
<sup>16</sup> Described in the 2014 Annual Progress Report as "a mechanism for ensuring that technical support can more easily be accessed by countries, and that best practices can be shared" (SMS 2014r).

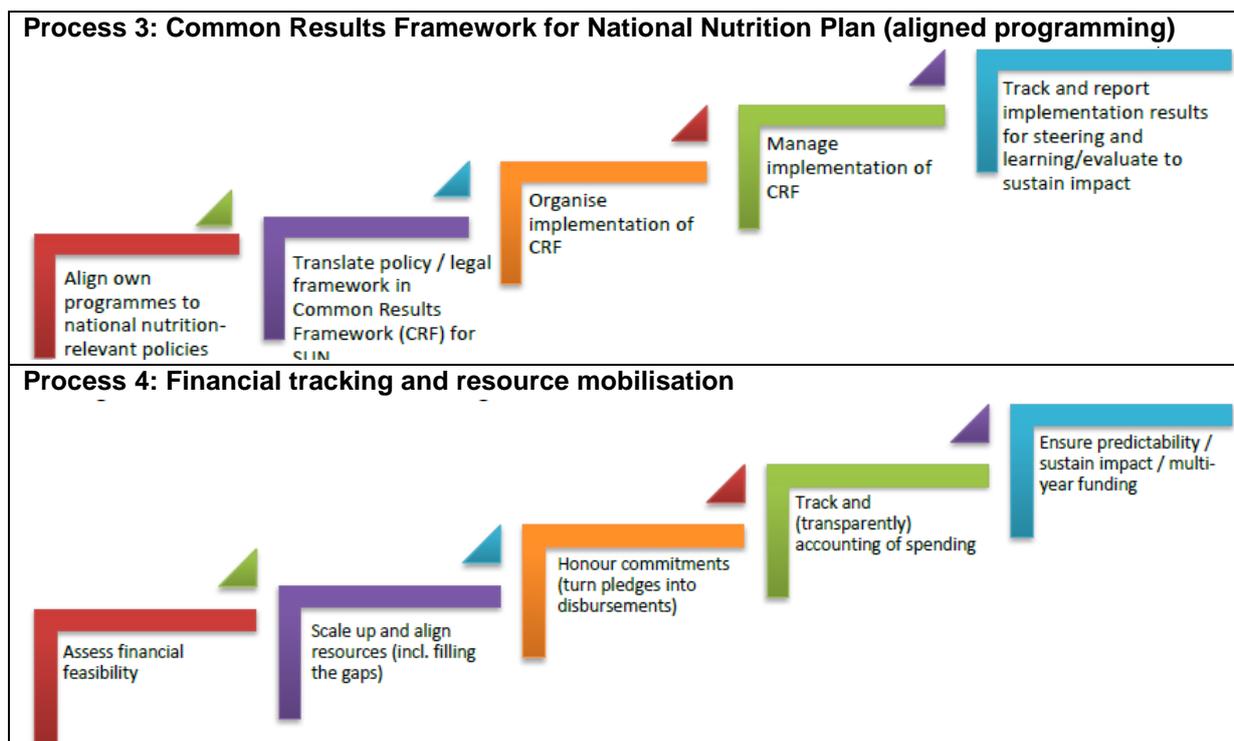
- COP2: Social mobilisation, advocacy and communication for scaling up nutrition.
- COP3: The reliable monitoring of progress, evaluation of outcomes and demonstration of nutrition results.
- COP4: Functional capacities for coordinated and effective SUN actions.

## 2.7 The SUN movement's approach to M&E and accountability

2.22 The SUN M&E framework uses an outcome mapping approach to link the achievement of the four SUN strategic objectives in countries to four multi-year processes, with progress markers to benchmark intermediate outcomes in each, linked to a ladder of outcomes for the global networks. This is depicted in Figure 3 below. The four country processes are: (1) bringing people in the same space; (2) coherent policy and legal framework; (3) common results framework for the nutritional plan; and (4) financial tracking and resource mobilisation.

**Figure 3 Four country processes supported by global networks.**





Source: SMS 2013a

2.23 The SUN Strategy and the Revised Road Map envisaged an accountability framework as depicted in Figure 4 below. According to the 2012 Strategy "The Secretariat will monitor the extent to which the different accountabilities are pursued within the SUN Movement and present this information to the Lead Group within annual progress reports" (SMS 2012ab, ¶27).

**Figure 4 SUN Movement's Accountability Framework**

	Participating countries	Support Networks	Secretariat (SMS)	Lead Group
<b>Mandate</b>	<ul style="list-style-type: none"> <li>National Government (including their international obligations<sup>1</sup>)</li> </ul>	<ul style="list-style-type: none"> <li>Organizational mandates</li> <li>Strategy 2012</li> </ul>	<ul style="list-style-type: none"> <li>Strategy 2012</li> <li>Road Map 2010</li> </ul>	<ul style="list-style-type: none"> <li>Strategy 2012</li> <li>Lead Group Statement of Intent (TBD)</li> </ul>
<b>Accountable to...</b>	<ul style="list-style-type: none"> <li>Governments and their citizens</li> <li>Parliamentarians</li> <li>Investors in country s.u.n plans</li> </ul>	<ul style="list-style-type: none"> <li>Individual Organizations</li> <li>Participating countries</li> <li>Lead Group</li> </ul>	<ul style="list-style-type: none"> <li>Lead Group</li> </ul>	<ul style="list-style-type: none"> <li>Participating countries</li> <li>UN Secretary General<sup>2</sup></li> </ul>
<b>Results tracked</b>	<ul style="list-style-type: none"> <li>Country Common Results</li> <li>Set own targets using recommended indicators</li> </ul>	<ul style="list-style-type: none"> <li>6 month priorities and targets</li> <li>Milestones 18 month and 36 month</li> </ul>	<ul style="list-style-type: none"> <li>6 month priorities and targets</li> <li>Milestones 18 month and 36 month</li> </ul>	<ul style="list-style-type: none"> <li>Results of the Lead Group</li> </ul>
<b>Tracking mechanism</b>	<ul style="list-style-type: none"> <li>Activity Plan</li> <li>National platforms</li> <li>Self reporting</li> <li>SMS tracking</li> <li>Annual review of progress</li> </ul>	<ul style="list-style-type: none"> <li>Activity Plan</li> <li>National platforms</li> <li>Network meetings</li> <li>SMS tracking</li> <li>Annual stock take</li> </ul>	<ul style="list-style-type: none"> <li>Activity Plan</li> <li>Annual appraisal</li> </ul>	<ul style="list-style-type: none"> <li>Independent evaluation</li> <li>Formal Meetings</li> </ul>

Source: SMS 2012ab (also appears in the Revised Road Map, SMS 2012y)

## 2.8 A Theory of Change for SUN

2.24 The ICE team used the theory of change elements present in the SUN Strategy 2012–2015, the SUN Revised Road Map and the SUN Monitoring and Evaluation Framework, and also drew on a review of literature and on interviews with the SUN's originators, to develop a high-level theory of change to guide the evaluation. This theory of change is summarised in Figure 5 below.

2.25 This theory of change was intended:

- as a high level guide to reflect (and then check) the evaluators' understanding of the reasoning on which the SUN movement is based; and
- as an evaluation tool to identify and investigate key links in the logic that the theory of change depicts, in terms both of the internal causal/contributory links it proposes and of the key assumptions it is based on. It therefore underpinned the evaluation matrix that appears in Annex C.

2.26 None of the main elements in theory of change presented in the ICE Inception Report were disputed by SUN stakeholders during the course of the ICE, so it may be regarded as an accurate portrayal of SUN's strategic logic. It is another matter to investigate whether the assumptions that the ToC makes are reasonable and realistic, and whether the SUN movement is actually achieving the changes it depicts. This is a

recurring theme of the evaluation and the ICE's reflections on the ToC are also brought together in Annex S.<sup>17</sup>

2.27 It is worth highlighting that:

- a) The SUN strategy focuses on catalysing the *process* of multi-sector, multi-stakeholder nutrition planning; according to SUN's theory of change, this process will lead to scaled-up action on nutrition and improved nutritional status, but SUN is not itself a programme of nutrition interventions.
- b) SUN is a broadly defined partnership; participants in the movement are deemed to share common objectives with regard to nutrition, and there are no defined boundaries between what they do in their capacity as supporters of SUN and other actions that may also have a bearing on SUN's objectives. This makes it unusually difficult for evaluators to say whether, and to what extent, SUN has contributed to results that are observed.

2.28 The ICE has taken the view that it would be unrealistic, and unhelpful for the formative element of the evaluation, to take a very narrow view of what counts as part of SUN. There are a number of initiatives and interventions which do not formally come under the direction of SUN bodies (the LG, the SMS, the support networks) but which do come under the auspices of principal collaborators in SUN and contribute, more or less explicitly, to the same objectives. Box 1 below gives three examples, which we have – with appropriate caveats where necessary – counted as broadly part of SUN activities.

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<sup>17</sup> Which also constitutes a comprehensive response to EQ4.8 (contextual factors).

**Box 1 Defining what is part of SUN and what isn't**

The notion of being a “movement” has implications for how one defines boundaries of SUN, or attributes actions to it. For instance, can the SUN movement take credit for actions by members that are in line with SUN objectives and approaches, but financed by its members, and not directly controlled by SUN governance entities or structures? In dealing with this ambiguity, the ICE has largely adopted an inclusive approach. This is demonstrated by the way the ICE has considered UN REACH, MQSUN and the Nutrition for Growth initiatives, described below. These are led by members of the movement, rather than being branded as a direct output of the movement, but are nonetheless key to SUN's activities and the progress that it has made.

The Maximising the Quality of Scaling up Nutrition Framework (MQSUN) is a DFID-funded consortium of research and technical institutions, which provides technical services to improve the quality of DFID's nutrition programmes. It is therefore directly attributable to DFID as opposed to the SUN movement, but DFID has made it available to support the work of the movement. This has included MQSUN assistance to the development of a tool for standardizing the costing of national plans for scaling up nutrition, and the provision of technical assistance to SUN countries in areas including the organisation and implementation of common results frameworks (CRFs), and financial tracking and resource mobilization (MQSUN 2014). In this respect, MQSUN can be considered part of the portfolio of service providers which the SUN movement can call on to respond to country requests for support.<sup>18</sup>

Renewed Efforts Against Child Hunger and Undernutrition (REACH) is a consortium of five UN agencies (FAO, IFAD, WHO, UNICEF and WFP) operating at the country level to build national capacity for multi-sectoral nutrition governance. It coordinates the UN's work in nutrition in the areas of advocacy and consensus building, support for development of national policies and plans, capacity building, and M&E (REACH 2013). ICE considers REACH and its activities to be part and parcel of the SUN movement, given that REACH co-chairs SUN's global UN Network and is also key in facilitating country engagement in the movement, in those countries where both SUN and REACH are active (see for instance, Bangladesh, Ethiopia, Mozambique and Tanzania case study summaries in Annex O).<sup>19</sup>

The Nutrition for Growth (N4G) Summit was held in June 2013, co-hosted by UK government, the Children's Investment Fund Foundation (CIFF), and the Government of Brazil. It resulted in the endorsement of compact that included donor commitments of up to GBP 2.7 billion (USD 4.15 billion) to directly tackle undernutrition, and an estimated GBP 12.5 billion (USD 19 billion) for nutrition-sensitive investments, for the period 2013 – 2020 (N4G 2013a). The event was fairly deliberately not held under the banner of the SUN Movement – indeed the commitments emerged from a wider group of countries than SUN members, – but SUN was still actively involved in the run-up to the event, by supporting the engagement of member countries, lobbying them on their commitments, and helping with costing of plans through MQSUN.<sup>20</sup>

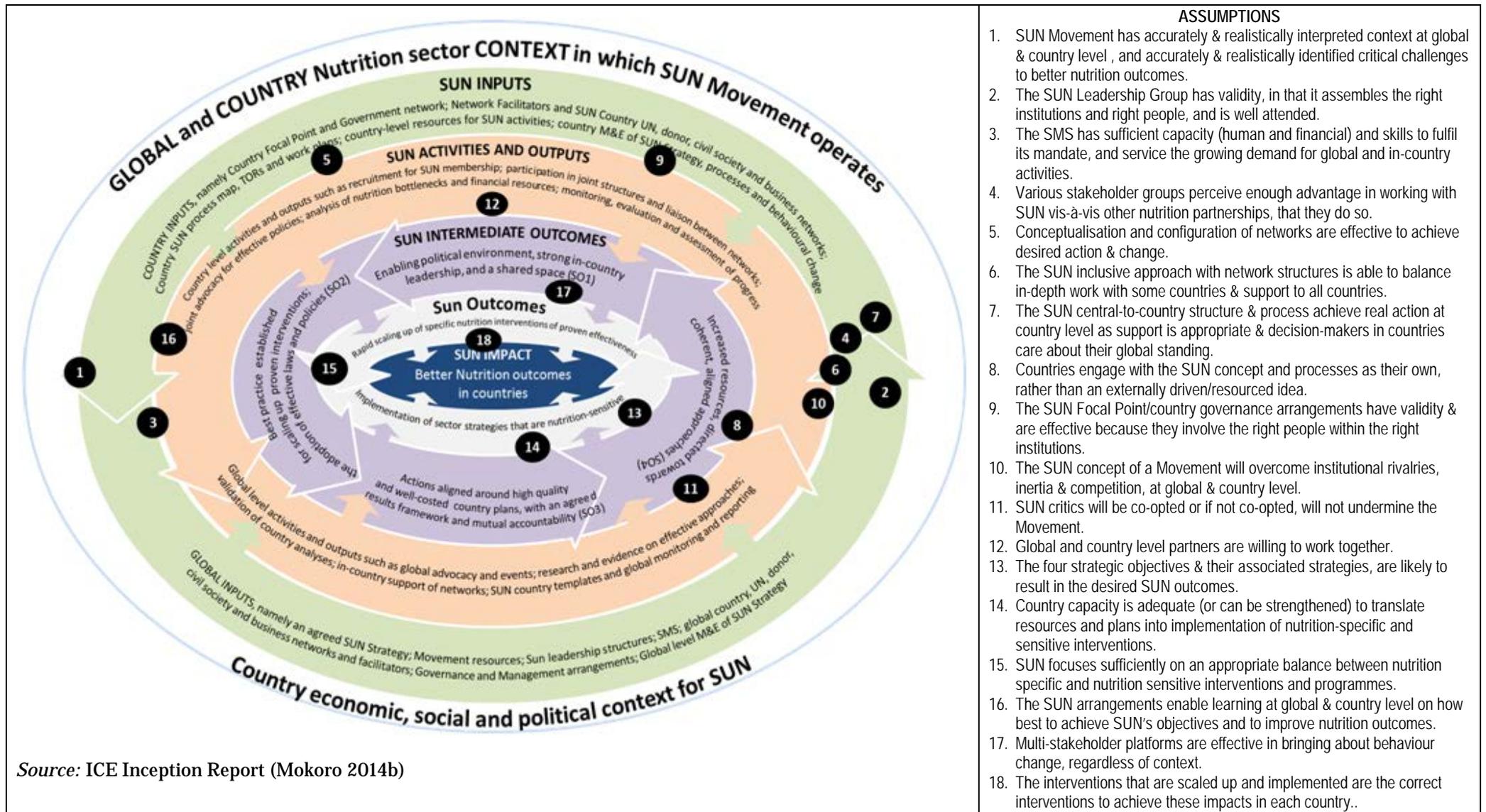
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<sup>18</sup> For a detailed review of the interplay between MQSUN and the SUN movement around plans and costing, see Annex M.

<sup>19</sup> The role of REACH vis-à-vis the UN System Network is reviewed in Annex J.

<sup>20</sup> For more details of links between SUN bodies and the N4G event see Annex M.

**Figure 5 SUN ICE Global Theory of Change: Foundational Diagram**



Source: ICE Inception Report (Mokoro 2014b)

## **PART II: EVALUATION FINDINGS**

### **3. SUN's Strategy and its Relevance**

3.1 This chapter considers four related issues:

- First, has SUN addressed the right issues? (EQ1<sup>21</sup>)
- Second, has SUN followed a clear and well understood strategy? (EQ2)
- Third, how good is SUN's design? (This relates to both EQ1 and EQ2 and focuses on SUN's theory of change.)
- Fourth, how well has SUN addressed gender and women's empowerment? (EQ1.3 and EQ2.3).

#### **3.1 Has SUN addressed the right issues?**

##### **SUN's focus**

3.2 SUN's founding documents (see chapter 2 above and Annex E) show that it was strongly focused on the problems of undernutrition, and in particular the need to reduce stunting. It highlighted the importance of the 1,000 day window from conception until aged two as the period when action is necessary to prevent irreversible damage. It drew on widely-accepted research findings (as summarised in *The Lancet 2008*) to highlight what was known about effective practices and interventions to prevent and address maternal and child undernutrition. It advocated tackling the underlying causes as well as the immediate causes of undernutrition, and gave currency to the corresponding distinction between nutrition-specific and nutrition-sensitive interventions. It argued that the multi-sectoral nature of the problem required multi-sector and multi-stakeholder action, emphasising the importance of ownership and leadership by the governments of the countries affected by undernutrition.

##### **SUN's relevance**

3.3 SUN scores well against all the main criteria of relevance, with only minor qualifications. Thus its advocacy was consistent with the most recent evidence on the drivers of malnutrition (hence the attention to the nutrition-sensitive dimension). Stunting had previously been neglected but SUN drew on compelling evidence of its enormous personal, social and economic costs (*The Lancet 2008*). Addressing undernutrition was relevant to the global targets of the MDGs (see Table 2 in the 2010 FFA - SUN 2010a), and SUN has also linked its monitoring more specifically to the various global targets set by the World Health Assembly (WHA).

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<sup>21</sup> This and similar references link to Evaluation Questions in the evaluation matrix at Annex C.

3.4 Similarly, SUN's efforts to galvanise international action on nutrition addressed a widely acknowledged deficiency (the "dysfunctional global architecture" described by The Lancet 2008; see also Nisbett et al 2014a for an historical account of SUN's contribution to the evolution of nutrition policy and action). SUN's founding documents strongly reflect the aid effectiveness principles of country ownership, alignment, harmonisation and results orientation.

3.5 The ICE did encounter two significant caveats on the way SUN has framed the issues to be addressed. First, especially to begin with, the gender dimensions of undernutrition and the link to women's empowerment were not given enough emphasis (this point is developed in section 3.4 below). Secondly, over SUN's lifetime it has become increasingly apparent that problems of undernutrition and overnutrition are interrelated, both in physiological and other dimensions, and that national nutrition policies and strategies need to take account of the so-called double burden of malnutrition (see Box 2 below); too narrow a focus on stunting should be avoided. This issue is discussed further in Chapter 8.

### **Box 2 The Double Burden of Malnutrition<sup>22</sup>**

**The Double Burden of Malnutrition (DBM) is the coexistence of both undernutrition and overnutrition in the same population across the life course.** "Across the life course" refers to the phenomenon that undernutrition early in life contributes to an increased propensity for overnutrition in adulthood. (page iii)

**The double burden of malnutrition (DBM) is undernutrition, including micronutrient deficiencies, coexisting with overnutrition: overweight and obesity.** Malnutrition refers to nutritional excesses of macronutrients and micronutrients as well as deficiencies (WHO 1995). Undernutrition is the result of insufficient intake, poor absorption, and/or poor biological use of the nutrients. This can result in impaired body functions, impaired growth, and underweight. Overnutrition is the result of excess or imbalanced nutrient intakes, which can result in impaired body functions, as well as overweight and/or obesity. The individual suffers negative consequences from either form of malnutrition, but so does the nation's economy due to lost GDP and higher health care costs. (p3)

*Source: Shrimpton & Rokx 2012 (emphasis added)*

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<sup>22</sup> The term *malnutrition* correctly embraces both overnutrition and undernutrition as well as micro-nutrient deficiencies, although the standard terms *severe acute malnutrition* (SAM) and *moderate acute malnutrition* (MAM) connote undernutrition.

## **3.2 Has SUN followed a clear and consistent strategy?**

### **Consistency of the strategy**

3.6 SUN's strategy is summarised in section 2.6 above, and the ICE has interpreted its theory of change as summarised in section 2.8 and Figure 5 above. The strategy's elaboration in 2012 was consistent with the original framework and road map, and the ICE interpretation of its theory of change has not been contested by stakeholders during the course of the evaluation. Later chapters describe a number of changes in the way the strategy has been interpreted and implemented (e.g. in how common results frameworks are portrayed – see section 4.5 below) but these do not amount to a fundamental change in the strategy itself: its basic proposition remains that country-level improvements in nutrition can be built on improvements in nutrition governance that are supported by global and country-level networks of all main stakeholders.

### **Clarity and understanding of the strategy**

3.7 The ICE found that there was generally a common understanding of the strategy amongst the stakeholders most directly involved in implementing it, including those active in the global networks. At country level, aspects of the strategy were not necessarily so well understood; development partners themselves noted that their country staff were not always as familiar with SUN's approach and implications as HQ would wish; country focal points understood SUN's catalytic approach and that it is not itself a global fund for nutrition, but SUN was often less well understood amongst other government ministries and at regional and district levels. Respondents from countries which had recently joined the SUN movement reported that they had not always found it easy to learn how to become a member or what the obligations of membership might be.

3.8 There has also been some confusion about the specification of the "high quality plan" and the "common results framework" required by the SUN strategy, and the relationship between them. The ICE understanding of the issues is explained in section 4.5 below, but we note here that this lack of clarity has been a significant weakness in the way the strategy has been rolled out.<sup>23</sup>

3.9 Some critics of SUN hold views which SUN's advocates would regard as misunderstandings, but which are nevertheless influential both in the way SUN is perceived externally and in some of the issues that are raised by insiders. In our review of the networks (section 5.2 below and Annex J) we note that, especially among civil society, concerns are expressed about the involvement of the corporate private sector in SUN and there are some perceptions that SUN undermines the normative, regulatory and consultative functions that properly belong with UN inter-

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<sup>23</sup> See also the discussion of ToC assumption 13 in Annex S.

governmental bodies especially WHA, WHO, FAO and CFS. These critical perceptions, although persistent, have not been crippling for SUN.<sup>24</sup>

### **Box 3 The Concept of a Movement**

The growing frequency of social movements since the 1960s means that their study has become a well-established field in the social sciences, particularly within sociology. Della Porta & Diani 2006 define social movements as “distinct social process, consisting of the mechanisms through which actors engaged in collective action are involved in conflictual relations with clearly identified opponents, are linked by dense informal networks, [and] share a collective identity” (p.20).

With regards to being “involved in conflictual relations with clearly identified opponents”, in other movements, such as the American civil rights movement (1954–68), the opponents are clear (federal, state, and local governments) and the conflictual relations well-defined (centring on the legally-enforced segregation and discrimination against black Americans). Similarly so for the UK’s jubilee debt relief movement, where the opponents are the creditors of poor countries debt, and the conflictual relations concern the cancellation of those debts. For the SUN movement, the idea of the opponent is more ambiguous: those responsible for tackling (or failing to tackle) malnutrition are the members of the movement – government, development partners, the private sector and civil society, and as such the “conflictual relations” would be with members of the movement itself.

Relatedly, what would be counted as success – in terms of a favourable outcome to the conflictual relations – whilst being relatively straightforward in the case of the American civil rights movement or the jubilee debt campaign (legislative reform and debt relief respectively), is markedly less so in the case of SUN, where addressing malnutrition is long term endeavour dependent on a multitude of factors, and which requires constant monitoring and follow-up (and the structures to support that).

In terms of a movement’s members being linked by “dense informal networks”, the structure of multi-stakeholder networks at the global and country level is the *modus operandi* of SUN, but the extent to which these can be considered informal is questionable.

With regards to collective identity, Della Porta and Diani assert that “a social movement process is in place only when collective identities develop, which go beyond specific events and initiatives” (Della Porta & Diani 2006). They argue that this is highly dependent on mutual recognition and a sense of connectedness between actors, to define who is and who is not part of the network. In terms of the SUN Movement, this sense of connectedness is clearly bolstered by efforts such as the annual Global Gatherings,<sup>25</sup> but it is less clear to what extent this collective identity is recognised by actors external to the movement or trickles down to country level, where networks may not be “branded” as SUN.

3.10 We noted in section 2.8 above and Box 1, that SUN's character as a loose and voluntary partnership means that it does not have sharp boundaries. The terminology of SUN as a movement that is country-driven is used as a way of

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<sup>24</sup> See the discussion of ToC assumption 11 in Annex S.

<sup>25</sup> As witnessed by members of the ICE team attending the 2014 Global Gathering.

emphasising that it seeks to avoid imposing top-down solutions on countries that suffer from undernutrition and instead to rally support behind government strategies and priorities. However, SUN is not a movement in the conventional sense reviewed in Box 3 above, and historically it was not initiated by the governments of the countries on which it focuses. As Nisbett et al 2014a put it: "Emerging from the UN and donor network, SUN has worked hard to be seen as country led and to shift responsibility for its actions to its growing number of country leads". The terminology of a country-driven movement is best seen as a powerful metaphor, and a simplified perspective on the complex dynamics of how SUN operates in practice (which is analysed further in the discussion of the networks and overall governance in sections 5.2 and 5.5 below).

### **3.3 The quality of SUN's design**

#### **Quality ex ante**

##### *Approach*

3.11 SUN's strategy (as elucidated in the theory of change – Figure 5 above) centres on the promotion of multi-sector, multi-stakeholder nutrition planning. The ICE noted that prescriptions of multi-sector planning for nutrition are not new, and that some previous episodes have been conspicuously unsuccessful. Is SUN simply proposing the same recipe that has failed in the past? Annex I is a review of experiences since the 1970s; in the paragraphs below, we summarise the key findings.

##### *Past experiences with multi-sector nutrition planning*

3.12 Multi-sector nutrition plans witnessed their first rapid rise in the early 1970s. They reflected a new emphasis on the multiple causes of malnutrition, with a corresponding need for a multi-pronged approach. However, institutional flaws in the set-up to these early efforts meant that by the end of the decade, they had largely fallen out of practice. The demands, in terms of data and planning tools were too high, as were the management requirements posed by the multi-sector, multi-partner, and multi-level approach. They also took for granted high-level political commitment and a willingness to collaborate between government departments necessary for implementation.

3.13 A number of competing critiques of this unsuccessful foray into multi-sector nutrition planning have drawn out a variety of lessons. Field 1987 argued against the comprehensive, top-down multi-sector nutrition plan, and made a case for focusing on intra-sectoral interventions in health and agriculture, using bottom-up participative approaches. Whilst agreeing that the top-down technocratic planning approach should be disbanded, Berg 1987 distinguished between multisectoral

analysis and multisectoral implementation, arguing that whilst we should start with multi-sector analysis, implementation, ultimately, is likely to happen at sector level.

3.14 Multi-sector nutrition planning didn't return to favour until the early 1990s, when, at the first International Conference on Nutrition (ICN1) in 1992 countries committed to develop National Plans of Action for Nutrition (NPANs) for the international community to align resources behind. These plans were multi-sectoral in their approach, and were to be developed with the active participation of all ministries, local government, NGOs and private sector, and accompanied with inter-sectoral mechanisms for implementation and M&E (ICN 1992).

3.15 At least on the surface, the uptake of NPANs was impressive; however, many NPANs remained unfinished and even fewer were implemented, as they failed to acknowledge the political economy realities of many of the countries in which they had been developed, many of which lacked high-level political support to nutrition. At the same time, NPANs offered little guidance in terms of prioritisation of activities, and designation of responsibilities. As one ICE interviewee stated, the substantial costed NPANs became "a bit like shopping lists where you will never get round the shop and you will never be able to afford the bill".

#### *Issues in political economy*

3.16 There are several reasons why nutrition is often not high on the political agenda and why, even if it is, implementation so often is disappointing. For example, it is comparatively difficult to organise a political constituency of the malnourished, – being mainly poor women and children and often living dispersed in remote rural areas – so they are less able to demand government accountability for addressing it. Furthermore, from the Government's perspective, nutrition transcends sectoral boundaries, but may not be the priority of any sector, and Government agencies often possess a bureaucratically engrained resistance to collaboration. Recent research has reinforced the argument that strong champions for nutrition are key to addressing these hurdles, and should take the form of a convincing coalition including technical specialists from within and outside government, civil society and development partners. (Nisbett et al 2014b, Mejía Acosta & Fanzo 2012, Mejía Acosta & Haddad 2014) Approaches that do not take sufficient account of these political economy factors are unlikely to succeed.

#### *Is SUN repeating past mistakes?*

3.17 Twenty years after the first ICN, the multi-sector nutrition plans advocated by SUN reflect a renewed general consensus around a multi-sector approach, albeit with nuances that set them apart from previous generations. The first difference is that the SUN makes galvanising political support a pre-requisite action. Secondly SUN appears to be less prescriptive about the form of multi-sectorality that is required (section 4.5 below reviews the apparent evolution of SUN's prescription for CRFs vs. costed plans). The ICE concludes that the SUN approach, because it is more politically aware, has a chance of avoiding the disappointing outcomes of its

predecessors, but this will depend also on the quality of its implementation, which we briefly discuss next.

### **Quality in implementation**

3.18 The ICE has proceeded by looking for the results that can be attributed to the SUN movement; where results are less, or slower, than hoped, we have tried to understand whether this reflects inherent faults in the design or weaknesses in the way it has been implemented. It follows that our final verdict on the design draws on our review of results and the reasons behind them – the subjects of Chapters 4 and 5 below.

3.19 Annex S draws on all the findings in this report to assess each of the assumptions underpinning the SUN theory of change. The review did not uncover any fatal conceptual weaknesses in SUN's theory of change. However, the ICE has identified some serious weaknesses and bottlenecks in its implementation which will need to be addressed as the SUN strategy is revised and updated. Thus:

- Effectiveness of the Lead Group: section 5.5 below raises governance issues which will need to be addressed if the SUN movement is to be effective going forward. (Assumption 2)
- The ICE finds that the networks system on which the SUN approach hinges (section 5.2 below) is not inappropriate in principle but has not yet been adequately implemented in practice. (Assumption 5)
- The way that SUN's principle of inclusiveness is interpreted (see section 5.6, ¶5.113 below) is a potential weakness. (Assumption 6)
- The assumption that high quality costed plans and common results frameworks will lead to a scaling up of resources depends crucially on the quality of the plans and CRFs, and their ability to serve as a vehicle for ensuring alignment and mutual accountability of stakeholders. The analysis in sections 4.5 and 4.6 below suggests that in their concern to avoid the imposition of top-down prescriptions, SUN structures have probably been insufficiently prescriptive in some respects (especially in ensuring/monitoring the quality of country plans/CRFs). (Assumption 8 and Assumption 13)
- Section 5.4 below identifies some substantial weaknesses in SUN's systems for monitoring and evaluation. (Assumption 16)

### **3.4 How well has SUN addressed gender and women's empowerment?**

#### **Key Issues**

3.20 Our TOR highlight this issue, and the evaluation matrix includes questions about how SUN has sought to mainstream gender consciousness throughout its activities (EQ2.3), and whether SUN's strategies contributed to a stronger focus on nutrition-related gender and gender equity issues (EQ1.3). At one level, SUN is "all about women" because the 1,000 day focus intrinsically puts women at the centre. But making women the objects of concern is not the same as seeking their empowerment, and there are also other dimensions to gender (as noted below, a significant number of stakeholders raised issues about men's roles and the need to pay attention to men's nutrition).

3.21 Some of the principal authors of the first SUN documents (the 2010 FFA and Road Map) have acknowledged that they did not highlight women's empowerment enough. Much more explicit statements appear in the Strategy and Revised Road Map (RRM) of 2012, reflecting concerns expressed by the Lead Group. For instance, the strategy sets out a gender sensitive approach to all SUN's work, saying that SUN countries will pursue their four strategic goals "in a way that empowers women at every level" (SMS 2012s). The RRM frames "promoting women's empowerment and emphasising gender approaches to under-nutrition" as an added value of the SUN Movement (SMS 2012q<sup>26</sup>). As one respondent noted, this strategising around gender in SUN was seen as "an opportunity to put women as the agents of change slap bang centrally in the middle... rather than tagging gender on at the end."

3.22 The extent to which the movement has operationalised these stated commitments to gender issues, was a continuous line of investigation through the evaluation. We summarise all of our gender findings here in one section, in order to make sure that they are not overlooked.

#### **Findings**

3.23 Throughout the evaluation the ICE team looked for evidence of SUN's influence on how gender is addressed. It was raised in stakeholder interviews, was an emphasised line of enquiry in the country case studies, and was also given special attention in the e-survey. The findings from each of these instruments, as summarised below, were triangulated and found to be consistent with each other.

#### *Country case studies*

3.24 Raising gender as an issue of central importance to scaling up nutrition was found to be a highly relevant and appropriate endeavour in all of the case study countries. That said, it was not possible to identify a greater focus on gender in

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<sup>26</sup> See Added Value 4 in Annex R.

nutrition which could be attributed to SUN in any of them. In a number of the countries the central role of gender in nutrition was already widely acknowledged, and SUN had not contributed to nor detracted from that (such as Bangladesh, Ethiopia, Indonesia, Tanzania). Exceptions are observed in Senegal, where SUN is considered to be pushing the messages of gender and equity in relation to nutrition, and Guatemala, where interviewees noted that attention paid to gender did not go beyond messages targeting women in the materials and communication from SUN and was not addressing issues of gender equality and the role of men in nutrition despite its relevance for the Guatemalan context. However even where there was a greater emphasis on gender in policy documentation and frameworks, there was no evidence that this was translating into systematic change in how nutrition interventions were being implemented. This is particularly true of those countries where technical ministries and local administrations have significant responsibilities in nutrition programming, as directives on gender tend to weaken the further along the implementation chain you progress (as was found in Burkina Faso).

### *Interviews and survey findings*

3.25 Gender was an issue systematically raised in ICE interviews, but responses received didn't leave the impression of significant headway being made on gender issues related to nutrition under the auspices of the SUN Movement. There was widespread agreement that gender is central to what SUN is trying to achieve, and some assertions that women "are at the very heart of the movement", but concrete details on how this was changing the way the movement operates, or delivering the added value with respect to gender envisaged in the RRM, were sparse. It was recognised that the Lead Group (LG) were systematically referring to and reemphasising the importance of gender considerations in its directives (and LG member Mary Robinson was praised for sustaining that focus). However, a number of interviewees expressed doubts as to whether "saying the right things" was translating into concerted action on the ground, a finding reinforced by the country case studies.

3.26 The e-survey had a section on gender (Annex G, section viii), which began by asking respondents to identify the most important gender issues they have come across in their nutrition-related work. Answers covered a broad spectrum of activities including female empowerment, the double role of women in production and household environments, nutrition of pregnant and breast feeding women and maternity leave allowances, women's access to land, credit and education, and female representation in nutrition coordination mechanisms. Largely, the responses focused on female related issues, but some did note the need to engage men in gender considerations so as to sustain nutrition efforts in the long run.

3.27 Opinions as to the extent to which the SUN Movement has been active in promoting a discussion of gender issues related to nutrition varied between stakeholder groups, with partner governments on average rating it as fairly active, but all other stakeholder categories judging it to have been marginally inactive. A lot

of respondents felt that whilst gender is routinely referred to in SUN's global messaging and strategies, this isn't yet translating into prioritisation of action on gender in countries, again reinforcing findings from interviews and the country case studies.

3.28 Respondents highlighted a number of gender issues they felt the SUN Movement could focus more on. In terms of female-focused initiatives, more efforts were called for in the areas of nutrition for pregnant women and mothers (in particular treating anaemia), female empowerment, and the need to redefine a woman as a real player in food production and not just as the victim of malnutrition. At the same time, a large number of respondents called for more action on involving of men and boys in nutrition programming, and bringing them into the fold as gender champions. As one respondent noted, "we are all too often forgetting that also the behaviour of men needs to be adjusted in order to give space and respect to the position of women. We cannot assume that women in the rural villages alone can lead that battle." Some identified the need to adopt a rights-based approach to addressing gender issues in scaling up nutrition, as women who can access their rights can better support the nutrition of themselves and their families.

#### *SUN's M&E framework with respect to gender*

3.29 The process of identifying the contribution of SUN to nutrition-related gender and gender equity issues was hampered by the fact that its own progress reports have typically provided little in the way of concrete examples of what SUN countries have been doing in relation to women and nutrition. The 2014 report is a little better, recognising the need to fully integrate women's interests and gender equity into the nutrition policies and plans of SUN countries and briefly referring to three country examples.<sup>27</sup> However there is no systematic mapping of activities related to gender, and for the few that are cited, it was not possible to attribute them to SUN given the lack of detail.

3.30 In SUN's M&E framework (SMS 2013a), gender is addressed at the outcome level primarily with respect to the policy and legal frameworks, in measuring the existence of policies and legislation that empower women. It is largely absent elsewhere in the framework, although it does get more attention in the monitoring of civil society alliances, for example, by measuring the expansion of member organisations focusing on women, the issuing of joint statements on nutrition with a focus on women and children, encouragement to include women's empowerment as part of national outcomes of common results frameworks, and in the tracking of resources in a gender-disaggregated manner.

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<sup>27</sup> The examples presented are: "the government of Kenya is engaging the Ministry of Women's Affairs in the national multi-stakeholder platform for Nutrition. In Ethiopia the Women's Army is engaged in the implementation of nutrition policies; and Madagascar has a Network of Women Parliamentarians for nutrition and the Ministry of Population is promoting women's empowerment as a key strategy for improving nutritional outcomes." (SMS 2014r)

## **Summary**

3.31 SUN has said some of the right things, with respect to acknowledging the central importance of gender to scaling up nutrition. However, the evaluation found little evidence that SUN has made much difference on the ground; to a limited extent, this was because gender was already taken into account – but cases are rare where the full implications of the need for women's empowerment are taken into consideration in all aspects of nutrition-specific and (particularly) nutrition-sensitive programming. The Lead Group's hope that SUN would serve as an effective champion for women's empowerment is reflected in its rhetoric (which is a start), but this is not translating into action, which is ultimately where it will make a difference to people's lives.

## **4. Results of the SUN movement<sup>28</sup>**

### **4.1 What results are we looking for?**

4.1 The strategy adopted by SUN (summarised in section 2.6 above) envisages a four step process, involving in turn: (a) the establishment of an enabling political environment; (b) the establishment of best practices for scaling up; (c) alignment around costed plans and common results frameworks (CRFs); (d) the increase of resources to support aligned approaches. The strategic vision is that these changes should be manifested at country level, but both global and country level actions will contribute towards their achievement. In many, probably most, cases SUN is likely to be one among a number of factors leading to any observed results, so the logical approach is one of contribution analysis – considering first what has changed, and then assessing the extent to which SUN may have contributed to the change observed.

4.2 Successive sections of this chapter:

- Consider whether there are global signs of scaling up, and whether the outcomes SUN seeks to promote are plausibly linked to long term impacts for intended beneficiaries (EQ3.4).
- Provide an overview of the findings from the ICE country case studies. All sections of the report draw systematically on the case study findings, but we take this early opportunity to provide a coherent snapshot of the cases and the contrasts between them.
- Consider the extent to which SUN has contributed to changed attitudes, procedures and policies (EQ3.1, EQ 3.2)
- Review progress towards alignment around costed plans and CRFs. (EQ3.2b)
- Review the evidence for scaling up of resources around aligned approaches. (EQ3.2e, EQ3.3c)

4.3 Key sources of evidence are: (a) the GNR, both for overall developments in nutrition and on the general financing of nutrition; (b) the annual reports prepared by the SMS, including the results from SUN's M&E system; and (c) the findings from the ICE country case studies; all of which are triangulated with (d) perceptions from interviews and the e-survey.

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<sup>28</sup> EQ3 (but we also cover in this chapter whether, and to what extent, SUN has undertaken the activities and provided the inputs which, according to its strategy and ToC, would lead to the desired outputs and outcomes).

## **4.2 Pathways to impact<sup>29</sup>**

### **Approach**

4.4 The TOR acknowledged that it would be too soon for observable impacts (such as reductions in stunting levels) that could be attributed to the SUN movement. Nevertheless it makes sense to consider whether SUN at least appears to be on the right track. We included a question about plausible pathways to impact in the country case studies, but we also consider below the GNR's evidence about results that can be achieved by the kinds of policies and interventions SUN has advocated.

### **Country case studies<sup>30</sup>**

4.5 In a number of the case study countries where significant progress in tackling nutrition was found to be under way, it appeared likely that this would continue and eventually generate impact. This was true both in instances where the ICE team judged that SUN is making a significant contribution to the process of planning and organising enhanced efforts to address undernutrition (Guatemala, Mozambique and Tanzania), and instances where SUN's contribution to such efforts has been less clear (Senegal and Ethiopia). In some of the country case studies, where the general progress in nutrition had been more limited, or the roll out of initiatives to local level had been particularly slow, it was felt to be too soon to examine the links between the outcomes that SUN has contributed to, and the medium- to long-term impacts for intended beneficiaries (such as Bangladesh and Indonesia).

### **General evidence for impact**

4.6 Often the most convincing evidence that something can work is to find somewhere where it has worked. The Global Nutrition Report (IFPRI 2014b) presents some examples of countries which have made rapid progress in tackling malnutrition, and stunting in particular. These cases demonstrate it is a feasible undertaking, and also serve as an example which other countries could emulate, although in all cases there are multiple contributing factors so that emulation is not necessarily easy. For example in the populous Indian state of Maharashtra, it took only seven years to reduce child stunting by one-third, from 36.5% to 24%. This rapid decline is noted to have resulted from a combination of factors, including a favourable enabling environment (high rates of growth and poverty reduction), some supportive underlying determinants (in particular high levels of female education and decision making status), teamed with a doubling of spending on nutrition interventions, directed primarily to the most disadvantaged. In Bangladesh, between 1997 and 2011 the percentage of stunting in children under age five dropped from 59% to 40% percent, as a result of an improvement in underlying determinants (including increases in household assets, and parents' education) and immediate

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<sup>29</sup> EQ3.4, EQ3.3.

<sup>30</sup> For more details see Annex O, and Annex P.

determinants (including better sanitation and health care, particularly for pregnant women), as well as the overall decline in fertility rates. Stunting prevalence in Brazil dropped from 37% to 7% between 1974 and 2007, due to steady reductions in poverty, inequality, and fertility, and the many social reforms that were introduced with the transition to a democracy, including huge investments in schooling, food supplementation programs targeted at mothers and children, extensive water and sanitation programs, cash transfer programs targeted to the poorest, and highly coordinated actions to promote optimal breastfeeding practices (IFPRI 2014b).

4.7 In two of the three examples of rapid progress in reducing undernutrition – Maharashtra and Brazil – political commitment and associated arrangements for nutrition governance were a strong explanatory factor. More generally, there is substantial evidence that an enabling political environment can be an important factor in reducing the prevalence of undernutrition. For example, recent work on nutrition governance supports this view (Nisbett et al 2014b, Mejía Acosta & Fanzo 2012, Mejía Acosta & Haddad 2014).<sup>31</sup>

## **Summary**

4.8 It is clear that impact on undernutrition is possible. The GNR concludes: "Significant and sustained improvements in nutrition come from combinations of nutrition-specific and nutrition-sensitive actions and actions that operate at the level of underlying determinants" (IFPRI 2014b, Ch. 6). However, as SUN acknowledges, there is still much to be learned about what combinations of factors are most effective in achieving rapid progress.

### **4.3 Overview of country case study findings**

4.9 The findings Of the eight country case studies that were conducted as part of the ICE are summarised in Annex O, and Annex P consolidates the responses to each main EQ that have emerged from them. This section serves to highlight selected top-level findings, and to draw some comparisons across the countries. However readers should refer to Annex O for a fuller description of the findings from each country.

4.10 **Guatemala** and **Ethiopia** are two case study countries which have made significant progress in addressing undernutrition in recent years. However, the role that the SUN movement is found to have played in the progress varies considerably between them. In **Guatemala**, the level of political priority given to the nutrition agenda has been an important explanatory factor, and the ICE team judged this to have been influenced by SUN. This political priority, together with strong technical support and a focused priority agenda (where SUN has also played a role), leads to the conclusion that Guatemala's progress in addressing nutrition is in part attributable to the SUN movement. A key challenge for SUN there in the future will be ensuring that nutrition stays high on the agenda beyond the mandate of the current government. In **Ethiopia**, by contrast, SUN can take only very limited credit

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<sup>31</sup> See also the wider list of sources cited to support Annex I.

for the positive progress in recent years, which has resulted from a shift in the political priority accorded to nutrition, as well as improvements in the technical understanding of the underlying issues, independent of SUN. SUN may have influenced the priorities of key development partners in Ethiopia, including REACH; however, in a context where government was moving forward rapidly anyway, and there were other streams of influence taking place, the most that could be attributed to these inputs is a degree of reinforcement of a process already under way.

4.11 **Mozambique** and **Tanzania** are both countries with representation on the SUN Lead Group, but this has had varying success in shoring up political commitment to nutrition. **Tanzania** has a long history of nutrition interventions, and in the 1970s and 1980s spearheaded some highly successful nutrition programmes which were widely cited as best practice at the time. However, in the 1990s and 2000s progress slowed as the national nutrition centre weakened and the sector became increasingly fragmented and uncoordinated. In this context, the SUN movement has been a catalyst for revitalising political commitment to nutrition: the President’s membership of the Lead Group and simultaneous political commitments that were made, have led to nutrition being raised to priority level in its own right, and have accelerated actions on nutrition including significant investment in additional human capacity for nutrition, revamped coordination structures, and policy reviews. In **Mozambique**, the President’s position on the Lead Group initially helped raise nutrition on the agenda nationally, but this high-level engagement has since tailed off. However, there remains a discernible “peer group” pressure that has come with being part of a movement, as Mozambique seeks to perform well relative to other member countries, and the SUN movement has also brought about a stronger voice for civil society in nutrition governance. This, teamed with strong commitment at technical level and a focus on augmenting capacity to address chronic malnutrition on an inter-sectoral basis, means that SUN has been able to keep the profile of chronic malnutrition relatively high on the national agenda at a time when political support has reduced. This considered, reinforcing political commitment is key to the sustainability of the movement in Mozambique going forward and the SUN network has been working with SMS on identifying strategies for reengaging political support from the highest level.

4.12 Neither of the two francophone case study countries offered evidence of a substantial contribution of the SUN Movement to nutrition improvements, which have been significant in **Senegal**, but more limited in **Burkina Faso**. However in both cases, a clear role for the SUN movement in the countries’ futures was noted. In **Burkina Faso**, there has been a decrease in the levels of acute malnutrition and stunting, though the latter in particular remains high. The understanding of malnutrition and the number of organisations participating in platforms and coordination exercises began to increase in the years before Burkina Faso joined the SUN movement and whilst SUN hasn’t detracted from that, it is hard to identify a distinct contribution. There has been no identifiable difference made to nutrition policies and strategies by SUN either. That said, the study identified a potentially

important role for SUN going forward, in strengthening policies (namely, by augmenting their multi-sectorality and attention paid to stunting) and coordination mechanisms (for instance, by broadening development partner engagement). **Senegal** has an impressive track record in reducing child mortality and child stunting, with the fastest recorded decline in child mortality since 2000 amongst African countries with comparable data. However, this is attributed to the formation of a central coordination mechanism for nutrition, and its implementation of a vertical nutrition programme primarily funded by the World Bank. SUN has not triggered institutional reform nor instigated additional scaling up of nutrition efforts in Senegal. However, SUN could potentially be highly significant in the future in Senegal, in fostering multi-actor and multi-sector collaboration as the country; the sustainability of the current vertical approach is doubtful, and future scaling up is likely to require a broader set of partners and a stronger emphasis on line ministry engagement.

4.13 The contributions of SUN to nutrition governance in **Indonesia** and **Bangladesh** differ significantly, but both serve to emphasise the need for action at the local level in order to translate commitment into nutrition outcomes. SUN is found to have made only modest progress in **Bangladesh**, which is not altogether surprising given political, institutional and social challenges of the operating environment. The functioning and performance of the networks and multi-stakeholder platform is limited (although the civil society alliance is active), and SUN has not yet made a direct difference to nutrition policies and strategies nor yet affected the quality of costed plans. There has been positive piloting of multisectoral mechanisms and approaches by REACH in the Satkhira district, but replicating this is a challenge. **Indonesia**, despite having made substantially more progress in other aspects, has also made limited progress in scaling up as it contemplates how to achieve effective multi-stakeholder action at sub-national level. At national level, inspired and impressed by the concepts and strategies that SUN proposed to them, the Government have made strong progress towards a better defined and better integrated national nutrition approach for their country. SUN has provided inspiration for multi-sectoral and multi-stakeholder nutrition governance, and has promoted the emphasis of nutrition sensitive and nutrition-specific interventions. However, these achievements of central mobilisation will quickly lose meaning if they are not carried through to convincing action at beneficiary level – which means finding a way through the challenges of Indonesian decentralisation.

4.14 This report draws throughout on detailed findings from the case studies. Meanwhile this brief overview underlines how varied the case studies were, with quite different patterns of findings emerging even from pairs of countries that might have been expected to be more similar.

## 4.4 Changing attitudes, procedures and policies <sup>32</sup>

### Introduction

4.15 As stated in the Revised Road Map (see section 2.6 above), SUN's first two strategic objectives and their expected added values<sup>33</sup> are:

1. Create an enabling political environment, with strong in-country leadership, and a shared space (multi-stakeholder platforms) where stakeholders align their activities and take joint responsibility for scaling up nutrition.

*Added value of SUN:*

- Aligning stakeholders for rapid scaling up of selective evidence-based policies and interventions to enhance nutrition activities and joint action.
- Facilitating and convening of stakeholders, to broker interactions within and across SUN countries and Networks.

2. Establish best practice for scaling up proven interventions, including the adoption of effective laws and policies.

*Added value of SUN:*

- Identifying and sharing of evidence-based good practice to enable the prioritisation of actions and resources:
- Promoting women's empowerment and emphasising gender approaches to under-nutrition that enable a transformative effect on sustainable and resilient nutrition security.

4.16 The progress markers for each objective under SUN's M&E strategy (see Figure 3 above) are as follows:

#### **PMs for Objective 1**

- Select/develop coordinating mechanisms at country level
- Coordinate internally and broaden membership/engage with other actors for broader influence
- Engage within / contribute to MSP
- Track and report on own contribution to MSP
- Sustain Impact of the MSP

#### **PMs for Objective 2<sup>34</sup>**

- Analyse existing nutrition-relevant policies and programmes
- Mainstream nutrition in own policies and strategies
- Coordinate/ harmonise member inputs in policy/ legal framework development
- Influence policy/ legal framework development through advocacy/ contribution
- Disseminate policy and operationalize/ Enforce legal framework
- Track and report results for steering and learning/ Sustain policy impact

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<sup>32</sup> EQ3.1, EQ3.2a

<sup>33</sup> Expected added values were further elaborated as shown at Annex R.

<sup>34</sup> Notably, the focus on gender is not clearly prominent in these progress markers, although under *influence policy/ legal framework development through advocacy/ contribution*, Governments are advised to ascertain "the existence of policies that empower women" (no further guidance is provided). See the summary of ICE findings on gender in section 3.4 above.

4.17 SUN pursues these objectives through global advocacy and through support to the country networks. The SMS coordinates support to country focal points and encourages the establishment and development of multi-stakeholder platforms (MSPs) through the system of six-weekly multi-country conference calls and associated follow-up. It has also encouraged learning and sharing of experiences through its web-site, through the global gatherings, and through specific publications, such as the series of in-practice guidelines published in 2014.<sup>35</sup> More recently, the formation of Communities of Practice is designed to systematise and strengthen support to country capacity and learning. The M&E system also constitutes rather specific guidance, since it seeks to engage stakeholders in a process of self-assessment with guidance on how to assess progress.

4.18 In assessing SUN's progress against strategic objectives 1 and 2, we consider first the effects of SUN's global advocacy and then the evidence of progress at country level. We draw on evidence from our literature review, from interviews, from the ICE country case studies and from the e-survey. We also consider the progress reported in the annual SUN progress reports.

### **Global Advocacy**

4.19 SUN has been implemented during a period of unprecedented global attention to malnutrition and in particular to the problems of undernutrition in the 1,000 day period. Annex H shows that SUN has been one among a number of initiatives in this area, which raises the question whether SUN itself has made a major difference through its advocacy, or whether it has simply been riding a wave of attention to these issues. On this, the evidence from our interviews with those involved (many of them engaged directly with the other initiatives highlighted in Annex H as well as with SUN) is overwhelmingly positive. SUN is clearly regarded as a major influence in putting and keeping undernutrition on the international agenda.

4.20 There is a similar perception among "rank and file" nutritionists at global and country level. In their experience, the present prominence of nutrition as a development issue is unprecedented, and they credit SUN with a major role in maintaining its high profile.

4.21 Both groups – trained nutritionists and others involved in high-level nutrition initiatives – regard SUN as particularly effective in highlighting the importance of addressing stunting, in clarifying the distinction between nutrition-specific and nutrition-sensitive interventions and the need to address both, and in insisting on the importance of country-led approaches that are multi-sectoral and involve multiple stakeholders.

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<sup>35</sup> See <http://scalingupnutrition.org/resources-archive> for guidelines, in English, French and Spanish, on: Engaging Multiple Stakeholders; Information Systems for Nutrition; and Social Mobilization, Advocacy and Communication for Nutrition.

4.22 The prominence of SUN in global advocacy is reflected in the e-survey results; 90% of respondents felt that the movement had been active or very active in “providing global leadership, political energy and a leaders' forum”. In fact it was the area of most perceived activity to date. Ensuring high-level political support was widely seen, among interviewees and e-survey respondents, as an important enabler for scaling up nutrition; as one respondent noted in the ICE survey “big efforts have been made to promote high level political support for nutrition, which can help make progress in different areas of action for nutrition”.

4.23 The effects of SUN's advocacy can be seen in the growth of the number of SUN countries (Figure 1 above), and the other ways in which the SUN movement has attracted support, becoming a focal point in different degrees for each of the global support networks. (See for example the discussion of the donor network in section 5.2 below and Annex J.)

### **SUN's effects at country level**

#### *SUN 2014 Progress Report*

4.24 The progress report (SMS 2014r) draws on SUN's annual M&E reporting (which in 2014 was mainly based on a self-assessment exercise by in-country stakeholders). Against strategic objective 1 it reports the numbers of countries which have platforms involving government with other stakeholders (41), the number which set up such platforms in the past year (15), and indicators of support from the networks, such as the number of donor convenors in place and the number of countries supported by REACH. It also highlights the number of countries which made commitments at the N4G event, and reports that high-level nutrition events have been organised, involving high level government officials, in 27 countries since 2011.<sup>36</sup> It notes that, responding to findings of the 2013 Global Gathering, a thematic approach is now adopted in the country conference calls, and highlights lessons of effective practice drawn from discussions of MSPs and included in the resulting practice briefing. It also states:

**The monitoring exercise undertaken by SUN countries in 2014 reveals that, as countries join the SUN Movement, one of the first responses is that more sectors of government and actors from groups outside government work together effectively, coordinate better and align their efforts.** As these coordination mechanisms are set up or strengthened, usually during the first two years of being in the Movement, countries find themselves in a better position to focus on ensuring that the MSPs are functioning effectively and are sustainable.

4.25 Against strategic objective 2, the progress report finds that “There has been substantial progress” in relation to the processes associated with SUN Movement Strategic Objective 2, including “endorsement of **comprehensive** national nutrition policies, the enactment of **strong and relevant** legislation, the increasing focus on **nutritional justice for women** and the **rising number of connections** between countries that encourage sharing, learning and innovation.” In listing

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<sup>36</sup> It does not claim that these events were all instigated or organised under the auspices of the SUN movement.

achievements, the country examples provided are predominantly examples of new or updated nutrition policies, and new or updated sectoral policies where nutrition is integrated. There are also some, albeit fewer, examples of nutrition and food security laws being passed, or the institutionalisation of structures to coordinate multisectoral action for scaling up nutrition. The progress report notes stronger performance of countries that have been in the movement longer: “the longer countries are within the SUN Movement, the more likely they are to establish evidence-based nutrition policies and legislation that supports effective implementation.” Specifically, it sees the following process as being “particularly evident” in countries that have been in the Movement for more than two years:

- Once a new national nutrition policy has been endorsed, there is a rapid adjustment of programmes in line with the new policies and associated legislation.
- As relevant policies and legislation are implemented, governments and other nutrition actors move quickly to ensure the widespread dissemination of policies to those who are required to implement them.
- They also tend to follow up with a focus on aspects of policy that need further attention and laws that need to be updated.

#### *The ICE country case studies*

4.26 The case study approach was to review developments in nutrition governance since before any engagement with SUN, and to assess to what extent any changes could be attributed to the effects of engaging with the SUN movement. We took a similar approach in assessing whether, and to what extent, any developments in policy and legislation could be attributed to SUN.

4.27 The case study countries had, of course, engaged with the SUN movement and were participating in its processes and events; this in itself indicates some success against strategic objective 1. However, there were significant variations in the extent to which the MSPs advocated by SUN were in place and functioning, and in the extent to which any changes in policies and procedures could be attributed to the influence of the SUN movement. In some cases, progress was already under way and SUN's advocacy at best reinforced existing processes. However, the value of such reinforcement should not be underestimated: in one country, for example, the team were repeatedly told how much influence visits to international nutrition events had exerted on ministers and senior officials. In some others, as summarised in section 4.3 above, there was a more direct galvanizing influence.

4.28 The ICE is unable to confirm/otherwise the relationship between policy implementation and length of membership that is claimed in the SUN progress report (¶4.25 above) as we only looked at countries that had joined in 2012 or earlier. However, even within this set of well-established members, evidence of SUN having contributed to a stronger nutrition policy environment was only found in Guatemala, Indonesia, and Mozambique. Evaluators were not able to see the revised policy in Tanzania, but were led to believe it closely followed SUN principles. In Bangladesh, Burkina Faso, Ethiopia and Senegal, ICE did not find that SUN has made an identifiable difference to nutrition policies and strategies (although in some cases

there had been positive developments for which SUN was not a strong explanatory factor). The only two CCS where there was evidence of SUN having made a contribution to the *prioritisation* of nutrition activities were Mozambique, where SUN has enhanced (through dialogue and communities of practice) understanding of the most efficient and effective interventions within the plan; and Tanzania, where a Public Expenditure Review has assessed the efficiency of the various nutrition interventions under way.

#### *Other evidence*

4.29 The e-survey provided some evidence that SUN's activities in support of strategic objectives 1 and 2 are valued. Overall the SUN movement is perceived to have been fairly successful in achieving broader engagement from most of the stakeholder groups (Annex G, section iii). In addition, e-survey respondents who identified themselves as being regularly involved with country networks saw them as useful for information sharing, increasing or sustaining momentum behind SUN processes in country, and convening like-minded stakeholders. The calls were deemed to have had more limited usefulness with regards to providing an opportunity for in-depth reflection, and establishing best practice. Interestingly, partner government respondents, primary “users” of the network calls in question, consistently rated the usefulness of the calls more positively than other stakeholder groups, who are likely to have been engaged as observers or facilitators. Overall, 80% of respondents felt the network calls were worth the effort required (in terms of preparation and participation) (Annex G, section vi).

4.30 In addition, a strong theme from country-level participants (government and non-government) at the 2014 Global Gathering, was that the international pressure of the SUN movement is important in maintaining country focus on undernutrition and keeping governments accountable for performance.

#### **Summary**

4.31 There is substantial evidence that SUN's advocacy has been effective in helping to keep undernutrition on the international agenda, in improving understanding of the phenomenon, and in raising its profile in many countries with significant burdens of undernutrition. This is itself a significant achievement. Forms of multi-stakeholder collaboration are being promoted in SUN countries, but it is less clear whether (in line with the theory of change) greater political support and enhanced analysis are leading further along the path towards scaling up nutrition in practice. Strategic objectives 3 and 4 are pivotal and we assess progress against them in the next sections of this chapter.

## **4.5 Alignment around costed plans and CRFs<sup>37</sup>**

### **Introduction**

4.32 Objective 3 of the SUN Movement Strategy 2012–2015 (SMS 2012ab) targets the agreement of high quality and well-costed country plans and results frameworks to align actions and underpin mutual accountability. EQ3.2b therefore asks whether actions are aligned around high-quality and well-costed country plans, with agreed results frameworks and mutual accountability.

4.33 Performance against Objective 3 is tricky to analyse because there are obvious questions about many of its elements. For example, what counts as "high quality" or "well costed"? What is the relationship between a costed plan and a common results framework? Who is expected to agree and/or align with the plan or the CRF? These issues take on added significance in the light of the history of multi-sector nutrition planning (see section 3.3 above). In this section therefore we first clarify how Strategic Objective 3 has been interpreted in practice before reviewing the various sources of evidence about progress against it.

### **Clarifying the strategy**

4.34 There are different nuances in how Objective 3 is presented in different key documents. The Revised Road Map has "The alignment of actions around high quality and well-costed country plans, with an agreed results frameworks and mutual accountability". However, the M&E Framework (see Figure 3 above) defines the corresponding process 3 primarily in terms of aligning actions around a common results framework, with progress markers that relate to translating a policy/legal framework into a common results framework, organising implementation of the CRF, and tracking and reporting on implementation.

4.35 As the concepts evolved between 2012 and 2014, the SUN documents on strategy and M&E were inconsistent and confusing on this topic. It now seems that, whilst SUN offers no blueprint about the desired degree of multi-sectorality during implementation, it does advocate for the development of a Common Results Framework (CRF), with associated plan(s) that are fully costed and budgeted. Between the SUN Strategy (SMS 2012s) and the development of the M&E framework (SMS 2013a) a subtle, but potentially important, shift happened. The SUN strategy imagines single multi-sector, multi-stakeholder plans, whereas the M&E framework rather envisages a single multi-sector, multi-stakeholder CRF, which sets out the agreed results in terms of an agreed multi-sector nutrition policy. The expectation is then that all stakeholders will align their plans to the objectives and expected results in the CRF, and that they will be accountable for the achievement of the results, and for the activities towards those results which they have committed to. The new interpretation is explained in the SUN annual report for 2014 – see Box 4 below.

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<sup>37</sup> This section is based on the much more detailed analysis in Annex M.

**Box 4 Clarifying the relationship between costed plans and common results frameworks (CRFs)**

Earlier documents are unclear about the relationship between costed plans and common results frameworks (CRFs) but the SUN annual report for 2014 (SMS 2014r) provides an important clarification.

Thus the SUN approach now sees the common results framework as a single, agreed set of expected results between all stakeholders within and outside of government.

The national nutrition plan should flow from this set of results, and it should:

- indicate the roles to be played by different actors;
- include nutrition-sensitive actions that will tackle the underlying determinants of malnutrition;
- be costed and indicate expected sources of funding; and
- indicate how the results will be achieved at scale through the alignment of programmes.

This implies that, instead of depending on a single all-embracing nutrition plan, the costed plans of different stakeholders may be aligned through their consistency with the CRF, which provides a basis for monitoring and holding government and non-government stakeholders accountable for their agreed contributions to performance.

## **Findings**

### *SUN assessments of country performance*

4.36 Interpreted against this specification of CRFs and costed plans, country performance against this process is lagging behind progress on objectives 1 and 2 (enabling environment and shared practices). The SUN movement Progress Report for 2014 states: "... for many countries, on-going tremendous efforts on increased coordination of multiple stakeholders, development of policies and legislations and mobilization of resources for nutrition have yet to be fully translated into properly managed and monitored actions and in investments that are scaled up, aligned and adequately accounted for". Furthermore, the analysis in the Report's annex on country progress of the self-assessment exercise indicates "significant gaps in the implementation of actions around common results (Process 3)" (SMS 2014r, p31).

### *Interviewee perceptions*

4.37 The views of many key global SUN ICE interview respondents reflected these self-assessments. Besides noting slower progress on this process, respondents also questioned the quality and functionality of the plans, as instruments that truly direct funding and action for nutrition. For example:

"The third [process] which is the really tricky one where every country gets stuck, is trying to align actions across sectors with a common results framework, well-costed plans and then mutual accountability built in." (SUN movement global respondent)

"The problem with the costed plans [is that] governments will always give astronomic numbers because they think if they ask for a large amount of money for activities they're more

likely to get a higher portion of it; they're often not followed up, they're wish lists, they're not prioritised and a year later you can't find them" (SUN movement donor)

"Whereas different countries had different approaches to putting the plans together, for the most part they are an amalgamation of agency plans in prior existence.... Also, the status of information from different agencies in different countries is not the same – some provided their realistic, funded plans for the process. Others gave what they think should happen – their wish list...The country plans are not robust. That is what the next phase [of MQSUN support] is for." (MQSUN respondent)

### *ICE country case studies*

4.38 The ICE country case studies included a detailed review of their progress with respect to costed plans and CRFs. Table 4 below reports the ICE judgments on the case study countries, and also compares the ICE assessment of progress against that reported by the SMS. The findings raise questions both about the degree of progress countries have made and about the reliability of SUN's progress reporting.

**Table 4 Country plans and CRFs: SMS scores vs. ICE judgements**

Country	SMS score for process 3	ICE judgement	
		country result	SUN contribution
Bangladesh	73%	LOW	LOW
Burkina Faso	30%	LOW	MEDIUM
Ethiopia	65%	MEDIUM	MEDIUM/LOW
Guatemala	66%	HIGH	HIGH
Indonesia	48%	LOW	MEDIUM
Mozambique	43%	MEDIUM	MEDIUM
Senegal	55%	LOW	LOW
Tanzania	42%	MEDIUM	HIGH

*Source:* Annex M, Table M2 below, which provides full details of how the assessments were arrived at for each country.

4.39 As regards the *quality of SUN's progress reporting*: the ICE findings raise strong question-marks about the quality of the SUN M&E process, including its self-assessment aspect. In two of the cases reviewed (Bangladesh and Senegal) there was a clear disagreement between the country's self-assessment and the evaluation team's independent judgement. More generally, there is a strong suggestion that the self-assessment process may be superficial in its review of plans and CRFs, since it does not distinguish between the mere existence of a plan/CRF and its practical utility. The findings raise issues about countries' understanding of the M&E framework and criteria posed, and also about the criteria themselves. Thus:

- a) The criteria as set out in the M&E framework tend to conflate the existence of a common plan with a common results framework. This allows countries to self-assess that they have a common results framework in place, as well as processes to implement the framework, while also acknowledging that they are yet to develop a common results framework (e.g. Bangladesh). Or, to claim a higher score for implementing the framework, than for organising the implementation of the framework (e.g. Guatemala and Mozambique).

- b) In all cases this was based on processes to monitor the implementation of standing government plans or policies for nutrition, rather than a **common** SUN-like results framework amongst all stakeholders. Judged by the explanations, the self-assessments are also predominantly based on what occurs within the state, rather than between all stakeholders (which is a key tenet of the SUN approach).

4.40 As regards *results and SUN's contribution to results*: in one of the eight countries reviewed (Guatemala) we found the results to be high with a high contribution by SUN. In one other country (Tanzania) results were found to be medium, with a high contribution, but with a process under way which could yield high results. In Mozambique the results were medium, with a medium contribution, given the pre-existence of a plan and processes. In Ethiopia, results were judged to be medium (mainly because costing of an impressive multi-sector plan is still at a very high level of aggregation that does not clearly relate to Government budgets or donor commitments) with medium to low contribution from SUN (because, although Ethiopia has participated in SUN forums discussing costing, the initiative was clearly Ethiopia's). In the other four countries, however, the results were low. In two of these SUN made low contributions to changing the results (Senegal and Bangladesh), while the evidence points to medium contributions to changing results, even if they were still low, in the other two (Indonesia and Burkina Faso).

4.41 The following factors appeared to be relevant in explain the ICE findings: <sup>38</sup>

- a) A key factor in high and medium results was political commitment and high level placement of country focal points and multi-stakeholder platforms.
- b) Common factors in low results were sector-specific placement, sector competition for the nutrition space and low central political commitment.<sup>39</sup>
- c) In countries in which sub-national governments had autonomy and in which expenditure responsibilities for many nutrition-specific and nutrition-sensitive actions were assigned to the sub-national governments, national plans had only limited linkage to effective scale-up; local governments' responsibilities, plans and actions also needed to be linked to the common results framework.

#### *MQSUN assessments of costed plans*

4.42 The MQSUN review of country costed plans (SMS 2014I) was undertaken on behalf of the SMS in the run-up to the N4G conference and continued subsequently. It further supports evidence from the SUN progress report, global interviews and country case studies. All sources indicate that progress on objective 3 (high quality,

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<sup>38</sup> The findings reported in this section are based on the overall CCS reports in Annex O and Annex P, as well as the details summarised in Table M2.

<sup>39</sup> However, in Indonesia it seems that processes are slow towards a multi-sector multi-stakeholder plan even though key central structures are in place and despite some momentum.

costed country plans/common results frameworks) has been slow compared to progress on objectives 1 and 2. Key findings from the review of 20 country plans are summarised and compared with ICE findings in Box 5 below

**Box 5    MQSUN and ICE findings on costed plans**

The MQSUN synthesis report found that plans do not encompass all nutrition-specific and nutrition-sensitive activities, nor all nutrition governance activities, and do not cost all the stakeholders in countries. They are not policy-driven strategic plans centred around a common results framework, but rather amalgamations of what actors already do.

Plans from Africa were more dominated by nutrition-specific proposals than plans from elsewhere; this seems to be at least partly because of weaker understanding of what nutrition-sensitive means.

ICE findings were broadly consistent with MQSUN, although in several cases (Bangladesh, Burkina Faso, Indonesia) we found that the MQSUN analysis was based on a sector-specific plan that pre-dated the country's involvement with SUN.

In summary, a cross-mapping of the MQSUN analysis to the ICE evaluation findings suggests that the identified weaknesses in the content of what was being costed in country plans relate to weak progress on key SUN objectives with regard to the commonality of results frameworks, and effective multi-stakeholder platforms. As acknowledged by the report: “The plans tend to reflect who coordinated or led the process” (SMS 2014l, p 31).

*Source:* Based on SMS 2014l.

*The value of the planning process*

4.43 At the same time, there is evidence that the process of plan preparation itself could be useful. Written comments to the ICE survey question on whether the multi-sector plans were worth the time and effort that went into preparing them highlighted the value of bringing people together to analyse problems and plan solutions. The plans, respondents pointed out, drove discussions between sectors; brought together all relevant sectors onto the same page with the same information to draw attention to nutrition; and at least started a thinking process resulting in the topic of nutrition being more clearly defined (see Figure G11 and Table G8 in Annex G).

**Summary**

4.44 Progress towards SUN’s multiple stakeholders aligning their actions with high quality, well costed country plans and common results frameworks is limited. Few countries have a results framework and associated plan that reflect the criteria set out by SUN – i.e. that the framework and plan are an effective instrument to align the actions of all stakeholders towards achieving objectives at scale. With few plans and related instruments yet developed to the intended level, SUN is not yet able to move the focus in many countries from alignment and planning to the achievement of outcomes.

## 4.6 Increasing resources to support aligned approaches

### Introduction

4.45 This section addresses EQ3.3c, which asks whether changed policies and resource commitments in SUN countries have led to the scaling up of nutrition in terms of mobilisation of financial resources. The SUN strategy (SMS 2012ab), together with the SUN road map and M&E framework, envisages that increases in resources for nutrition would be enabled by effective coordination through multi-stakeholder platforms, and catalysed by common results frameworks and costed plans. The anticipated scale-up of resources for nutrition is from all stakeholders, including government, development partners and civil society organisations. For development partners, a relationship between global donor commitments to nutrition, enabled through engagement with SUN, and country-level scale up is assumed.

### Efforts to strengthen resource tracking

#### *Development of tracking systems*

4.46 Financial scale-up cannot be measured unless there are systems in place for tracking resource commitments and disbursements. SUN has devoted considerable efforts to this issue, working both on the tracking of donor commitments and expenditures and on the analysis of nutrition spending in government budgets.

4.47 As regards *tracking donor resources*, the SUN donor network developed and implemented a methodology for tracking global donor commitments and disbursement for nutrition-specific and nutrition-sensitive interventions (SUN Donor Network 2013). Thirteen donors implemented the methodology for 2010 and 2012. However, the methodology for identifying nutrition-sensitive programmes and assessing their degree of contribution to nutrition objectives was found to be onerous and subjective, and the donors are still looking for ways to reduce the transaction costs involved.

4.48 As regards *tracking in-country resources*: SUN documents and reports have advocated the creation of budget lines for nutrition. The ICE notes that this may be relevant in identifying and protecting nutrition-specific expenditures, but is not easily applicable to nutrition-sensitive expenditures. The 2014 Progress Report also noted the development of a methodology to track public expenditure on nutrition. At the time of the present evaluation, however, this methodology had not yet been tested, and so does not feature in the country-level reported results. Similarly, pilot studies to track donor and civil society expenditure at the country level were in the pipeline, but not yet implemented.

#### *Country performance in resource tracking*

4.49 Overall across countries, the score most often returned by countries against progress marker 2 of process 2 (track and transparently account for expenditure) was

a 1 (just started). The Global Nutrition Report (IFPRI 2014b, p47) also reflected that few countries can currently track financial commitments to nutrition.

**Table 5 Resource tracking: SMS scores vs. ICE judgements**

Country	SMS score for process 4	ICE judgement	
		country result	SUN contribution
Bangladesh	65%	MEDIUM	LOW
Burkina Faso	52%	LOW	LOW
Ethiopia	67%	MEDIUM	MEDIUM
Guatemala	54%	HIGH	HIGH
Indonesia	35%	LOW	HIGH
Mozambique	39%	LOW	MEDIUM
Senegal	62%	MEDIUM/LOW	LOW
Tanzania	40%	MEDIUM	HIGH

*Source:* Annex M, Table M7 below, which provides full details of how the assessments were arrived at for each country. *Note:* Reports same SMS process scores as Table 6 below.

4.50 ICE case studies confirm that few countries can currently track financial commitments to nutrition, but did find some exceptions – see Table 5 above. Key findings are:

- a) In one case study country SUN membership is deemed to have significantly improved performance on resource tracking, comparatively speaking. This is in Guatemala, which is singled out in the SUN 2014 Progress Report and the GNR on account of the system.<sup>40</sup>
- b) In four further countries the ICE teams observed moderately strong or emerging systems to track nutrition expenditure, but in two (Bangladesh and Senegal) these were associated with pre-SUN programmes on nutrition or with nutrition programmes that were not associated with a multi-stakeholder effort to scale up resources against a common results framework and then track these resources. In any event, engagement with the SUN movement was found not to have made a discernible difference to the nature or strength of these systems.
- c) In the remaining two countries with medium results (Ethiopia and Tanzania), the ICE found significant efforts already under way to map, track and monitor financial commitments, disbursements and expenditure. However, these were largely once-off exercises that could not be repeated regularly. In Tanzania's case, however, the establishment of a budget line in the coding system, together with other efforts by the multi-stakeholder platform to systematise tracking, has strengthened the base for regular resource tracking.
- d) In the remaining three countries (Senegal, Mozambique and Indonesia) low results were observed. In Indonesia and Mozambique, however, engagement

<sup>40</sup> Also described in Annex M, Box M3.

with the SUN movement had raised awareness on the need to track financial resources, and commitment by stakeholders to strengthen this aspect.

4.51 The country case study evidence suggests that there is a relationship between, on the one hand: the strength and positioning of multi-stakeholder platforms and commitment to, and progress on resource tracking mechanisms; and, on the other hand: the strength of and buy-in to single, common results frameworks and progress. Specific technical mechanisms however are still needed.

### **Scaling up of financial resources**

#### *Country assessments and ICE case studies*

4.52 In the absence of strong tracking mechanisms, ICE assessments of financial scaling up in the case study countries were mainly qualitative. (Tanzania, which has conducted a nutrition Public Expenditure Review, was a partial exception.) Analysis from the ICE country case studies suggests that moving towards increased mobilisation of resources depends heavily on the prior achievement of a functional multi-stakeholder platform and a functional country resource framework/nutrition plan.<sup>41</sup> The SUN annual progress report makes the same observation.

4.53 Table 6 below summarises the ICE judgements alongside scores reported by the SMS. In the eight case study countries analysed:

- a) No countries have seen high results in terms of scaling up resources. Five however report some or moderate scaling up of resources, while the SMS reported the same on behalf of Ethiopia. The only two countries where our analysis indicates low results are Bangladesh<sup>42</sup> and Indonesia, where there has not been a significant increase in resources since engaging with SUN. In Bangladesh the contribution of SUN to efforts to increase resources is deemed to be low, while in Indonesia it is deemed to be medium.
- b) Of the countries with medium results, SUN was deemed to have had a high contribution to the upscaling in Guatemala and Tanzania, both again with strong political commitment and high placement of multi-stakeholder platforms. In Tanzania, evidence pointed to an increase of resources for nutrition in the wake of SUN membership, but more at the national level than at the level of the local governments that are responsible for most nutrition interventions on the ground. In Burkina Faso the contribution to results was seen as low, given that upscaling was more in response to a crisis and as a result of a UNICEF conference, than systematic SUN in-country effort towards medium-term predictable funding. In the remainder, the ICE studies could argue some contribution by SUN but also identified other contributing factors.

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<sup>41</sup> As reported in section 4.5, such achievements have been modest so far.

<sup>42</sup> As for process 3, the Bangladesh self-assessment could not be verified by the ICE team. The GNR reports Bangladesh as "on course" to meet its financial commitment made at the N4G event in 2013; however, the commitment was unquantified, and the progress reported against it is similarly unspecific (IFPRI 2014c).

**Table 6 Scaling up resources: SMS scores vs. ICE judgements**

Country	SMS score for process 4	ICE judgement	
		country result	SUN contribution
Bangladesh	65%	LOW	LOW
Burkina Faso	52%	MEDIUM	LOW
Ethiopia	67%	MEDIUM/LOW	LOW
Guatemala	54%	MEDIUM	HIGH
Indonesia	35%	LOW	MEDIUM
Mozambique	39%	MEDIUM	MEDIUM
Senegal	62%	MEDIUM/LOW	MEDIUM
Tanzania	40%	MEDIUM	HIGH

Source: Annex M, Table M4 below, which provides full details of how the assessments were arrived at for each country.

#### *N4G country commitments*

4.54 At the 2013 N4G event, 15 SUN countries committed to increasing their domestic resources for nutrition. The 2014 Global Nutrition Report found that only three of these countries were on course to do so: Bangladesh, Ethiopia and Senegal. ICE CCS findings confirmed two of these countries' progress (Ethiopia and Senegal), but could not significantly attribute it to SUN. In Bangladesh the case study did not find significant evidence of scale-up since engagement with SUN.<sup>43</sup>

#### *Global development partner funding*

4.55 At the global level, development partner funding for nutrition appears to be increasing, according to the tracking system instituted by the SUN donor network and used by 13 donors for 2010 and 2012. For these 13, commitments to nutrition-specific interventions increased from USD 665m in 2010 to USD 925m in 2012, a change of 39%. Nutrition-specific disbursements were much lower than commitments but did increase from USD 334m in 2010 to USD 480m in 2012, an increase of 44%. Nutrition-sensitive commitments declined by 14%, from USD 5.95 billion in 2010 to USD 5.13 billion in 2012. But for the ten donors that reported their disbursements for nutrition-sensitive expenditure, these disbursements increased from USD 937 million to USD 1.112 billion, or 19%.

4.56 The donor resource monitoring exercise undertaken in 2014 thus provided some positive indications of scale-up of resource commitments and disbursements. However, given its limitations (only 13 donors, the subjectivity of the exercise, and only two data points), the data should not be over-interpreted (IFPRI 2014b).

4.57 The Global Nutrition Report notes that it is too early to report against the substantial donor commitments made at the N4G event. It also notes that nutrition remains a very small fraction of total ODA: "Total 2012 nutrition commitments were

<sup>43</sup> See footnote 42 above.

USD 6.1 billion, or 4.5 percent of ODA, and total 2012 nutrition disbursements came to USD 1.5 billion, or just greater than 1 percent of ODA” (IFPRI 2014b, p51).

### **Summary**

4.58 Overall, quite limited progress has been made in mobilising and scaling up resources for nutrition. SUN, in association with the N4G event, has made significant global efforts in this regard, and some SUN countries have achieved moderate increases in nutrition funding. However, the finding of limited progress is borne out by the SUN 2014 Progress Report, which noted that the most common score against progress marker 3 (scaling up commitments) is 1 (just started), and for progress marker 4 (honouring the commitments) is 2 (ongoing).

4.59 Difficulties in determining the degree to which SUN movement partners, including donors, other development partners and member countries, have scaled up resources, are related to difficulty in tracking relevant spending, particularly nutrition sensitive resources, in government budgets as well as within development partner expenditure reports.

4.60 The evaluation concurs with the Global Nutrition Report and the 2014 SUN Progress Report that much still needs to be done to achieve SUN objectives in terms of tracking financial commitments to nutrition. This is despite (i) progress at the global level to develop a methodology to track globally committed donor resources; (ii) emerging good practice in a few countries on approaches to regularly and systematically tracking resources at the country level; and (iii) ongoing work in SUN forums to develop methods to track in-country donor and civil society resources.

## **5. SUN Strengths and Weaknesses**

### **5.1 Purpose and structure of this chapter**

5.1 This chapter considers what accounts for the results (or lack of results) described in the previous chapter (EQ4). Successive sections deal with:

- The contributions of the different support networks (linked to EQ4.6a)
- How SUN has dealt with disagreements and conflicts of interest (linked to EQ4.6b and c).
- Monitoring, learning and adaptation by SUN (EQ4.9)
- SUN's governance and management (EQ4.1)
- Efficiency and balance (EQs 4.2–4.5)

### **5.2 Contributions and coherence of the different networks**

#### **Introduction**

5.2 The SUN network structure is summarised in section 2.5 above (see Figure 2). The Revised Road Map gave the following guidance for the networks:

The SUN members are organised as support Networks which align their responses to country needs. Network plans will outline its principles, membership, governance and accountability, priorities, activity plans, linkages and coordination, internal communication, cross-Network collaboration and responsiveness to country requests. They will be held accountable to their activity plan, and evaluated for their effectiveness. (SMS 2012y, Executive Summary)

The Networks aim to improve their members' contributions to the overall mission of the Movement. The purpose of the Networks is to ensure that stakeholders establish priorities that will have the greatest impact on nutritional outcomes within SUN countries, align their in-country and international actions in response to country needs, ensure that their contributions are based on available evidence, and spread innovations and learning throughout the Movement. (SMS 2012y, ¶25)

5.3 This section draws on a much fuller review of the networks in Annex J. It summarises findings for each network in turn, and a final subsection summarises overall findings on network performance and coherence.

#### **The Donor Network**

##### *Global activities*

5.4 Discussion among donors about scaling up nutrition was central to the emergence of the SUN movement, and the donor network has the most continuous history of the four support networks. Senior donor officials had been meeting regularly before SUN was launched, and have continued to do so. This network has the loosest structure among the SUN networks – donor conveners are meant to coordinate activities at country level and link to the senior officials through a secretariat, which has had a full-time staff member (funded by Germany) for less than a year. At global level, it has benefited from strong continuity and commitment

from a core group of senior officials, although there has been limited success in expanding the global network to include other donors, notably the Nordic agencies.

5.5 At global level, the donor network is regarded by its members as a useful forum which adds value to what they do. The good chemistry and commitment in the core group of senior donor officials have been one of the principal drivers of SUN's progress to date. As one informant put it, the global donor network has "created a locus of energy and leadership around nutrition at international level. It's now really hard for someone to get a good idea in nutrition and pursue it unilaterally; the instant question is: have you talked to the SUN Secretariat? If a donor, have you talked to the donor network? The onus is on everybody to locate their ideas and energy within the context of the movement, make sure they are well coordinated and aligned with what countries want to do. This is a significant difference."

5.6 At global level, the donor network has moved forward with the efforts to track donor commitments and expenditure described in section 4.6 above (see ¶4.47ff). However the "donor behaviour indicators" that were developed in 2012 (see Table 7 below) do not seem to be in systematic use. The participants in the donor network have also supported SUN by funding the SMS and the MPTF (Annex K), as well as the UN network's REACH initiative.

#### *Country level activities*

5.7 At country level, the performance of country conveners and donor networks has been mixed, and there is a spectrum of collaborative structures. The donor and UN networks have merged in many cases, despite the original concerns of SUN designers about potential conflict of interest if funding agencies and providers of technical assistance sat in the same group. In other countries, existing groupings of donor coordination for the nutrition sector are used instead of a SUN network. Some governments view the term 'donor' as unpalatable and prefer 'development partner', further blurring the distinction between the 'donor' and UN networks.

5.8 The performance of donor conveners (14 of whom, at last count, were UN staff) has been uneven. As one ICE informant put it, "we haven't found the most useful way for the global network to engage with the country network". There are calls for stronger coordination between agencies' headquarters and their in-country staff. These and other challenges were raised in a 2014 survey among donor conveners, whose summary report concluded with a number of questions. These concerned making convening activities more effective and less *ad hoc*; equipping conveners better to implement their TOR; guiding them to focus their resources on critical aspects like the multi-stakeholder process; providing them with more technical and financial support; and aligning donors' nutrition-specific and nutrition-sensitive programmes better at country level (SUN Donor Network 2014e: 7).

**Table 7 DRAFT Indicators for Changed Donor Behaviour (SUN Movement)**

Expected Result	Indicator	Target (2013)	Comments
<p><b>1-Donor partnersupport for nutrition is harmonized among donors and aligned to national plan</b> Donor partners are effectively coordinating their support to national plans to scale up nutrition</p>	Proportion of SUN country donor partners within a SUN country implementing harmonized/aligned programmatic and financial support of the national program/strategy to scale up nutrition in concert with other donor partners in-country and with the national government	2/3(66%) of SUN donor partners in a SUN country are implementing harmonized programs and funding in support of national nutrition program/strategy	This relies on the assessment of the government focal point or possibly the development of some type of check list that can be used by both the government focal point and the donor convenor in a country.
<p><b>2-Predictability of donor partner financing</b> Assistance will be provided in a manner that is accessible, timely, and predictable.</p>	Percent of SUN donor partners in a given SUN country that release funding according to agreed-upon schedules in annual or multi-year frameworks	75% of SUN donor partners in a given country that provide assistance for nutrition disburse the funds within the fiscal year for which it was scheduled	This relies on the self-reporting of donors and/or an assessment by the government focal point.
<p><b>3-Nutrition incorporated across sectors (multi-sectoral approach)</b> Donor partners will incorporate nutrition considerations within their strategies for support of country development programs across many/most relevant sectors (e.g., Agriculture, Education, Health, Social Protection) in alignment with the national nutrition strategy in each SUN country.</p>	Proportion of SUN donor partners in a given country thatincorporate nutrition considerations within their country development strategies in at least two sectors (e.g., Agriculture and Education)	75% of SUN donor partners in a given country have incorporated nutrition considerations within their strategies for support of country development in at least two sectors	It may be necessary to develop a similar type of assessment tool as for #2 to provide a rapid determination of successful "incorporation of nutrition considerations".
<p><b>4-Focus on results</b> Development assistance resources will be provided in a way that ensures measureable results within a defined time frame (e.g., through linking with strong leadership, robust institutional arrangements, and sound program design, implementation and monitoring).</p>	Percent of SUN donor partners in a given country that incorporate a core set of indicators to assess and evaluate nutrition results	80% or more of SUN donor partners in a given country incorporate a core set of indicators for assessment and evaluation of nutrition results	Will there be a core set of indicators applied to all SUN countries? Or is the core set of indicators unique to each country context?

Source: SUN Donor Network 2012b (annex) Note: described as "revised following Dublin meeting" [of senior donor officials, which took place in January 2012 and agreed, among other things, that Task Force D would evolve into the donor network].

## The UN System Network

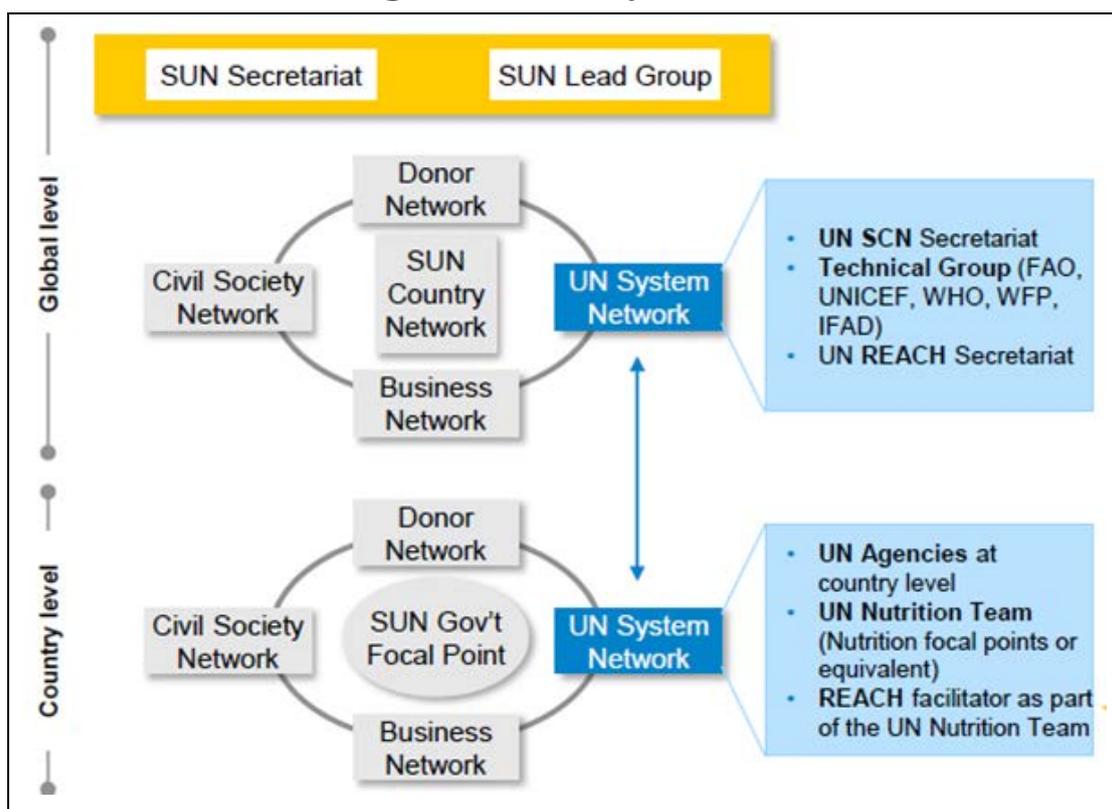
### Background

5.9 Four UN agencies – FAO, UNICEF, WFP and WHO – have played important and sometimes overlapping roles in nutrition for decades. The SUN movement, mandated by the UN Secretary General, developed against the background of fragmented global governance of nutrition, as criticised in the Lancet (Morris et al. 2008a; see also Gillespie et al. 2013), and the prolonged process of reforming the UN Standing Committee on Nutrition (SCN, see UNSCN 2008, UNSCN 2009, UNSCN 2010; Longhurst 2010).

*Formalising the UN system network*

5.10 Clarifying and structuring the roles of the UN agencies in the movement was clearly a priority for SUN, and led – eventually – to the formation of the UN system network, which was the last of the SUN networks to be launched officially, in August 2013. Earlier, the four agencies mentioned above (later joined by IFAD) had launched the Renewed Efforts Against Child Hunger (REACH) initiative in 2008 in order to scale up interventions addressing child undernutrition through coordinated action. After the 2011 SUN Stewardship Report's option of merging SUN with the SCN was not adopted, the SCN and REACH became co-facilitators of the SUN UN System Network. (Figure 6 below)

**Figure 6 UN System Network**



*Source: supplied to ICE team by REACH Secretariat*

5.11 The UN System Network is still working on developing its vision and strategy including an accountability framework (Global Nutrition Agenda due end of January 2015); a list of principles have been identified and agreed upon in a face-to-face meeting held on 16 November 2014.<sup>44</sup> Meanwhile, two of its members, WHO and FAO, were the main organisers of the second International Conference on Nutrition (ICN2) in the same month (see Annex H). The UN System Network held side events at the SUN Global Gathering in 2013 and at ICN2 in November 2014. A REACH annual meeting was linked to the August 2013 launch of the network in Nairobi.

<sup>44</sup> Information provided by the UNSCN secretariat.

Some network activities planned for 2013 were carried over into its 2014-15 work plan.

### *REACH at country level*

5.12 REACH currently operates in 14 countries, all SUN members – Bangladesh, Burundi, Chad, Ethiopia, Ghana, Mali, Mauritania, Mozambique, Nepal, Niger, Rwanda, Sierra Leone, Tanzania and Uganda. The role of the in-country REACH facilitators has evolved with the SUN movement; they support the functions of the SUN national focal points directly and/or through national secretariats, where they have been established (REACH 2012). In some countries, such as Bangladesh, REACH is seen as the leading facilitator of SUN. In Ethiopia, the SUN Focal Point is also the REACH Coordinator. REACH is thus active and useful for SUN at country level, but its added value is unclear in some situations (e.g. where a UN nutrition team is in place and active, or when stakeholders are satisfied with existing coordination mechanisms and strategies to address stunting have been developed). According to ICE survey findings, there are mixed opinions about success in terms of UN coordination within the context of SUN at global and country levels, and overall satisfaction with REACH (Annex G, section iii).<sup>45</sup>

### *Stakeholder perceptions*

5.13 The mandate for nutrition-specific and nutrition-sensitive actions being spread across UN agencies, the ICE team heard success stories of effective collaboration as well as widespread dissatisfaction about the degree to which coherent and holistic approaches to scaling up nutrition at country level are being achieved. Achievements have been hindered by duplication, competition and gaps in terms of effective coordination among UN agencies and between UN agencies and other stakeholders. ICE interviews and country case studies indicate that there is still confusion at global and country levels about the respective roles of and interactions between the SUN movement, the UNSCN and REACH. Perceptions of competition and tensions rather than complementarity between the three, as well as views that UNSCN and REACH are each “driven” by one particular UN agency, are still common among global stakeholders as well as at country level. Interviews also revealed a widespread view that competition and overlap between UN agencies at country level continue, despite increased rhetoric about coordination and collaboration.

### *Assessment*

5.14 There is wide agreement that the UN system, with its long-standing presence in countries, has a critical role in capacity building, and increasing national capacity and expertise on nutrition, including multi-sectoral coordination capacity. Nevertheless, the long delays in the UN System’s negotiation and agreement of this

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<sup>45</sup> A full evaluation of REACH was beyond the scope of this ICE. The REACH partners have commissioned an evaluation during the first half of 2015, which will be undertaken by some of the members of the SUN ICE team.

network's shape and tasks are symptomatic of two basic concerns. First, the establishment of the SUN movement was partly a reflection of the perceived inadequacy of the existing *modus operandi* of the UN System (including the UNSCN, which has lost its multi-stakeholder character) in addressing current nutrition challenges. Secondly, even within the revitalised SUN framework, mobilising prompt, effective and coordinated action by the UN agencies remains a significant challenge.

## **The Civil Society Network**

### *Background*

5.15 The engagement of civil society in tackling nutrition challenges long pre-dates the emergence of the movement. CSO representation on the UN Standing Committee on Nutrition, terminated by the SCN reform of 2011, is particularly notable; it continues on the UN Committee on World Food Security (CFS). Civil society was active in the formation of SUN. As one non-CSO interviewee stated: “*We would not be where we are today without them [civil society]*”. The language of ‘movements’ is arguably spoken most fluently among CSOs, although the accent and emphasis may differ from those of other SUN participants. The role for civil society at country level in strengthening accountability continues to be seen as very important (e.g. it is highlighted in the GNR, IFPRI 2014a).

### *Development of the CSN*

5.16 Although the idea of a Civil Society Network (CSN) emerged very early in this movement's development, the present structure was not formally inaugurated until June 2013, the same month that a coordinator was recruited for it. The CSN is overseen by a 14-member Steering Group, with members democratically selected in an individual capacity, with a quota system to ensure balanced representation by gender, regions, sector and type of CSO. The Chair, also selected in a personal capacity, has a two-year mandate. Much of the work done since has focused on developing systems and procedures for the CSN, and stimulating the formation of national Civil Society Alliances linked to the global network. The Multi-Partner Trust Fund (see Annex K) has been an important development in this regard; it has been a source of funding for the CSN secretariat as well as for many of the CSAs. Although it has a secretariat staff of only two (hosted by Save the Children UK), the CSN is seen as active and responsive in its support to CSAs. Significant support is provided by INGO members of the CSN both through country offices and from head offices.

### *Network expansion and support to CSAs*

5.17 After much effort by CSN Steering Group members, the Secretariat and CSOs at country level, the CSN in November 2014 comprised 61 members, including 31 national CSAs made up of a total 1,782 CSOs – 78% local or national, the rest the country offices of international organisations. Capacity development, funding support, awareness raising and advocacy are among the initiatives launched.

5.18 Not all CSOs are enthusiastic about SUN. Some fear or oppose the movement's inclusion of the private sector and/or its perceived promotion of market-based solutions to malnutrition – raising questions about how the movement addresses conflict of interest (see section 5.3 below). Others question what value SUN adds to the existing national and international architecture, fearing that it undermines the normative function of UN inter-governmental bodies such as the World Health Assembly (WHA) and the Committee on World Food Security (CFS). In some countries, the development of CSAs has been complicated by civil society politics. In others, civil society is the most active and purposeful part of the SUN movement.

5.19 Naturally, the achievements of SUN CSAs vary from country to country, and their relatively short period of operation to date has limited their impacts. Overall, many CSAs are still at an early stage of development, with few SUN activities off the ground. However, as illustrated in Annex J a few CSAs are already having significant influence on national policies and plans. ICE country case studies also indicate that the SUN movement, through its support of CSAs, is helping to strengthen the role of CSOs in policy development, implementation and monitoring.

5.20 However (as the SUN Annual Progress report acknowledges), there is limited evidence of CSOs aligning their actions with nationally agreed plans and common results frameworks at country level. Some informants argued that the ability of CSOs to align is to some extent, limited by the lack of alignment of donors. There is also tension between national and international CSOs in some countries. There are predictable rivalries over access and voice within CSAs, whose host organisations are sometimes seen as enjoying undue influence.

### *Outlook*

5.21 As ever, the sustainability of CSOs committed to better nutrition, of their CSAs and of the global CSN will depend on the sustainability of their resourcing. Also predictable is the spectrum of roles, profiles and perceptions about the nature of civil society activism and engagement, and how this interfaces with other partners in the SUN movement. Developing common structure and purpose within the big SUN tent is obviously a challenge. It is unrealistic to expect a homogenous ideology, uniform advocacy or standardised action around civil society's role in the movement, and much remains to be learned and clarified – from constitutional questions like how CSA membership relates to INGO membership within the CSN, how to ensure the appropriate balance between alignment of actions and advocacy / accountability roles, to strategic questions about how SUN and its stakeholders engage with the political economy of nutrition

## **The Business Network**

### *Background*

5.22 Recognising the role of the private sector in global nutrition, and the importance of building it in the best directions, has been central – and controversial – in SUN since the earliest days of the movement. The inclusive approach was spelled out in the 2010 Framework For Action:

The history of development tells us clearly that successful country-wide strategies and programmes usually require "ownership" not only by governments, but also by civil society, parliaments and the private sector. (SUN 2010a, p9)

5.23 It was reaffirmed in the 2010 Road Map:

Emphasis will also be given to encouraging the involvement of the international and national private sector, based on principles that seek to limit any conflicts of interest, foster partnerships and create shared value through concerted action. (SUN Road Map Task Team 2010a, ¶7)

### *Development of the SBN*

5.24 As with the other networks, the debate about how to build the SUN Business Network (SBN) took some years, and it was eventually launched in December 2012 with WFP and the Global Alliance for Improved Nutrition (GAIN, which hosts the secretariat) acting as co-convenors. Although there were optimistic statements during 2012 about what the SBN was doing, it was also acknowledged at a meeting in June of that year that the network needed “to be re-energised”. The network gained form and purpose during 2013 and 2014, particularly since its coordinator was appointed in July 2013. It is guided by an Advisory Group from major companies and international agencies, and supervised by an Operations Committee that meets more frequently.

### **Box 6 SBN Principles of Engagement for Member Businesses**

Companies must show they are committed to the following principles before they can be considered for membership of the SBN:

- Businesses should support and respect the protection of internationally proclaimed human rights; and make sure that they are not complicit in human rights abuses.
- Businesses should comply with UN guidance on health and nutrition, with a specific mention of the International Code on Marketing of Breast Milk Substitutes and World Health Assembly resolutions related to Maternal, Infant and Young Child Nutrition
- Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.
- Businesses should uphold the elimination of all forms of forced and compulsory labour; the effective abolition of child labour; and the elimination of discrimination in respect of employment and occupation.
- Businesses should support a precautionary approach to environmental challenges; undertake initiatives to promote greater environmental responsibility; and encourage the development and diffusion of environmentally friendly technologies. Businesses should work against corruption in all its forms, including extortion and bribery.

*Source:* SBN 2014h

5.25 Companies wishing to join the network must comply with strict principles of engagement that are linked, inter alia, to the International Code on Marketing of Breast Milk Substitutes (see Box 6 above). Members of the global Business Network are encouraged to post statements of their commitment to scaling up nutrition on the network's website.

#### *SBN activities*

5.26 So far, the activities of the SBN have been constrained by the slow start outlined above and by the limited human resources available in its secretariat. The network has had no choice but to be “light touch”, as envisaged in its draft strategic and operational plan (SBN 2013a:1). However, advocacy efforts have been made to build the business case for the private sector to engage with SUN at global and country levels, with a structure similar to that of the CSN, linking a global network with business networks at country level that would form part of national SUN multi-stakeholder platforms. The SBN's activities and achievements to date are highlighted on its website at [www.sunbusinessnetwork.org](http://www.sunbusinessnetwork.org) and include signing up international businesses to commitments on nutrition and providing toolkits to businesses on how to scale up nutrition; the network was instrumental in securing the business commitments made at the Nutrition for Growth summit in 2013.

5.27 The SBN secretariat's efforts to stimulate country business networks have been restricted by resource limitations, although concentrated efforts (‘deep dives’) are being attempted in a few countries (such as Tanzania and Zambia) in the hope that approaches to business engagement can be developed for replication more broadly. Whereas a number of major multinational firms (and some big single-country players) have been attracted to SUN, it is a much greater challenge to find ways to bring smaller companies into the movement at country level. On the basis of SBN experience so far, it is considered unlikely that a single national ‘business network’ would be attractive to firms across the spectrum of nutrition-specific and nutrition-sensitive sectors. Instead, a variety of business groupings might usefully develop in association with the SUN MSP.

5.28 Among the ICE case study countries, the SBN has made some progress in Tanzania, although this was slowed for much of 2014 by the lack of a GAIN coordinator in the country. There is significant business network development in Guatemala, but this has been independent of the global SBN. The only other ICE case study country showing some business network progress is Mozambique. The SBN secretariat has realised that dedicated facilitation time and effort are needed at country level if the SBN concepts and process are to move forward. It is trying various arrangements to field the necessary personnel, hoping that they will build a foundation for the replication mentioned above.

5.29 The SBN has made some progress with regard to nutrition-sensitive approaches, without placing much emphasis on the term itself. From the outset, it has encouraged non-food firms to join too, and has stressed the links between different sectors of society, economy, and nutrition challenges. This broad approach

has complicated the task of bringing business on board and persuading the rest of society to understand and accept the value of doing so. The task is likely to be amplified by greater attention to the positive and negative roles of business in many societies' growing double burden of malnutrition.

### *Outlook*

5.30 A common pattern emerges, at global and country levels, of well organised, high-level and often well attended SBN events at which strong and cogent messages are delivered about the roles that business can and should play in the SUN movement and in tackling the world's nutrition challenges. These are supported by high quality printed and online media. The challenge is to build practical action, of which there has been comparatively little so far. The need is to move beyond inspiring meetings and infographics and achieve shifts in regulation, investment, food quality, consumption and nutrition within a framework of genuine and sustained collaboration between business and other sectors.

5.31 All such efforts must confront the widespread suspicion, concern and sometimes hostility within and beyond the SUN movement about engaging with the private sector to enhance the nutrition of predominantly poor and economically vulnerable people. The SBN has not been central to SUN's conflict of interest (COI) work (see section 5.3 below), which appropriately is not restricted to business engagement but addresses the potential for COI throughout the movement. It has emphasised SUN's principles of engagement (most notably in its new guide on the subject – see Box 6 above). But, despite the rigour with which SUN has adhered to principles like those on breast milk substitutes (SBN 2014h), its efforts to bring business into MSPs as equal partners demand fundamental shifts in political attitude by many participants in government and civil society. It is hardly surprising that there is still much residual resistance.

## **Overall performance and coherence of the networks**

### *Speed of progress*

5.32 There are similarities in the experience and prospects of all the networks. An extended period of debate, facilitation and negotiation was needed before the networks were resourced and funded. It was two or three years from the launch of SUN to the formal launch of the networks, although some useful work was done before the official launches. The one with most continuity is the donor network, but it too is still working out appropriate roles and ways of working for donor convenors in practice.

### *Network contributions*

5.33 Both before and after these formal launches, all networks have made important contributions in stimulating debate at global and national levels about how to scale up nutrition. The long gestation of the networks was itself valuable in this regard. Since their official start, they have accelerated the process of discussion

and mobilisation. Tangible results are not always easy to see, but there is no doubting the revitalisation of many debates whose resolution is central to scaling up nutrition – about the most productive interface between civil society and the state, for example, about how to enhance the effectiveness of the UN system, or about the rights, wrongs and modalities of making business part of the solution rather than the problem. The propagation of CSAs is one of the more striking effects of SUN so far.

### *Coherence*

5.34 There have been some important cross-links between the networks. As noted above, members of the donor network have been the principal funders of the MPTF (and hence of the CSN secretariat) and of REACH. In practice, UN agencies (principally UNICEF) have taken on some of the donor convenor roles. Regular telephone and occasional face-to-face meetings among the network facilitators have been instituted, and global network facilitators are now invited to the country network conference calls.

5.35 At the same time, the "recipe" in SUN's strategic documents for country-level network structures that replicate the global structure has often proved impractical. Country coverage by the SBN is very limited, and many countries have chosen to adopt (or continue with) arrangements that blur the boundaries between networks (most commonly in terms of a combined UN/donor network group).

5.36 By and large, the networks have been prepared to work with each other at global and country levels. However, the vision in SUN's strategic documents that networks "will be held accountable to their activity plan" (see ¶5.2 above) has not yet been made operational – an issue the ICE takes up in the discussion of governance (see ¶5.96ff below).

5.37 For none of the networks is there strong evidence that they are systematically aligning with *government* plans for scaling up nutrition, as opposed to continuing their own activities towards more or less the same nutrition objectives. Among CSOs, as noted, there is often a desire to ensure that collaboration does not undermine their ability independently to hold government to account.

5.38 A new coherence question arises of the interfaces between the networks and SUN's emerging Communities of Practice. The ICE encountered little mention of these in the network context. The COP concept is relatively new,<sup>46</sup> although given a high profile by the November 2014 SUN Global Gathering. At the time of this ICE, the paucity of comment on how networks and the COPs should interact suggests that much more explanation and mobilisation is needed on this.

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<sup>46</sup> Endorsed by the LG in April 2014.

## *Summary*

5.39 The ICE's overriding impression from its review of the support networks is of work-in-progress. There has been progress towards the network structure envisaged in the 2012 strategy and revised road map, but it is far from complete.

### **5.3 Addressing disagreements and conflicts of interest**

#### **Introduction**

5.40 Under the heading of coherence (EQ4.6), the evaluation matrix includes sub-questions about how well SUN has managed conflict between its stakeholders and, more specifically, how well SUN has managed to address concerns over private sector involvement, including the perception of conflicts of interest. In this section we summarise findings on conflicts of interest, which are developed more fully in Annex L.

#### **SUN's work on conflict of interest (COI)**

5.41 There is multiple potential for COI in SUN. Most participants and observers have focused on the real or perceived risks of involving the private sector in the movement: for example, possibly influencing regulatory policy or the content of nutrition advice to consumers. But UN agencies and donor organisations may seek to influence the course of the movement – globally or at country level – in order to expand their institutional turf or their funding base. CSOs may seek to influence the institutional architecture and activities of SUN to make more space and money for themselves.

5.42 Recognising that WHO had been formally mandated by the 2012 World Health Assembly to address issues of COI in nutrition programmes (WB 2012: 13) but noting that it was making slow progress, the SMS commissioned the independent Global Social Observatory (GSO) to undertake a two-year project on COI in the SUN movement.<sup>47</sup> During this exercise, which ends in March 2015, the GSO has facilitated a series of consultations in Geneva, Accra, Nairobi, San Salvador and (scheduled for December 2014) Jakarta. It has developed draft guidelines on how to identify and tackle COI within the movement (GSO 2014c, GSO 2014d). A closing conference is scheduled for February 2015.

5.43 The ICE country case studies found that the approach to COI being developed by the GSO is not yet widely known among SUN stakeholders, although general concern about COI is widespread, and in some cases it is a significant constraint on the development of the multi-stakeholder platforms envisaged for the movement. This is mainly because of the common phobias about business engagement, although there are also many references to COI involving CSOs. However, according to the GSO, there is enthusiasm among SUN participants who attended the 2014 workshops about moving forward with the approaches that they discussed there.

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<sup>47</sup> Funding was by the Bill and Melinda Gates Foundation.

5.44 The SUN COI process has had its critics. Some still decry any business involvement in SUN.<sup>48</sup> Others have argued that the non-business risks of potential COI have been exaggerated, given the status of SUN as a movement.

5.45 The ICE assessment is that the approach SUN has taken to COI through this GSO exercise has been relevant and useful. It has not solved the multiple COI challenges facing the movement; but it has helped more people to understand what they are. Although it has provided more voice for opponents of private sector engagement, it has also laid the foundations for systems that can be used to peel away prejudice and establish objectively what COI, if any, might be associated with any specific business involvement. At least as important, it has helped many more SUN participants to realise how real the COI potential is in the other SUN networks and stakeholder categories. However, if SUN's COI efforts end in 2015, there will be few sustainable results. So far, all that has been achieved (itself a significant result) is greater awareness of the diversity of COI challenges that can arise, and of the range and strength of feeling that COI generates – potentially sabotaging the prospects of multi-stakeholder efforts to scale up nutrition. Some SUN stakeholders have also realised that there could be well-structured, transparent ways of identifying and addressing COI. Longer-term work will be needed for the seeds that have been planted to germinate.

## **5.4 Monitoring, learning and adaptation<sup>49</sup>**

### **Introduction**

5.46 Monitoring and evaluation (M&E) and learning are fundamental to a movement which aims to learn from past experience, experiment and adapt as it goes forward, and also to disseminate the experience it and its members have gained across the various countries and networks. Chapter 2 above, in section 2.7, gives a brief overview of SUN's approach to M&E. The present section describes the evolution of SUN's approach and systems for M&E and assesses how well current M&E systems work in practice.

### **Evolution of SUN's M&E systems**

#### *Roles for M&E in the SUN theory of change*

5.47 An effective monitoring and evaluation system underpins two key processes of the SUN Movement theory of change (see section 2.8 and Figure 5 above):

- a) It is necessary to achieve accountability for results across stakeholders and sectors against a common agreed set of nutrition objectives. The theory of change supposes that being accountable to other stakeholders at the global and country level, against a common results framework, will contribute to more timely and effective implementation of country strategies towards scaled up nutrition.

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<sup>48</sup> And frequently overlook the Sun Business Network principles of engagement (Box 6 above).

<sup>49</sup> EQ4.9.

- b) An effective M&E system drives learning and adaptation, by making available systematic information on both problems and achievements, which in turn allows emerging lessons within and across countries to be leveraged for better results.

5.48 The theory of change sees accountability, and learning and adaptation, occurring at two levels:

- a) At the impact level: based on observing changes in the nutritional status of women and children in SUN member countries and determining how well interventions work under which circumstances.
- b) At the outcome level: in relation to changes in the multi-stakeholder, multi-sector architecture or environment for nutrition towards readiness for scaling up.

#### *SUN movement M&E actions*

5.49 As noted in Chapter 2, the SUN M&E framework was published in April 2013 (SMS 2013a), with a baseline assessment done against the framework in September 2012 (SMS 2012r). Prior to the establishment of the M&E Framework, the SUN movement reported against progress at global and country level through a 2011 Annual Progress Report (SUN 2011a) and the accompanying Compendium of Country Fiches (SUN 2011b). The country fiches in 2011 covered the same ground across countries, but differed somewhat in how information was presented and organised by country.

5.50 The 2011-2012 SUN Movement Progress report, which was presented in September 2012 (SMS 2012w), did not have a compendium of country fiches, but summarised progress against the four SUN objectives in a main chapter. A set of country assessments is available, which provides descriptive analysis against each of the four indicators with their sub-indicators.

5.51 The same information was used to assess countries for the 2012 M&E framework baseline report. The M&E Framework measures at the impact level and outcome level, as well as output level. At the output level it measures activities of the global SUN structures. At outcome level the Framework maps the achievement of the four SUN strategic objectives in countries to four multi-year processes, with progress markers to benchmark intermediate outcomes in each, linked to a ladder of outcomes for the global networks. This is depicted in Figure 3 in section 2.7 above. The four country processes are: bringing people in the same space; coherent policy and legal framework; common results framework for the nutritional plan; and financial tracking and resource mobilisation.

5.52 After the endorsement of the M&E Framework in 2013, monitoring tools and processes shifted to align with the global M&E framework. Thus in 2013 and 2014 a country fiche comprises reporting against the common nutrition indicators at the impact level, and against the progress markers at the institutional outcome level, with a simple scoring system to measure progress against the four processes. The scores are accompanied by a short narrative on the reasons for the score. (For

examples of the 2013 and 2014 country fiches, see Annex F, Figure F4 and Figure F5.)

#### *Current M&E processes*

5.53 The main M&E activity at country level is a joint multi-stakeholder self-assessment exercise, with results collated by the SMS. Countries' baseline assessments were done in 2012 and 2013 with involvement from the SMS. Of the 50 countries for which fiches are included in 2014, 37 are based on first self-assessments and 3 on SMS follow-up assessments. For the remaining ten countries the scores reflected their baseline assessment done by the SMS.

#### *Relevant Communities of Practice*

5.54 Two SUN COPs are relevant to M&E: COP1 on planning, costing, implementing and financing (crucial to setting what will be monitored); and COP3 on reliable monitoring of progress, evaluation of outcomes and demonstration of nutrition results monitoring (on M&E approaches). Both COPs have had workshops looking at approaches and country experiences.

### **How effective is the SUN M&E system?**

5.55 The focus of the SUN M&E system is on country progress, and progress by the global networks along the overall SUN M&E ladder of change (as illustrated in section 2.7, Figure 3 above). This progress was reported systematically in Chapter 3 of the 2014 Progress Report (SMS 2014r, p51).

#### *Monitoring of impact level indicators*

5.56 At the country level, the M&E system to monitor progress against impact indicators is clear and well-constructed with a balance of nutrition-specific and nutrition-sensitive indicators. In practice however, it has been challenging to implement in a way that supports accountability and lesson learning at this level. The availability of regular, timely and reliable data in countries is a problem for continuous monitoring of progress, given dependence on the regularity of surveys.

5.57 Of the 8 country case studies, only 2 (Indonesia and Tanzania) had updated data between the baseline assessment in 2012 and the latest reporting in 2014. Not all countries measure all indicators in existing surveys, and some indicators have been dropped from the monitored framework (e.g. the deworming and primary school enrolment indicators). On the other hand, the Movement expanded the number of nutrition sensitive indicators that are measured, if not the scope of issues covered (access to sanitation in 2014, for example, was measured by percentage open defecation and by percentage access to improved sanitation).

5.58 The 2013 Progress Report is the last one that reported explicitly on progress against nutrition outcomes in the main report. The Global Nutrition Report fulfilled this function in 2014, allowing the SUN progress report to focus on institutional factors.

5.59 The transfer to the GNR of this responsibility for collating data globally makes sense in several ways. It is better to have such data collated in a comprehensive way for SUN and non-SUN countries, and for this to be done by an independent body that can report impartially on SUN countries' progress. In terms of SUN's own theory of change, nutrition impact indicators (on stunting, wasting, overweight, low birth-weight and exclusive breastfeeding) may take years to change (and are often not reported annually in any case). This makes intermediate progress against country policy and institutional markers highly important to monitor, and a logical priority for SUN M&E. However, as discussed next, the ICE finds serious weaknesses in SUN's current monitoring of institutional outcomes.

*Institutional outcomes M&E – an insufficiently robust methodology*

5.60 The change in methodologies between the self-assessments in 2012 and 2014 led to concerns about the accuracy of progress tracking and the ability to use earlier data as a baseline. The shift in M&E tools after adoption of the M&E Framework in 2013 was not well understood by countries, as is evident from the network call transcripts and the ICE country case studies. What progress markers meant, and the criteria for each, were not well understood. Countries found definitions ambiguous and the scoring system problematic.

5.61 The 2012/2013 baseline scores were done by the SMS, based on survey data and follow-up. The 2014 scores were done through self-assessment. The SMS cautions that any comparisons between these scores for a country should therefore be done with care (SMS 2014ab, p10). However, it is also clear from the SUN ICE country case study data, that countries applied the scores differently (see Table 4, Table 5 and Table 6 in Chapter 4 above), as was also acknowledged by the SMS (SMS 2014ab, p10). By implication, the framework has been applied inconsistently between years within countries and within a year across countries, which weakens it considerably as an accountability tool. With regards to anomalies between countries, for example, the average score for progress against process 3 (with reference to common results frameworks) in Guatemala was 63% and in Bangladesh 73%, while the ICE country case study evidence points to Guatemala being much more advanced in terms of a single, common results framework. This undermines any cross-country comparisons.

5.62 Countries' ability to interrogate their own performance accurately, and track their progress was also impaired. In some of the ICE country case studies it was hard for the evaluators to see what evidence would substantiate progress in the indicators between the 2013 and 2014 reports. Bangladesh is an example: The SMS has noted that the evidence offered against process 2, process 3 and process 4 is not substantially different to evidence offered in 2013, yet the score records a 34, 53, and 25 percentage point improvement respectively.

5.63 The SMS claims in the 2014 Compendium of country fiches that "the self-assessments of 2014 have tended to be more self-critical than the external assessments of 2012 and 2013" (SMS 2014ab, p10). However, an analysis of the

scores between 2012/13 (SMS scores) and 2014 (country scores) for the 36 countries that self-assessed<sup>50</sup> reveals potentially an opposite trend – see Table 8 below. Of course, in at least some cases the increased score might be based on genuine progress. For the SUN ICE case study countries however, it was fully clear in only three of the seven countries relevant to the question<sup>51</sup> why scores should increase.

5.64 There is a risk that misleading "trends" may generate complacency. Despite the upward tendency in scores that is shown in Table 8, it is quite possible that few countries have made real progress towards nutrition institutions that will effectively support accountability. The ICE analysis of progress towards costed plans and CRFs (Annex M and section 4.5 above) suggests that single common frameworks which meet the criteria set out in Box 4 above are likely to be the exception rather than the rule. Instead, what is used as the basis for claiming progress on common results frameworks is an existing nutrition plan, sometimes pre-dating SUN, but which is also not multi-sector and/or not the only plan in-country, and without a common results framework. Furthermore, assessments are based on alignment of government plans, not of all country stakeholders' plans.

**Table 8 Comparison of trend between 2012/13 and 2014 country scores against M&E framework**

Trend	Process 1	Process 2	Process 3	Process 4
No of countries for which scores increased	31	32	28	24
No of countries for which scores decreased	4	3	7	12
No of countries for which scores are equal	1	1	1	0

5.65 Indeed, the assessment methodology was thought by numerous respondents at the global and country level to be too subjective and vulnerable to bias, a judgment which the ICE shares. This undermines the credibility of the process for some external stakeholders, including some donors, who wish to see a more rigorous evaluation process, and its usefulness at the country level as a mutual accountability instrument.

*Institutional outcomes M&E – not sufficiently country-oriented*

5.66 A second issue with the SUN M&E framework for monitoring progress at the country level, is that it is not sufficiently country-oriented. From a global SUN perspective it usefully breaks the progress markers for each process down into specific criteria for each support network, at the country level. The SUN ICE country studies however showed that countries do not necessarily duplicate the SUN network

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<sup>50</sup> Côte d'Ivoire is presented without a baseline.

<sup>51</sup> Ethiopia chose not to do a self-assessment.

structures at country level; they often have or create structures that split and splice the networks in ways that fit with existing ways of working at country level, while bringing together the key stakeholder groups. In such cases it becomes very difficult to apply the progress markers, as the high level statement associated with each marker only becomes measurable against network-specific criteria.

5.67 This was reflected in a concern at country level that reporting processes fulfil global level requirements, rather than matching country reporting and accountability requirements. Country respondents questioned the independence of results, and their utility to catalyse change at country level. The processes were found to be onerous and not aligned with country reporting cycles, detracting from capacity for country monitoring. An underlying issue is that more dialogue is needed between the global partners and countries on what counts as multi-stakeholder platforms and common results frameworks (taking account of what has proven to be useful in different country contexts).

#### *Collateral benefits of the self-assessment?*

5.68 In some countries however, the joint, multi-actor process of scoring countries' progress was found to be beneficial. In Guatemala, Mozambique and Tanzania it provided an opportunity for all actors to come together, confirm priorities, assess progress, revisit how they work together and/or acknowledge the constraints. (Ethiopia, by contrast, chose not to undertake it.) Key common contributing factors in these countries are stronger, more central multi-stakeholder platforms and greater progress towards a common results framework for nutrition. This suggests that a joint process of mapping country targets – whether according to a global set of progress markers or the country's own – can be beneficial provided that some institutional pre-conditions are met.

#### *M&E of intermediate outcomes for nutrition*

5.69 Monitoring progress of a country's readiness to scale up nutrition through the global SUN Movement progress markers is only one component of a nutrition M&E system. The crucial second building block is the country's ability to monitor the implementation of the non-governance components of their strategic plans. This is embedded in the SUN M&E framework as progress markers under process 3: organising and implementing the common results framework.

5.70 The country evidence points to significant work that still lies ahead to achieve functioning country systems to monitor nutrition actions. Challenges to track nutrition commitments and expenditure by different actors form one component of this picture. The other is the ability to define and track the outputs and intermediate outcomes of the associated policy / programme commitments by actors.

**Establishing such country-specific monitoring systems is dependent on having a single, common results framework in the first place, and clarity on who is doing what towards which result in the framework** (cf. Box 4 above) It is also dependent on a country's existing M&E systems and culture, and on

the resources invested in nutrition M&E. In countries that are decentralised, with key nutrition interventions being funded or implemented at the sub-national level, the challenge is even greater.

*Summary assessment of SUN M&E systems*

5.71 The SUN M&E system is an attempt at standardising the measurement of progress in achieving key institutional objectives of the SUN strategy, while also monitoring changes in nutrition outcomes. With the GNR taking over the role of collating global data on nutrition outcomes, SUN can appropriately focus more on institutional monitoring.<sup>52</sup>

5.72 However, the ICE findings question the value for SUN countries of the SUN movement's core M&E approach. This approach comprises the self-application of a highly specified and standardised global assessment framework for the global SUN strategy, to measure country-level institutional progress through a roughly simultaneous M&E process across countries.

5.73 The approach has a number of serious short-comings:

- a) Firstly, this approach favours the ability to make global aggregate statements based on seemingly standardised data, at the expense of country-specificity, applicability and usefulness as a country accountability instrument. In the SUN M&E framework, country-specific monitoring of the common results framework is only two progress markers (in process 3) of many required to measure progress against the global SUN strategy. An alternative and inverted approach would comprise a global light assessment for global reporting purposes that draws on country-specific processes, thus putting the country common result frameworks at the centre of the SUN movement M&E processes.
- b) Secondly, and relatedly, the framework as specified assumes conformity in structures and processes across countries, which is not the case. The application of generic global categories to country specific circumstances leaves significant room for interpretation at the country level, often with an upward bias.
- c) Thirdly, overall the system as implemented through self-assessments is too subjective, and thus does not yield credible evidence on country progress for all countries, which compromises the system overall. The risk of country-bias in the assessments is exacerbated by more than one change in the measurement framework and methodology in a short space of time, and ambiguous criteria and definitions. (Presumably the global framework – tailored as it is to the SUN strategy – would need to adapt again to measure progress against a new strategy for processes in 2016.)

5.74 The ICE acknowledges that at the country level the joint M&E process of the self-assessments can be beneficial. However, the evidence is not that the monitoring

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<sup>52</sup> At country level, of course, a strategy for monitoring the country's nutrition outcomes will remain an integral part of any high quality plan or CRF.

against globally prescribed progress markers specifically makes the process useful in countries. Rather, the evidence suggests that it depends on the existence of an effective high level multi-stakeholder platform at country level and functional common results framework/process, both of which are country specific; the value of the processes came from assessing progress, priorities and constraints against these country-specific frameworks.

5.75 We consider in Part III of this report, how future SUN M&E could become both more rigorous and better balanced between country and global perspectives.

## **5.5 Governance and management**

### **Introduction**

5.76 SUN's character as an evolving "movement" makes its governance more elusive but no less important than for other partnerships. As noted in Chapter 2 above, SUN's present governance arrangements were adopted in 2012, following the "stewardship report" (Isenman et al 2011), which suggested a multi-stakeholder mechanism as the best option for steering the SUN Movement. Overall stewardship would be entrusted to a high-level Lead Group. It also called for the establishment of a SUN Secretariat to facilitate the work of the Lead Group, to coordinate country Focal Points (FPs), and facilitate the sharing of best practice and knowledge amongst SUN members.

5.77 To provide legitimacy and also resolve issues of hosting and potential capture, the SUN Movement Secretariat (SMS) was constituted under the authority of the UN Secretary-General (UNSG), but it does not belong to any particular UN agency and is not an agency in its own right. It has offices in Geneva. The Lead Group was similarly constituted under the authority of the UNSG, and intended to include strong representation from SUN countries, so as to reflect the country-focused character of the movement.

5.78 Governance is about institutions and ways of working, so goes beyond the management of the particular bodies that are the more visible expression of how the SUN movement is organised; as depicted in Figure 2 above, these bodies comprise the four support networks (already reviewed in section 5.2 above, and addressed in more detail in Annex J) plus the SMS and the Lead Group, which are considered below (based on the more extensive treatment in Annex N).

5.79 EQ4.1b concerns the structure and quality of the SMS, which we consider first; secondly we discuss the Lead Group (for which EQ4.1a is similar); a third sub-section considers SUN governance against aid effectiveness criteria and the lessons of other global partnerships (EQ4.1e); we conclude with an assessment in terms of overall accountabilities across the SUN movement.

5.80 The 2012 Strategy and Revised Road Map set out SUN's intended structure, objectives and accountabilities, and are thus a benchmark for the assessment of SUN performance in governance and management. At the same time, many of the issues

discussed in the context of the stewardship report continue to be relevant, and so it too is an important point of reference.

### **The SUN movement secretariat (SMS)**

#### *Approach*

5.81 A main purpose of the ICE Interim Progress Report (Mokoro 2014c), was to provide a preliminary assessment of SMS performance. Its timing reflected the reporting requirements of the agencies which fund the SMS, and also a concern that decisions about the SMS's future should not be left until too late, since uncertainty could affect its ability to retain staff and lead to an erosion of its capacity. The IPR assessment was based on extensive document review and interviews with key informants in the SMS and more widely. Subsequently the ICE has held further interviews, gained the perspective of the ICE case study countries, and included questions about the SMS in the e-survey. It is now also possible to view the SMS from the perspective of ICE findings about overall SUN performance, including aspects, such as the M&E system, in which the SMS is centrally involved.

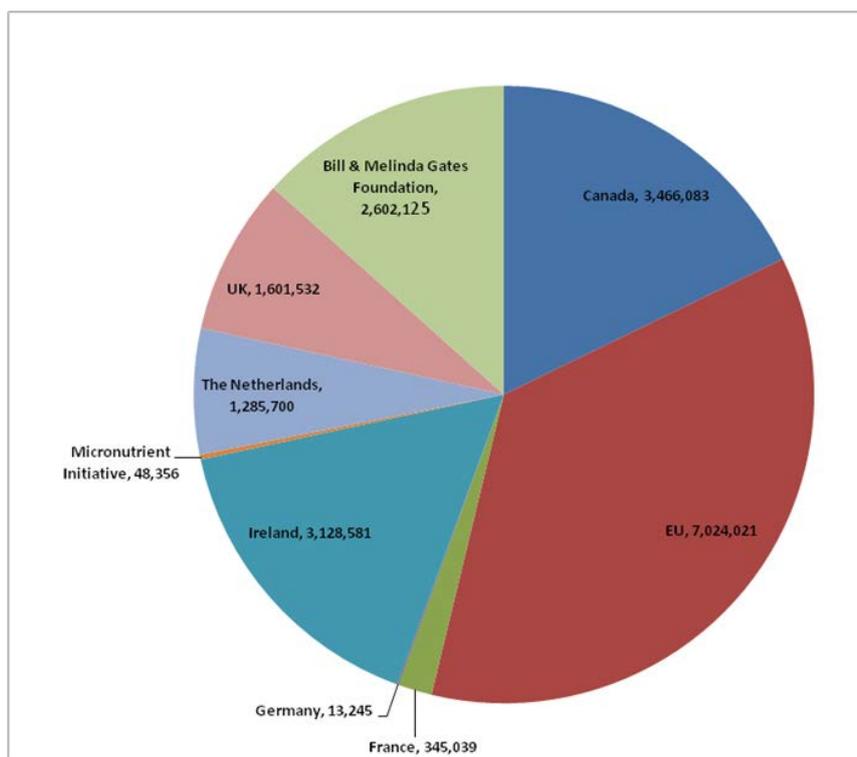
#### *The role of the SMS*

5.82 The Stewardship Report noted the importance of an effective secretariat function and warned that many similar secretariats have suffered from inadequate and unpredictable funding that diverts much of their energy to a search for their own financial support; a common mistake is to make the secretariat too "lean" for the role it is expected to perform. At the same time, the SMS's role has always been described as catalytic rather than operational. The 2012 Strategy and Revised Road Map emphasised the coordination role of the SMS, maintaining links between countries and networks and encouraging respect amongst all members for the Principles of Engagement (SMS 2012s, p10). Furthermore, in the Revised Road Map, the SMS's role is detailed as being to 'enable the Lead Group to exercise accountable stewardship over the Movement' (SMS 2012s, p14).

#### *IPR findings*

5.83 The IPR found that the SMS has been well supported by donor partners in the SUN movement, as shown in Figure 7 below, and has thus avoided the hand-to-mouth existence that the Stewardship Report warned against. This has allowed an approximate doubling of staff, as shown in Table 9 below, with the number of professional staff rising from 7 to 18 since 2011. The SMS is headed by the SUN Movement Coordinator, and has operated with a very flat administrative structure; a proposal to introduce a Chief Operating Officer has not yet been implemented. The SMS has adapted as the movement's ways of working have evolved, with the introduction of the Communities of Practice approach during 2014 as the most significant recent innovation.

**Figure 7 Total Cash Contributions to the SMS (2011-2015) (USD)**



Source: Annex N, Table N2.

**Table 9 SMS Staffing 2011 – 2015**

	2011 actual	2012 actual	2013 actual	2014 budget	2015 budget
<b>Staffing (number of FT-equivalent employees)<sup>1</sup></b>					
<i>Professional staff</i>	7	10	13	18	18
Coordinator	1	1	1	1	1
Chief of Staff	1	1	1	1	1
COO	0	0	0	1	1
Policy advisors	4	7	10	14	14
Liaison Executive Office of the UNSG	1	1	1	1	1
<i>Administrative Staff</i>	5	5	5	7	6
Administrators	1	1	1	1	1
FT Assistants	3	3	3	4	3
IT support	1	1	1	1	1
Reporting officer	0	0	0	1	1
<b>Total</b>	<b>12</b>	<b>15</b>	<b>18</b>	<b>25</b>	<b>24</b>

Source: SUN Movement Secretariat: Evolution of Human Resources 2011 – 2015 (on June 2014), SMS 2013 Annual Financial Report (SMS 2014a). Notes: 1. Those in post for less than a year still counted as a full staff member. Where a staff member is noted as part time for more than 50% of their time in post in a year, this is counted as 0.5 FT equivalents

5.84 Although the Strategy and RRM provide a basic description of the SMS role, documents prepared to support donor funding provide more detail, including logical frameworks with specified outcome areas and indicators covering (a) support to the Lead Group; (b) support to SUN countries; and (c) support to the SUN networks. Perhaps inevitably, these blur the line between SMS performance per se and the performance of the SUN movement as a whole towards which it contributes (e.g. in the areas of fund-raising, work on financial tracking, and M&E). The IPR assessment sought as far as possible to focus on the SMS performance per se. The preliminary assessment in the IPR was:

The focus of the SMS has been on enabling and facilitating the work of the Movement. As such its time and energy has gone into providing inputs and support to the LG, the networks, and the countries (including a technical role in relation to the MPTF). The interviews and documentation to date support the conclusion by the ICE that the SMS has provided excellent and timely inputs into the work. The SMS has been reactive and adapted nimbly as new needs became apparent.

The evidence reviewed also provides support for the conclusion that the SMS has performed well in its role of supporting the LG and the networks and that it has provided useful inputs into the resource mobilization efforts. ...

[...] Our conclusion, based on the evidence reviewed to date, is that the SMS has played a *relevant* role in supporting implementation of the SUN movement's strategy; it has provided *effective* support to the Lead Group and to SUN's various networks. As regards *efficiency*, we have seen no evidence of conspicuous waste of resources, and the close observers we have interviewed regard the SMS as an efficient and productive unit. (Mokoro 2014c, ¶4.76–4.78)

#### *Additional evidence*

5.85 Subsequent evidence has consisted of additional interviews, the country case studies and e-survey. These all confirm that the SMS is highly regarded across all stakeholder groups. Some concerns were raised about over-reliance on an exceptional SUN Coordinator, their ability to sustain current levels of energy and enthusiasm indefinitely, and the need to modify the current very flat management structure. There were also suggestions that, depending on the future directions SUN takes, the SMS might itself need more expertise in nutrition, or to decentralise its operations in some way; the ICE takes these suggestions into account in the discussion of future options in Part III.

#### *Assessment*

5.86 As discussed in earlier sections of this report, the ICE identifies a number of weaknesses in the way various SUN processes have been conceived and implemented; it nevertheless judges that the SMS has provided competent support to these processes, and that whatever secretariat functions are required for the next phase of SUN should build on the existing SMS. Overall responsibility for the SUN movement's performance rests at the level of the Lead Group, which is considered next.

## **The SUN Lead Group (LG)**

### *Background and approach*

5.87 The Stewardship Report emphasised the importance of champions for nutrition at all levels of the SUN movement, but advocated that the role of high level champions should be clearly distinguished from the overall responsibility for providing stewardship and strategic direction to the movement. The latter function, it considered, required a body of no more than 15 members who would be senior but with sufficient time to perform the function of detailed oversight. However, the LG configuration eventually adopted does not separate champions from overseers. It has 27 very high level members, including several heads of state or government<sup>53</sup> and meets twice a year. The rationale for such a large and high-level membership was to include people who could advocate influentially among their peers, and to allow for strong representation of SUN countries.

5.88 The 2012 Strategy and Revised Road Map were produced under the LG's auspices, Box 7 below shows the priorities the LG has set for itself. In this section we first consider the way the LG has operated in practice, then note stakeholder perceptions before offering a summary assessment.

### **Box 7 Priorities of the SUN LG**

- Provide leadership and strategic direction for the SUN Movement, including a focus on gender analyses and empowerment of women;
- Advocate for SUN in their individual and collective spheres of influence. This includes building the investment case, and expanding links to regional economic communities and their programmes;
- Enable participating countries to access the assistance they need to scale up nutrition by ensuring that members of the SUN Networks respond to their needs for technical and financial assistance;
- Ensure that the SUN Movement is equipped with adequate and predictable resources – including the tracking of investments and the maintenance of a functioning results and accountability system.

*Source: SUN Movement Strategy (SMS 2012s)*

### *How the Lead Group has operated*

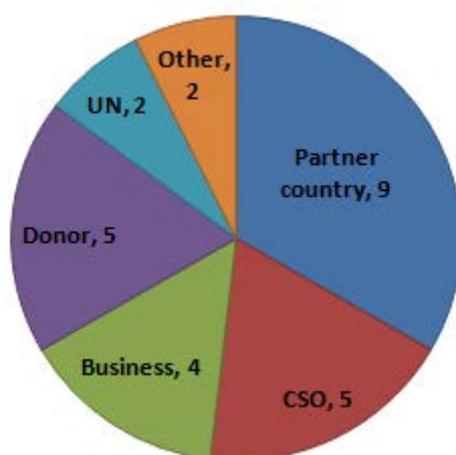
5.89 The ICE has reviewed LG membership and participation against the rationale for its current configuration (see Annex N for a more detailed analysis). Figure 8 below shows the (approximate) network affiliations of its members; one third are clearly affiliated to the "country network" i.e. representing SUN country governments. Table 10, Table 11 and Table 12 below provide an analysis of participation in LG meetings, which shows:

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<sup>53</sup> For full details see Annex N.

- The principle of individual membership, under which LG members were not supposed to send substitutes to meetings, has not worked. (Table 10)
- The September meetings, linked to the UN General Assembly session, are better attended than the April (telephone conference) meetings, but there are signs of attendance tailing off: 2014 saw the lowest in-person attendances and the highest rates of complete absence for April and for September. (Table 10)
- The personal attendance rate of the country network members is much lower, and the complete absence rate much higher, than for other constituencies. (Table 11)
- Meetings are numerically dominated by LG members based in high income (OECD) countries. (Table 12)

**Figure 8 Constituency affiliations of LG members**



Source: Annex N.

**Table 10 Attendance at LG meetings**

Attendance	Meeting date					
	Apr-12	Sep-12	Apr-13	Sep-13	Apr-14	Sep-14
In person	17	18	14	18	8	12
Represented	5	5	10	4	12	8
Not present	4	3	2	4	7	7
total	26	26	26	26	27	27

Source: SMS Lead Group Participant List (2012-2014) (SMS 2014af).  
 Note: CIFF joined later and attended first meeting in April 2014

**Table 11 "Country network" and "Other" LG Attendance**

Attendance	'Country network'		Other constituencies	
	#	%	#	%
In person	19	35	68	65
Represented	15	28	29	28
Not present	20	37	7	7
<b>Total</b>	<b>54</b>	<b>100</b>	<b>104</b>	<b>100</b>

*Source: SMS Lead Group Participant List (2012-2014) (SMS 2014af)*  
*Note: total attendances aggregated across LG meetings April 2012.–September 2014*

**Table 12 Attendance of LG members/representatives by country status**

Attendance	Country Income Status			
	HIC (OECD)	LIC	LMIC	UMIC
In person	57	5	14	11
Represented	25	13	0	6
Not present	4	12	4	7
<b>Totals</b>	<b>86</b>	<b>30</b>	<b>18</b>	<b>24</b>

*Source: SMS Lead Group Participant List (2012-2014) (SMS 2014af)*  
*Note: total attendances aggregated across LG meetings April 2012.–September 2014*

5.90 LG meetings are attended by many people who are not themselves LG members or their designated representatives. These include staff of the SMS but also other individuals supporting LG members. Key tasks may be assigned to formal sub-groups, of which the most prominent current example is the Visioning Sub-Group. Sub-group members may devote much more of their time to SUN business than the LG members themselves, and often attend LG meetings to represent or support the official LG member.

*Stakeholder perceptions*

5.91 Based on ICE interviews, the LG chair (UNICEF's Executive Director) is widely regarded as having maintained an independent stance (as opposed to "wearing a UNICEF hat"), and, along with the SUN Coordinator, has played an important role in steering LG business. There is a strong impression (interviews and observation) that the LG has rarely initiated business, and more often endorsed proposals (such as the introduction of Communities of Practice) that have been put forward by the SUN Coordinator and secretariat. However, there are also some issues – the emphasis on women's empowerment is a clear example – where the initiative has come from the LG.

5.92 In contrast to the perceptions of the SMS, the ICE found considerable dissatisfaction with the constitution and performance of LG. There were some concerns about the transparency of the appointment process for LG members and the extent to which (even under the principle of appointment in a personal capacity) they were the most appropriate representatives of SUN's main stakeholder groups.

There were many acknowledgements of effective advocacy by LG members, but it was also commented that some LG members have been much less active than others. A number of observers commented that the LG as constituted does not fulfil the role envisaged by the Stewardship Report, and is much more a group of champions than an efficient steering body. Minutes of the senior officials' meetings make this point explicitly and call for the issues raised by the Stewardship Report (¶5.87 above) to be revisited.

*LG strengths and weaknesses*

5.93 Since its establishment in 2012, the LG has presided over continued rapid growth of the SUN movement, in terms of the number of countries involved, during a period in which nutrition has maintained prominence on the international development agenda. The SUN movement has been provided with a Strategy and Revised Road Map endorsed by the LG, and there have been continuing innovations in SUN's approach to supporting and promoting countries in addressing undernutrition – most recently with the introduction during 2014 of the Communities of Practice. However, the original rationale for a large LG as a means of safeguarding a country-driven approach does not stand up well to the ICE analysis of actual membership and participation, and as we discuss further in our assessment of accountability (¶5.96ff below) the LG has not closed the loop on the accountability system it endorsed in the 2012 Strategy.

**Assessment: Aid Effectiveness and lessons from global partnerships**

5.94 Annex N, Table N10, provides a checklist of how well SUN has performed against the governance lessons for global partnerships put forward in Bezanson & Isenman 2012. SUN has done relatively well:

- (a) In "thinking twice" about setting up new institutions. It has operated as a voluntary partnership, with pragmatic hosting arrangements (see next point) and has avoided setting up very formal structures. It stopped short of creating a vertical fund for nutrition (the MPTF – see Annex K – is confined to catalytic work to support the process of scaling up), and arranged for a process of review (including this ICE) before committing to long term arrangements.
- (b) In its hosting arrangements: institutional location of the LG and SMS, under UN auspices but without creating a new agency, has been an adept pragmatic arrangement.
- (c) In ensuring that its secretariat has been adequately and predictably resourced.
- (d) In dealing with asymmetries of power and potential conflicts of interest: SUN has avoided domination by any one stakeholder group (although ICE analysis suggests that the inclusion of country representatives on the LG is not the main reason for this), and it has paid attention to other conflict of interest issues (see section 5.3 above).

- (e) In making "country ownership" a fundamental design principle, although, as we discuss at several points in this report, it has been more difficult to follow through the implications of country ownership in practice. There is still much scope to reduce the fragmentation of aid initiatives at global level, and to strengthen harmonisation and alignment at country level.

5.95 SUN has done less well:

- (a) In managing the trade-off at board level between inclusiveness and effectiveness. The ICE analysis indicates that the LG, as presently constituted, is not an effective body to provide adequate oversight of the implementation of SUN's agreed strategy.
- (b) In ensuring rigorous monitoring and follow-up of its strategy (see section 5.4 above and further discussion under accountability below).

### **Assessment: accountability**

5.96 Figure 4 in section 2.7 above depicts the intended accountability framework for the SUN movement. The ICE finds that this framework has not yet been implemented. It envisages that each network will prepare and be monitored against annual plans with targets:

28) The SUN Movement Secretariat enables the Lead Group to exercise accountable stewardship over the Movement, ensures that SUN Government Focal Points have access to the resources needed by their countries and assists the Networks to respond in a timely and effective way to requests for assistance. The Secretariat is responsible to ensure that Network Activity Plans are coherent, coordinated and delivered. (SMS 2012q)

5.97 The ICE review of the four support networks (section 5.2 above) found that all have (understandably) taken time to become fully established. There is no system in place for coordinating, collating and following up on their activity plans. The process envisaged in the RRM (quoted above) is not credible, because (a) the SMS does not have the capacity or the authority to "ensure that Network Activity Plans are coherent, coordinated and delivered" and (b) the LG, as it currently operates, does not have the time or the capacity to provide the detailed oversight that this system of accountability would require.

5.98 In short, SUN does not yet have the "functioning results and accountability system" that the LG itself (Box 7 above) described as one of its priorities. The failure to close this accountability loop is the biggest governance challenge that the SUN movement faces, and forms a central concern in Part III of this report.

## **5.6 Efficiency and balance**

### **Introduction**

5.99 Rigorous assessment of efficiency requires knowledge about effectiveness – i.e. of the benefits and not just the costs of the activity under consideration (Renard & Lister 2013). Systematic quantification of costs and benefits is not possible in this case, but it is possible to use some partial approaches to this issue. This section addresses four topics which the evaluation matrix (Annex C, EQ4.2–4.5) clusters under the heading of efficiency:

- Has the SUN movement used its own resources efficiently?
- Have the transaction costs of SUN been reasonable?
- Has SUN's advocacy for nutrition solutions taken enough account of efficiency considerations? and
- Has SUN achieved the right balance between being inclusive and being effective?

### **Has SUN used its own resources efficiently?**

#### *Approach*

5.100 It is not possible to estimate SUN's benefits in financial terms.<sup>54</sup> With the limited resources available to this evaluation, our approach has been: (a) to make a rough estimate of the annual direct costs of the SUN movement; (b) to consider whether there has been any conspicuous waste in the deployment of those resources; and (c) to consider whether the scale of the SUN effort is proportionate against the potential benefits.

#### *Findings*

5.101 Our rough estimate of the direct costs of running the SUN movement in 2014 (as explained in Box 8 below) is (rounded up) about USD 10m.

5.102 We did not conduct an audit of either the SMS or the MPTF. With respect to the SMS we noted, on the basis of our detailed interim review:

As regards *efficiency*, we have seen no evidence of conspicuous waste of resources, and the close observers we have interviewed regard the SMS as an efficient and productive unit. (Mokoro 2014c, ¶4.78)

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<sup>54</sup> The practical and theoretical obstacles to a cost-benefit analysis would be huge. SUN is at an early stage of efforts to achieve (or catalyse) very long term impacts. Its loose nature as a voluntary movement seeking to strengthen the joint inputs of many partners in many locations makes it conceptually and practically difficult to identify and quantify attributable costs as well as to quantify the SUN contribution to any results achieved.

**Box 8 Estimating the direct costs of the SUN movement**

To make a rough estimate of the direct costs of running the SUN movement, the ICE looked at the recorded expenditures for the SMS and the MPTF, together with an estimate of the secretariat costs for the global networks.<sup>55</sup>

*Secretariat and MPTF expenditures*

	2011	2012	2013	2014	Notes
SMS	619,410	1,366,118	4,588,180	6,920,567	Source: SMS 2013 Annual Report. Figures are outturns, apart from 2014 which is budget
MPTF	n/a	0	1,636,039	1,107,844	Source: MPTF office. Includes two grants to CSN: \$535,000 (2013) & \$321,000 (2014) <sup>56</sup>

*Staffing of global network secretariats*

The following table indicates that there are equivalent to 7 full time staff working to coordinate the 4 global networks.

Network	Full-time Equivalent Staff	Notes
Civil Society	2	The CSN Coordinator was recruited in June 2013, and a Country Support Officer appointed in May 2014.
Business	3.5	Since July 2013 the SBN secretariat has employed a Network Manager, and two other staff members (from February and August 2014 respectively). A fourth person works half time (also since August), focusing on events and logistics.
UN	0.5	The UN Network does not have dedicated governance structures but is supported by existing UNSCN and REACH secretariats. Both secretariats remain in their current locations and act according to their current Standard Operating Procedures and mandates. Hence the estimate of 0.5 FTE dedicated to direct UN network support.
Donor	1	The donor network has had a full time coordinator since May 2014
<b>Total</b>	<b>7</b>	

To estimate the total direct costs associated with these staff, we arbitrarily used a figure of USD 120,000 (approximately twice the advertised salary for one of the network coordinator posts).

*Total estimated direct costs of running the SUN movement in 2014*

	2014
SMS	6,920,567
MPTF	1,107,844
Global network staff	840,000
<b>Total USD</b>	<b>8,868,411</b>

<sup>55</sup> We did not include the costs of REACH or MQSUN, on the basis that these initiatives, although they have aligned with the SUN movement, would have existed in its absence.

<sup>56</sup> It would appear from the proposals that these grants are not for salaries of CSN staff (presumably covered by Save The Children).

5.103 With respect to the MPTF (Annex K), we noted concerns about delays in utilising funds, linked to the bureaucratic requirements of disbursement chains from the responsible UN agency down to the implementing organisation. We expect this issue to be reviewed by the forthcoming MPTF evaluation.

5.104 In the case of each of the support networks, our detailed review (Annex J) found that, at least for most of the evaluation period, the resources applied to their secretariats were quite small in relation to their scope of work; all were overstretched, so that inefficiency seemed more likely to arise from under- than over-resourcing.

5.105 Finally, are the direct costs of the SUN movement proportionate to the problems it is attempting to address? We have noted (at ¶2.2 above) the evidence on the huge economic, as well as human, costs of undernutrition, including the estimate by Hoddinott et al. 2008 that known early childhood interventions could lead to a 2-3% increase in affected countries' GDP. It follows that the *potential* returns to the SUN movement expenditures are huge; if the resources devoted to SUN are even moderately effective, their deployment will, in economic terms, have been highly efficient.

### **Have the transaction costs of SUN been reasonable?**

#### *Approach*

5.106 Transaction costs (particularly in terms of occupying the scarce time of busy people) are notoriously difficult to measure. We sought the perceptions of participants, through interviews and the e-survey, and included transaction costs as a topic in the country case studies. It is appropriate to consider the opportunity cost of time allocated to SUN movement activities, and in particular whether SUN has added to pre-existing transaction costs.

#### *Findings*

5.107 The transaction costs of engaging with the SUN movement did not emerge as a major concern from the country case studies. Reasons for this include the fact that SUN (through the SMS) has no permanent field presence in countries. Country network call are a relatively inexpensive way of holding meetings; although focal points spend some time preparing for them, this was not considered an unreasonable amount (echoed in the e-survey results discussed below). Moreover, in many cases SUN operates through pre-existing forums or processes, so is not seen as having added to total transaction costs (this was true in varying degrees in Guatemala, Mozambique, Ethiopia, Tanzania and Burkina Faso).

5.108 E-survey respondents were asked about their views on transaction costs specifically with respect to two areas: the preparation of multi-sector nutrition plans, and participation in country network calls. In line with the CCS findings, their responses indicated that transaction costs were not disproportionate to the perceived benefits of participation. Thus:

- Most respondents (68%) felt the multi-sector nutrition plans were worth the time and effort that went into preparing them, with government stakeholders particularly confident in this response (93%). Almost no respondents felt it wasn't worth the effort, but a significant portion (30% overall) felt it was too early to tell
- Overall, 80% of respondents felt the network calls were worth the effort required (in terms of preparation and participation). Interestingly, partner government respondents, primary “users” of the network calls in question, consistently rated the usefulness of the calls more positively than other stakeholder groups, who are likely to have been engaged as observers or facilitators. 94% of them felt the calls were worth the effort required.

5.109 Although transaction costs did not loom as a fundamental weakness of SUN's approach, there were also examples where transaction costs were seen as higher than they needed to be. In a number of countries, including Tanzania, SUN's reporting requirements were found to be poorly integrated to national cycles and processes. In Ethiopia, the Government's concern about the potential burden of additional M&E reporting requirements were one of the reason for initial hesitation in engaging with SUN, and Ethiopia also declined to undertake the M&E self-assessment). Another example of unnecessary transaction costs was found in Bangladesh, where some informants felt that SUN had divided civil society through the establishment of two competing civil society networks. These examples are a reminder that efforts to avoid unnecessary transaction costs are always appropriate, but SUN was not generally regarded as profligate in its transaction costs..

### **Has SUN advocacy paid enough attention to efficiency?**

#### *Approach*

5.110 Economic efficiency requires that resources be allocated to uses that have the highest returns (where returns may be assessed taking account of equity criteria), i.e. it is about *doing the right things* as well as *doing things right*. Resources allocated to less effective interventions may have a high opportunity cost if interventions that would have been more effective remain unfunded. The ICE considered whether SUN is taking sufficient account of this dimension of efficiency. It is particularly significant in considering the balance between nutrition-specific and nutrition-sensitive approaches.

#### *Findings*

5.111 There is a continuing debate within the nutrition community on the appropriate balance between nutrition-specific and nutrition-sensitive interventions. On the one hand it is argued that nutrition-specific interventions cannot tackle more than part of the problem; on the other, that at least the implementation of nutrition-specific interventions is well understood and need not be postponed. The MQSUN analysis of nutrition plans ahead of the N4G event found that the African plans it reviewed were much more weighted towards nutrition-specific interventions than the

plans from other regions (see the review in Annex M), implying that there may have been less understanding of nutrition-sensitive concepts in several countries.

5.112 SUN's advocacy for attention to nutrition-sensitive approaches is regarded as one of its distinctive features. It is widely recognised that more needs to be learned, especially at operational level, about the most effective and efficient ways of addressing underlying causes of malnutrition through nutrition-sensitive approaches (this is one of the pleas in the GNR, IFPRI 2014a). The ICE found that SUN's messaging has been balanced; its strategy and guidelines have not advocated neglect of proven nutrition-specific interventions, and it has highlighted the scope for reallocating existing resources from less effective to more effective nutrition interventions in support of scaling up.

### **Has SUN achieved the right balance between being inclusive and being effective?**

#### *Approach*

5.113 Two further aspects of possible inefficiency are (a) that by spreading the efforts equally across all SUN countries, the partners might achieve less overall than if some resources were applied at scale in a sub-set of countries; (b) that applying the same approach across all countries might achieve less than if the approach were tailored to the different circumstances of different groups of countries (e.g. middle income countries or fragile states). These issues have been extensively debated within the SUN movement, as we discuss below.

#### *Findings*

5.114 SUN has operated from the outset with a principle of inclusivity (¶2.8 above), and this is presented as a defining characteristic of the SUN movement. Nevertheless, many stakeholders expressed concerns that the size of SUN's membership is already stretching and diluting the capacity of the SMS and the support networks to provide meaningful assistance to individual member countries, risking undermining the credibility of the movement as a whole. In this respect, respondents saw the growth of the Movement as a double-edged sword: it develops political momentum, but it also generates expectations at the country level which may not be possible to meet with limited resources.

5.115 An early expectation was that the SUN model would be pioneered in a few "early riser" countries and then rolled out more widely, in an approach which would allow energy and resources to be concentrated in a few countries so as to demonstrate the feasibility of scaling up. This expectation was quickly overtaken by the speed at which new countries signed up for SUN. Nevertheless, the 2012 Revised Road Map included a clear statement that:

**"The Movement's members will concentrate support on countries that have demonstrated a readiness to scale up nutrition"** (SMS 2012q, ¶10)

5.116 In practice, initiatives that do involve a concentrated focus on a smaller number of countries are being pursued, with different degrees of integration within the SUN movement. Examples: the business network secretariat realises it cannot spread itself equally across all SUN countries and is following a strategy of concentrated support ("deep dives") in a small number of countries to get local business networks established; REACH operates in a subset of SUN countries; the catalytic investment facility proposed at the N4G event involves focused financial support.

5.117 The ICE judgement is that, while there is value in the inclusiveness principle, it should not be emphasised at the cost of real progress. There are some countries where the elements for scale-up are more likely to be achieved, or which by virtue of their size or the severity of nutrition under-performance, may be more crucial to assist. For the SUN structures as such, there are trade-offs in selecting countries for specific support, insofar as it may carry a cost of waning enthusiasm from non-favoured countries. At the same time however, trying to provide support for everyone and shying away from prioritising some countries, may reduce effectiveness. Where aid financing is concerned, it makes it likely that focused approaches will take place in parallel with SUN, and may be less coherent than if the SUN movement is able to accommodate such piloting.

5.118 As regards uniformity of approach, two groups of countries are regularly cited in this context:

- **Middle income countries**, which are less dependent on aid, and which may have (increasingly) different configurations of malnutrition as income growth and urbanisation reinforce the DBM.
- **Fragile states:** SUN's approach to the needs of fragile and conflict-affected states has already been highlighted as an issue by the Lead Group (see also Box 9 below). The populations in these countries account for a significant portion of the world's undernourished, but these countries are also less likely to have governance capacity to develop and implement complex multisectoral approaches.

### **Box 9 Fragile and Conflict Affected States and the SUN Movement**

A report commissioned by World Vision on Scaling Up Nutrition in Fragile and Conflict-Affected States (FCAS) set out the growing body of evidence around the importance of addressing undernutrition in these countries. It notes that the prevalence of child undernutrition is comparatively high in FCAS, which is directly attributable to the disruption of food production and supply, destruction of household assets and livelihoods, mass displacement of population, and degradation of vital services including health associated with conflict. At the same time, it is increasingly recognised that food and nutrition insecurity are associated with heightened risk of violent social unrest and conflict.

Despite this, of 42 countries classified as FCAS at the time the report was written, a minority (16) had, so far, joined the SUN movement.<sup>57</sup> Moreover, the research report found that those FCAS remaining outside SUN had systematically weaker economic indicators and poorer governance capacity than those within the movement.

The report concludes that the reason why so many FCAS are excluded is that undernutrition there continues to be seen, fundamentally, as a problem of acute undernutrition, whose solution lies in an increase in the provision of food. This emphasis on sector-specific humanitarian treatment inhibits intersectoral and interministerial incentives to collaborate. It recommends that donors and technical agencies partnering government in FCAS should be more consistent in adopting and promoting the SUN model of integrated action which addresses both acute and chronic undernutrition, by incorporating interdependent interventions in health, food security and agriculture.

Source: Taylor 2013

5.119 The ICE assessment is that specific attention to the needs of MICs and of fragile states will be needed in future if SUN is to remain relevant to all its member countries. It should be noted that neither MICs nor fragile states are a homogeneous categories – each label covers a very wide range of different contexts. With regard to fragile states, the link between humanitarian and developmental approaches is crucial. So far, there has been very limited contact between the Global Nutrition Cluster coordinator and the SMS, although both are based in Geneva (as became apparent when both attended the workshop held by the Emergency Nutrition Network in Oxford in October 2014).

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<sup>57</sup> At the time of the research (January 2013), 33 countries had joined SUN. As of October 2014, SUN had 54 members. Of 53 countries which count as FCAS by Taylor's criteria (listed as FCAS by one of WB, OECD or DFID), 32 are now SUN members.

## **6. Sustainability**

### **Issues in sustainability**

6.1 The evaluation matrix (EQ5) asks whether the changes SUN itself is trying to bring about are sustainable, and also whether the SUN movement itself is sustainable. Section 4.2 above (pathways to impact) has already considered whether there is a plausible prospect of long term and durable benefits if SUN's efforts are successful; the answer is yes. In this chapter therefore we focus on the sustainability of the SUN movement itself.

### **The sustainability of the SUN movement**

6.2 We note that this is a somewhat circular issue. The continued existence of the SUN movement is not an end in itself: it exists in order to address the problems of undernutrition, and its continued existence is justified only if it succeeds in doing so. Those who have given the movement political, practical and financial support will not continue to do so if they lose interest in the topic or lose faith in SUN's ability to make a significant difference.

6.3 The previous chapters have shown that, in many respects, SUN is still a work in progress – the strategy spelt out in 2012 is not yet fully implemented, and needs time to prove itself. We take up this issue in Part III – conclusions and recommendations – below. So the immediate issue becomes: will SUN be given enough time to prove itself?

6.4 Amongst interviewees the ICE found a strong view that nutrition's period in the limelight will not last forever; other issues will rise to the top of the international agenda; the nutrition community must therefore make the most of this window of opportunity, and this in turn requires demonstrating that the current political interest in nutrition can be turned into demonstrable results at country level. There is also wide recognition that it is too soon to expect SUN to have transformed the landscape in which it operates. In interviews and in responses to the e-survey (the final sections of Annex G) there was strong support for SUN to continue. The ICE concurs with the view that SUN should continue, but we stress in Part III that SUN will need to address the weaknesses that the ICE has identified if it is to achieve longer term sustainable results.

## **PART III: CONCLUSIONS AND RECOMMENDATIONS**

### **7. Summary of Conclusions**

#### **7.1 Approach to Part III**

7.1 This chapter is the link between the summative and formative aspects of the evaluation. In it, we draw on the findings from Part II to offer a limited number of overarching conclusions about SUN's achievements and its shortcomings. These are followed up in Chapter 8 which considers some key issues and options that will need to be addressed as SUN is taken forward – i.e. the design agenda for what we refer to as SUN 2.0. Finally, in Chapter 9 we offer specific recommendations both about what SUN 2.0 should look like, and about the process of getting from here to there.

#### **7.2 Principal Conclusions**

**Conclusion 1 Concerning its strategic objectives 1 and 2: SUN has been widely successful at the level of advocacy and mobilisation but there is only limited evidence that this is leading further towards scaling up nutrition at country level. Effective progress in scaling up nutrition responses was found in only a limited number of countries.**

7.2 SUN's advocacy has been very influential in keeping nutrition on the international agenda, and in encouraging and reinforcing country-level efforts to address undernutrition. This is itself a significant achievement. SUN's influence is reflected, among other things, in the rapid growth in country affiliations to SUN. (Chapter 4, section 4.4)

7.3 Forms of multi-stakeholder collaboration are being promoted, but it is less clear whether greater political support and enhanced analysis are yet leading further along the path towards scaling up nutrition in practice. With regards to alignment, the ICE country case studies identified few signs that development partners and CSOs are applying aid effectiveness principles by really lining up behind government plans for scaling up, as opposed to continuing independent programmes that have similar objectives. (Chapter 4, section 4.4)

7.4 In addition, SUN's aspirations for ensuring a systematic focus on gender empowerment have not yet been moved from global-level rhetoric into country-level practice (section 3.4).

**Conclusion 2      Concerning strategic objectives 3 and 4: progress towards SUN's multiple stakeholders aligning their actions with high quality costed plans and common results frameworks is limited, and progress in mobilising and scaling up resources for nutrition is also very limited.**

7.5      Few countries have a results framework and associated plan that reflect the criteria set out by SUN – i.e. that the framework and plan are an effective instrument to align the actions of all stakeholders towards achieving objectives at scale. With few plans and related instruments yet developed to the intended level, SUN is not yet able to move the focus in many countries from alignment and planning to the achievement of outcomes. (Chapter 4, section 4.5)

7.6      SUN, in association with the N4G event, has made significant global efforts in seeking financial commitments, and some SUN countries have achieved moderate increases in nutrition funding, but, as SUN's own monitoring indicates, overall progress has been very limited. At global level, ICE findings are corroborated by the limited evidence of scaling up resources that is reported by the GNR. (Chapter 4, section 4.6).

7.7      Monitoring of financial scaling up is hindered by the difficulty of tracking nutrition expenditures. The SUN donor network has devoted considerable efforts to developing methods to track international aid for nutrition, with modest success. More work is needed on this and on country -level tracking. (Section 4.6, ¶4.46–4.51)

**Conclusion 3      SUN has important strengths to build on, including its relevance and the goodwill it has accumulated.**

7.8      SUN was relevant : in highlighting the need to address undernutrition and reduce stunting; in drawing attention to the importance of the 1,000 day window for action on maternal and child nutrition; in advocating multi-sector and multi-stakeholder approaches; in noting that such approaches must include both nutrition-specific and nutrition-sensitive components; in insisting that nutrition plans must be country-led; and in including women's empowerment as an essential element of progress. It was also relevant in addressing an acknowledged gap in the international architecture for nutrition. (Chapter 3, sections 3.1 and 3.2)

7.9      SUN's other strengths include:

- (a) The goodwill it has built up and the experience it has gained in the four years since it was launched. This is embodied, not least, in the progress there has been in establishing the networks (section 5.2) and in the capability demonstrated by the SMS (section 5.5).
- (b) There has also been notable progress (supported by the MPTF) in strengthening country-level CSO networks. (Section 5.2, ¶5.15ff)
- (c) Its transparency and willingness to address difficult issues, such as conflicts of interest within the movement (section 5.3).

- (d) It has been reasonably efficient in its use of resources, which are modest in proportion to the potential benefits of improved nutrition (section 5.6).
- (e) Its adaptability and willingness to learn from experience; this is reflected in the iterative way that SUN has evolved (summarised in Chapter 2 and reflected throughout Part II – and, hopefully, to be reflected also in the response to the ICE and the visioning process in 2015).

7.10 In addition (as noted in section 5.4), the Global Nutrition Report (although not itself a SUN output) is a major contribution to better nutrition sector accountability. Among its other roles, the GNR is set to be an important part of SUN's wider framework for monitoring and evaluation in future.

#### **Conclusion 4 But SUN also has weaknesses in its current design...**

7.11 These design weaknesses (Chapter 3, section 3.3) include:

- (a) The assumption that high quality costed plans and common results frameworks will lead to a scaling up of resources depends crucially on the quality of the plans and CRFs, and their ability to serve as a vehicle for ensuring alignment and mutual accountability of stakeholders. The analysis in sections 4.5 and 4.6 above suggests that in their concern to avoid the imposition of top-down prescriptions, SUN structures have probably been insufficiently prescriptive in some respects (especially in ensuring/monitoring the quality of country plans/CRFs) – see ¶7.13 below. More explicit reflection on the lessons of previous episodes of multi-sector planning would be useful (section 3.3).
- (b) SUN's M&E framework is insufficiently rigorous and too subjective; it is therefore not reliable as a guide to individual country progress over time, nor for comparing progress across different countries. It places too much emphasis on global indicators at the expense of country-specific indicators that could be more useful in ensuring country-level accountability (section 5.4).
- (c) An unnecessarily restrictive assumption (which is built into the M&E system) that country-level network structure should replicate the global structure (sections 5.2 and 5.4).

7.12 There are additional potential weaknesses if SUN interprets the principle of inclusivity too narrowly, or fails to adapt to the particular needs of MICs and fragile states (section 5.6).

7.13 In addition, the language of a "movement" is a powerful metaphor (chapter 3, section 3.2). It has been valuable in protecting the principles that SUN should be inclusive and country-driven in its approach. It has helped SUN to avoid the top-down prescriptive approaches of some other global partnerships. However, while it is right to respect countries' own determination of priorities, SUN has not been sufficiently specific about the criteria costed plans and CRFs must fulfil if they are to

be useful instruments of accountability at country level – where the challenge is to hold all stakeholders, not just the government, accountable for their commitments towards tackling undernutrition (sections 4.5, 5.4 and 5.5).

**Conclusion 5 .. and SUN also has weaknesses in implementation.**

7.14 SUN has a reasonably clear vision of how it wants to achieve change (although – section 3.2 – SUN's approach is not necessarily well understood everywhere). Its (implicit) theory of change (Chapter 2, section 2.8) envisages that country-level improvements in nutrition can be built on improvements in nutrition governance that are supported by global and country-level networks of all main stakeholders. This is reflected in the strategy adopted in 2012. However, it is taking time to put all the elements of that strategy into place. Thus:

- (a) It has taken time for all the support networks to put their own systems of governance in place and establish their ways of working (section 5.2). The UN network and the business network are still addressing basic issues of strategy and coordination.
- (b) Not surprisingly, given the complexities of the subject, progress in developing practical methodologies for financial tracking has been slow (section 4.5), but this undermines progress towards scaling up resources.

7.15 But although this slow progress is, in some ways, not surprising, it has very serious implications. Thus:

- (a) SUN has not actually implemented the accountability framework described in its Strategy and Revised Road Map – so at global level it is not following up the accountability of stakeholders systematically enough (section 5.5).
- (b) In part this is because the LG in its current form operates at too abstract a level, and is not suited to the practical tasks of holding networks, SMS and stakeholders accountable for making and then delivering on actionable commitments – the "operational plans" envisaged in the 2012–2015 strategy and the revised road map, but not yet visible (section 5.5).
- (c) At country level it has not followed through with establishing quality standards for costed plans and it has only recently specified CRFs in a way that is consistent with country-level accountability for all stakeholders (section 4.5). As noted above, the desire to give countries space to set their own priorities is laudable, but there will not be traction unless the plans and CRFs they develop are operational and monitorable.

**Conclusion 6      Serious weaknesses in the international architecture for nutrition still persist.**

7.16 As noted in Chapter 3, SUN has been a timely and appropriate attempt to strengthen global-level architecture for nutrition. However (and not surprisingly) some evident weaknesses remain. In particular:

- (a) There continues to be a plethora of overlapping and insufficiently coordinated and coherent international initiatives on nutrition (illustrated by the inventory in Annex H).
- (b) There has been only slow progress in addressing issues of coherence and coordination among UN bodies concerned with nutrition (section 5.2 above).

7.17 Although SUN was not, and should not have been, expected to resolve all such problems, it will nevertheless be important to take them into account in the design of SUN's next phase.

**Conclusion 7      SUN will ultimately be a failure unless its weaknesses are seriously and urgently addressed.**

7.18 There is good evidence that the changes in nutrition policy and programmes that SUN is advocating are feasible and can have lasting benefits for affected populations (section 4.2), and also that the changes in nutrition governance that SUN promotes can leverage appropriate changes in policy and programmes (section 3.3). At the same time, bringing about such changes is not easy, and SUN has made progress on this front in only a limited number of countries.

7.19 A common refrain among our interviewees was that the current high profile of nutrition is not guaranteed to last; other issues are likely to push nutrition back down the list of political priorities, especially if efforts to scale up nutrition are not conspicuously successful; it is therefore vital to make the most of this opportunity. The ICE concludes that SUN has been very successful in advocacy and mobilisation. but that this will not be translated into demonstrable and widespread results unless the weaknesses the ICE has identified are seriously and urgently addressed.

## 8. Future Options and Design Agenda

### 8.1 Approach

8.1 This chapter links the retrospective conclusions presented in Chapter 7 to the forward looking recommendations in Chapter 9. The chapter draws on the Options Discussion Paper (Mokoro 2014d) which was presented as a basis for further consultation at the 2014 SUN Global Gathering, and interviews with stakeholders at global and country level, as well as findings from the country case studies and the e-survey.

8.2 The TOR required the ICE to "pose options for the evolution of the SUN movement to build on strengths and address weaknesses" (TOR ¶7). As we noted in Chapter 6, there is a strong presumption among its stakeholders that SUN should continue, so we have concentrated on the issues SUN will face in its next phase. It was beyond our scope to research options in detail or to present a blueprint for SUN 2.0.

8.3 Accordingly, we have focused on a selection of the most important issues that need to be addressed in preparing SUN's next phase, and what follows is more of a checklist than an extended treatment of the issues it raises. This is intended to be useful as background to the recommendations which follow in Chapter 9 and for the VSG and its various task teams to consider as they take forward the response to this ICE report and the planning for SUN 2.0. The list of issues is not comprehensive, but none of the issues raised here could safely be ignored.

8.4 We pose options under four headings:

- a) **What** nutrition issues should SUN focus on?
- b) **For which** countries and target groups?
- c) **How** should SUN operate? and
- d) What are the implications for the way the movement is **governed**?

### 8.2 What nutrition issues should SUN 2.0 focus on?

#### Undernutrition or multiple burdens?

8.5 In Chapter 3, we noted that SUN's focus on undernutrition was relevant and timely. It conveyed a powerful message that stunting is more damaging than many people had assumed, and that it is also preventable if action is taken early enough. Since SUN's launch, however, further evidence has accumulated about multiple burdens of malnutrition, and in particular about the so-called double burden of undernutrition and obesity (see Box 2 in section 3.1). The GNR argues that multiple burdens are "the new normal" and that the days of separating undernutrition from overweight and obesity are over (IFPRI 2014b). Table F3 in Annex F is drawn from

the GNR, and shows which countries suffer from overlapping burdens of stunting, wasting and overweight in children under 5; it indicates that most SUN countries already suffer from multiple burdens of malnutrition (44 out of 53 SUN countries with data), and one of the GNR's recommendations is that "international partners who work on only one dimension of malnutrition should consider whether their approach reflects a deliberate strategic focus or simply an easy default".

8.6 There is already an international consensus that comprehensive nutrition plans and policies should be encouraged to address overnutrition.<sup>58</sup> There are also debates about the right balance between attention to stunting and wasting (see Khara & Dolan 2014), and the particular importance of maternal nutrition, from girls' adolescence onwards (Mason et al 2014). However, acknowledging the latter issues poses no difficulties for the SUN movement, whereas full attention to the double burden might imply a change of scope, with possible implications that could include:

- (a) Overnutrition is a lot harder to "sell" than undernutrition. (To paraphrase one interviewee, being undernourished is regarded as a misfortune, but being overweight is taken as a sign of gluttony and sloth.) SUN has benefited from having a very clear message about undernutrition and the need to address stunting: how can it incorporate proper attention to overnutrition without compromising effective advocacy?
- (b) Overnutrition affects countries of all income levels, and high income countries are experiencing an epidemic of obesity and associated non-communicable diseases (NCDs).<sup>59</sup> Should SUN therefore be more explicit that its focus is only on low and middle income countries?
- (c) Many students of obesity implicate food systems and large-scale processed food industries in particular as contributing factors to the global obesity epidemic and argue that such food industry interests are not well aligned with the pursuit of better nutrition.<sup>60</sup> This is likely to reinforce familiar concerns about the potential conflicts of interest in SUN's engagement with the private sector (cf. section 5.3).

8.7 There seem to be two alternatives (neither of which involves ignoring DBM):

- (a) SUN could expand its scope to embrace all forms of malnutrition on an equal footing; but this would imply that there is no country in the world that is not a potential SUN member country.

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<sup>58</sup> cf. Sixty-fourth World Health Assembly, Geneva, Switzerland, May 2012 (see Annex H), which urged Member States, to put into practice, as appropriate, comprehensive implementation plans on maternal, infant and young child nutrition, including developing or strengthening nutrition policies so that they comprehensively address the double burden of malnutrition and include nutrition actions in overall country health and development policy.

<sup>59</sup> See IASO 2014.

<sup>60</sup> See for example the review by Shrimpton & Rokx 2012, and the proceedings of a conference of the World Public Health Nutrition Association (WPHNA) at <http://www.wphna.org/Oxford2014/>.

- (b) Alternatively, SUN could remain explicit that its primary focus is undernutrition, and that therefore potential SUN member countries are those with a significant burden of undernutrition, but at the same time acknowledge more fully that an effective nutrition strategy in any country requires attention to all the intertwined dimensions of malnutrition.

### **SUN's place in the international nutrition architecture**

8.8 The international architecture for nutrition is complex and continues to evolve (Annex H). SUN continues to have a valid role only so long as it clearly adds value, and is not seen as usurping functions that rightly belong elsewhere. SUN has sought to stress that it is not a normative agency: its role is not to formulate technical advice about nutrition and food security but to propagate the advice that is most relevant to countries tackling undernutrition. Some critics nevertheless maintain that SUN is undermining the roles of the normative UN agencies and of global consultative forums (WHA, CFS). As SUN 2.0 is prepared, it will be worth clarifying and spelling out how SUN seeks to complement, and not undermine, these agencies and bodies. The description of SUN's future role should take into account the accountability framework that is currently being developed by the UN System Network (§5.11 above) and the outcomes of ICN2..

### **8.3 Which countries and target groups?**

#### **Implications of inclusivity**

8.9 SUN has operated from the outset with a principle of inclusivity (§2.8 above), and, realistically, there is no going back on this principle. Nevertheless, as discussed under efficiency and balance in section 5.6, there are ongoing debates about the implications of inclusivity. For example:

- (a) **Implications about additional recruitment.** Some of our interviewees have pointed to specific non-member countries (large and small) which they feel could benefit from participation within SUN. How energetically should SUN reach out to countries which have high stunting burdens but are not yet SUN members?
- (b) Section 5.6 highlighted a need for **tailoring SUN support to different country contexts**, with particular reference to middle income countries, and to fragile state (noting that both these groups are themselves diverse).

8.10 Whatever strategies are adopted will have implications for the capacity of the SMS and the support networks (and for the approaches to be adopted by the Communities of Practice).., which need to be factored in to the planning and resource requirements of SUN 2.0.

#### **The importance of decentralised implementation**

8.11 A number of the country case studies (including Ethiopia, Tanzania, and Indonesia) found that planning and implementation at sub-national level (especially

for nutrition-sensitive interventions) lags behind the national-level adoption of policies and plans for scaling up nutrition. This relates both to advocacy (spreading understanding of what is required) and to capacities for implementation at local level. How can SUN 2.0 most effectively support roll-out to local levels, without creating crippling layers of administration and management structures?

### **Gender and other equity dimensions**

8.12 As the ICE has noted (section 3.4), SUN has been consistent in its global-level rhetoric on gender, but evidence of country-level action is sparse. How can it strengthen monitoring, analysis and the sharing of experiences of stakeholders in the movement that have successfully ensured that gender determinants of undernutrition have been addressed across sectors, and beyond those traditionally associated with women's reproductive and traditional roles? And how could this be linked to similar practical efforts to encourage action to address other equity dimensions of malnutrition?

## **8.4 How should SUN 2.0 operate?**

### **Sustainability of a catalytic approach**

8.13 SUN has been committed to a catalytic approach, in which it would seek to leverage financial and technical support for scaling up, without itself (through the SMS) becoming an operational agency. The ICE found broad recognition and support for this strategy (although some country stakeholders lament the fact that SUN is not a direct route to additional external funding). However, SUN's credibility is at risk if the catalytic approach is not demonstrably successful: many interviewees stressed that progress under SUN 2.0 needs to go beyond being a talking shop, and register results on the ground.

8.14 This has implications both for financial scaling up (discussed below) and for the Communities of Practice strategy. The COPs are new and still emerging, and it is too early for the ICE to give a verdict on this approach; but it will be important in SUN 2.0 to make sure that COPs are clearly defined, and their resource requirements clearly identified; most important, there must be clear performance criteria against which they can be monitored.

### **Scaling up financing**

8.15 Scaling up inevitably depends on adequate domestic and external financing. The ICE shows that SUN has not yet sufficiently brought together the ingredients for financial scaling up at country level. SUN 2.0 will need renewed attention to the challenges of financial tracking, of strengthening common results frameworks and costing plans, and of holding all stakeholders accountable for their commitments to support government plans at country level.

## Quality standards for plans and CRFs

8.16 The requirements for countries wishing to join the SUN movement are not onerous, in line with its deliberately inclusive approach. As yet there is no mechanism for the independent review of costed plans and CRFs. However, the *Revised Road Map* hints at such an approach (especially in point (c) below):

**"The Movement's members will concentrate support on countries that have demonstrated a readiness to scale up nutrition.** To enable this to happen, the Movement's Secretariat will ensure the development of (a) consistent approaches to calculating costs of scaling up nutrition and to tracking expenditure, (b) preliminary estimates for the costs of implementing nutrition-sensitive strategies, (c) a system for independent reviews of country plans and activities, and a mechanism for recourse (d) alternative approaches for the provision of external funds to countries – especially when they are unable to access external resources through in-country mechanisms; (e) an operating and investment plan based on evaluations of progress." (SMS 2012q, ¶10)

8.17 The ICE assessment of costed plans and CRFs (section 4.5) shows that this issue must be urgently addressed. SUN 2.0 needs to find a way of undertaking credible independent assessment of the quality of plans and CRFs, in a manner that takes account of the responsibilities of all stakeholders, not just the government, and does not compromise the principle of country ownership.

## 8.5 Implications for SUN governance

### Strengthening leadership and accountability

8.18 The ICE (section 5.5) identifies a need to strengthen SUN's strategic governance in order to close the accountability loop on which SUN's theory of change depends. The missing link is a senior body that can devote enough time and authority to the task of monitoring and following up the commitments that are (or should be) made by stakeholders in the various global networks.

8.19 There are more and less radical ways of modifying the current Lead Group arrangements in order to achieve this result. SUN, as a voluntary partnership, relies on consensus, and the choice between options must reflect consultations amongst stakeholders.

(a) The more radical option would be to dispense with the existing Lead Group and start afresh with a new arrangement.

(b) A less radical option would be:

- to retain a Lead Group somewhat along existing lines (formally appointed by the UNSG, but on the basis of transparent consultation with stakeholders);
- probably to streamline and refresh the membership, while retaining some continuity; and

- to constitute a standing senior body / executive committee that would operate under the ultimate authority of the LG but would have the primary responsibility for ensuring continuing functional accountability across the SUN movement.

8.20 Again, there will need to be extensive (but rapid) consultation across the SUN movement on the appropriate terms of reference and membership of this body.

### **Roles and configuration for the SMS**

8.21 SUN 2.0 will also need to consider how the SMS should be configured so as to support SUN 2.0's strategic directions and practical priorities. The ICE heard various suggestions about how the SMS might adapt in future (e.g., by acquiring more nutrition expertise of its own, or by setting up regional hubs that are closer to groups of SUN countries). ICE findings imply some significant changes in order to strengthen the implementation of SUN's strategy. It would be wise, at least in the short term, to be frugal: to concentrate on the changes that are clearly essential, and avoid embarking on changes that are not urgently necessary. The question of changing the SMS's legal status or location would fall in the latter category.

## **8.6 Summary**

8.22 SUN is at a critical juncture, and faces some key decisions with trade-offs, concerning its mandate, membership, ways of working and governance. The ICE findings show that the SUN movement cannot afford to ignore any of the issues raised above. Chapter 9 presents the specific recommendations of the ICE.

## 9. Recommendations

### 9.1 Approach

9.1 The ICE's aim is to make recommendations which are practical and realistic, and to pitch them at a strategic level. With that in mind we set a limit of ten main recommendations, although, under "implementation", we have sometimes elaborated additional points which would follow from a main recommendation. For each recommendation we have also provided a brief rationale which links the recommendation to the ICE's relevant findings and conclusions; and for each recommendation we have also suggested a timescale for implementation and who might be responsible for taking the recommendation forward.

### 9.2 Recommendations

**Recommendation 1 SUN should be continued and strengthened, building as far as possible on the existing framework.**

9.2 *Rationale:* SUN is addressing an issue of huge global importance. It has made promising early achievements and has considerable strengths to build on. The ICE has also identified some serious shortcomings which need to be addressed if SUN is to achieve its objectives. The prospects for future success will be increased by maintaining continuity with the elements that have worked well while making changes to address clearly identified weaknesses.

9.3 *Implementation:* The current mandate of SUN should be extended by 5 years, to match the period of its new strategy document (see Recommendation 2). There should be no presumption of continuation beyond that period unless a further mid-term evaluation of SUN 2.0 finds that it has successfully addressed the weaknesses this ICE has identified and is achieving demonstrable results at country level.

9.4 *Responsibility and timetable for implementation:* The VSG is responsible for overseeing the responses to this ICE from the various components of the SUN movement, and linking decisions on the recommendations to the practical planning for SUN 2.0.

**Recommendation 2 The necessary re-design and strengthening of SUN should be reflected in a new strategy document to be prepared during the first half of 2015.**

9.5 *Rationale:* A new strategy document will be needed. This should thoroughly revisit, and supersede, the 2012 Strategy and Revised Road Map. It will need to serve both as an updated "constitution" for SUN (explaining its objectives and structures, its ways of working and the mutual obligations of participants), and as an operational plan with clear and monitorable targets. It should address the weaknesses identified in this report, and in particular those highlighted in Conclusion 4 and Conclusion 5 and cover the design issues raised in Chapter 8.

9.6 *Implementation:* There will need to be sub-groups to the VSG (some supported by consultants) to develop some key components of the new strategy. For instance, a sub-group will need to look at defining clearer specifications for costed plans/CRFs and associated quality standards, to feed into systems of independent review and M&E, that have a purposeful country-level focus. It would make sense to adopt a five-year horizon for the strategy, with provision to complete a thorough independent review by the end of the fourth year so as to guide any subsequent phase. The strategy document itself will not resolve every detail of the responses to ICE recommendations (e.g. on refinements to M&E systems), but it can incorporate a work programme for doing so. Preparation will require consultation across SUN's stakeholder groups, but the timetable for preparing the new strategy should ensure that consultation is rapid as well as thorough. Country networks must be thoroughly engaged and consulted during this process.

9.7 *Responsibility and timetable for implementation:* VSG again, but with the support of a number of sub-groups, whose members may be broader than the VSG, and may have consultancy support. Main elements of design to be agreed by the middle of 2015, and the SUN 2.0 strategy to be formally adopted by September 2015.

**Recommendation 3 SUN's primary focus should continue to be on undernutrition and the elimination of stunting. However, there should be more acknowledgement that good nutrition plans will need to address all forms of malnutrition, including the double burden.**

9.8 *Rationale:* SUN's advocacy efforts around stunting have been found to be highly relevant and effective, and with global stunting levels still unacceptably high, will continue to be so. At the same time, it must be recognised that most SUN countries already suffer from multiple burdens, that this trend will continue, and that national nutrition strategies must address all dimensions of malnutrition.

9.9 *Implementation:* This needs to be reflected in the revised strategy, and to be taken into account in the guidance on multi-sector nutrition plans and CRFs, and reflected in SUN's M&E framework. It implies that SUN membership will continue to be open to all countries with a significant burden of undernutrition.

9.10 *Responsibility and timetable for implementation:* VSG and task teams as above. Incorporating this recommendation in principle is straightforward (the statement of SUN's objectives, role and scope in the SUN 2.0 strategy), but working through its implications will require a longer-term programme of work and some specific studies may need to be commissioned.

**Recommendation 4 The strategy should also encompass practical ways to strengthen the focus on gender and equity as they relate to nutrition. This should include a concerted focus on the nutritional status, knowledge, and practices of females, as well as action to reinforce the participation of disempowered and marginalised groups in scaling up nutrition, including a continued commitment to women's empowerment.**

9.11 *Rationale:* SUN's good gender intentions have so far not made enough practical difference. Sufficient attention to the nutritional needs of women and women's empowerment will not be achieved simply by exhortation but requires practical measures to strengthen monitoring, analysis and the sharing of experiences. More broadly, SUN needs to pay more systematic attention to (in)equity of nutrition (including regional, social, economic and ethnic dimensions).

9.12 *Implementation:* Gender and other dimensions of equity should have a central role in the next strategy, but, more than that, the movement needs to identify ways of sharing experiences of stakeholders in the movement that have successfully ensured that gender determinants of undernutrition have been addressed across sectors and beyond those traditionally associated with women's reproductive and traditional roles (e.g. the learning routes format could be adopted for this). Gender and equity should be reflected in the quality criteria for assessing costed plans and CRFs, and must also be given stronger prominence in the M&E framework.

9.13 *Responsibility and timetable for implementation:* The VSG will have responsibility for ensuring equity and gender are adequately reflected in the revised strategy. As for many other components, the strategy should go beyond statements of principle to include timetabled and monitorable actions over the duration of the strategy and it is likely to require a sub-group to work on the details.

**Recommendation 5     The revised strategy must, inter alia, reflect existing aid effectiveness principles, and focus on strengthening accountability across the movement, globally and at country level, with all stakeholders making, and being held accountable for monitorable undertakings in support of country-led plans for scaling up nutrition.**

9.14 *Rationale:* Progress towards SUN's multiple stakeholders aligning their actions with high quality, well costed country plans and common results frameworks has been limited. Few countries yet have a results framework and associated plan that are sufficiently robust to serve as a basis for practical mutual accountability of all stakeholders. (This recommendation resonates with the Global Nutrition Report: "Message 7: More must be done to hold countries, donors, and agencies accountable for meeting their commitments to improve nutrition." – IFPRI 2014b)

9.15 *Implementation:* SUN must develop clearer guidance on what is meant by common results frameworks and national nutrition plans, the relationship between these concepts, the sequencing of actions to establish them in practice, the underlying processes to get there, and what is meant by costing. In keeping with the SUN movement approach of building on what is already in place in countries, this guidance should be appropriately nuanced. The recommendation is not that SUN should require all member countries to have results frameworks and national plans that conform to a single SUN template (although a generic template could help to illustrate concepts). Rather, the movement should have a clear statement on the key functionalities of a common results framework, the characteristics it should commonly display to fulfil these functionalities and the relationship between the

results framework and plans – even plans already in place. Much of this guidance has developed across various SUN movement documents but it is not available as a single, clear, advisory document with good practice examples, which is updated as lessons are learnt over time.

9.16 Corollaries are: (a) that SUN must develop a system of credible independent assessment of the quality of plans and CRFs, in a manner that takes account of the responsibilities of all stakeholders, not just the government, and does not compromise the principle of country ownership; and (b) plans and CRFs at country level must be used to help ensure that development partners and CSOs are applying aid effectiveness principles by really lining up behind government plans for scaling up, as opposed to continuing independent programmes that have similar objectives.

9.17 *Responsibility and timetable for implementation:* Through the consultative process in early 2015, the VSG needs to seek consensus on the principles embodied in this recommendation. Its implementation will require careful design and piloting of systems for independent (peer) review followed by the propagation of good practice solutions.

**Recommendation 6 Recognise that expecting countries all to replicate the same country-level configuration of the support networks is unnecessarily rigid. Allow for more diversity, both in the guidelines to SUN countries and within the global action plans of the support networks.**

9.18 *Rationale:* Completely standardised approaches are not necessary in principle nor feasible in practice. Among other things the assumption of uniformity has led to an imbalance between global and country requirements in the way SUN country progress is monitored (Conclusion 4, ¶7.11(c)).

9.19 *Implementation:* Each network to update its strategy and activity plans in parallel with, and as an input to, the preparation of the SUN 2.0 strategy.

9.20 *Responsibility and timetable for implementation:* Networks and task teams, coordinated by the VSG to prepare updated strategies and activity plans for each network; all to be reflected in the final SUN 2.0 strategy by September 2015.

**Recommendation 7 Recognise that scaling up cannot proceed at the same pace in all countries and that there should be room within the movement for innovation and experiment. Accordingly initiatives to promote large-scale action in selected countries should be accommodated within the movement, so long as they observe the movement's basic principles, including the principle of country ownership.**

9.21 *Rationale:* Whilst retaining an open door policy, there is a case to be made for demonstrating impact at scale in a few countries, and a number of partners are pursuing this agenda. The SUN Movement should remain a “big tent”, and aim to

keep players like CIFF, DFID and the World Bank who are championing a Catalytic Fund for Nutrition, operating within the framework of SUN and its accountabilities, rather than outside. Furthermore, supporting innovation in a few countries could strengthen the movement as a whole, by demonstrating results and crowding in investment for nutrition across the movement. (The 2012 Revised Road Map stated that the Movement's members would concentrate support on countries that had demonstrated their readiness to scale up nutrition.)

9.22 *Implementation:* Requires the donor network in particular to ensure that all relevant financing proposals are included within SUN reporting frameworks.

9.23 *Responsibility and timetable for implementation:* VSG and donor network to bring forward specific proposals, with agreed arrangements to be incorporated in the donor network plan and clearly specified in the SUN 2.0 strategy document.

**Recommendation 8 SUN should strengthen accountability by considerably strengthening its governance arrangements, including: (a) an overhaul of the Lead Group and (b) the creation of a senior body that can exercise effective supervision of the implementation of SUN's strategy.**

9.24 *Rationale:* The conflation of strategic leaders with champions, the very high level membership, and the short and infrequent meetings of the LG make it incapable of performing the detailed accountability function that is required. There needs to be a body which is sufficiently senior to exert authority and has enough time to devote to full participation in extended meetings on a quarterly basis, that can facilitate the mutual accountability that was envisaged in, but never delivered by, the 2012–2015 strategy. This does not mean departing from the principle of country ownership – rather it is a way of applying accountability in support of country-owned strategies and plans.

9.25 *Implementation:* The ICE favours the less radical option described in Chapter 9, ¶8.19(b) – i.e. it should be possible to (a) to retain a LG formally operating under a mandate from the UNSG; (b) to hold transparent consultations with stakeholders about appropriate membership, as a basis for appointing a new LG; (c) to specify the mandate, operating modalities and membership of a senior stewardship body / executive committee that would have primary responsibility for ensuring continuing functional accountability across the SUN movement. We emphasise the importance of broad consultation and consensus to ensure the legitimacy as well as the effectiveness of the strengthened governance arrangements.

9.26 Requirements for the future configuration of the SMS need to be worked out as part of the development of the SUN 2.0 strategy. With many other priority issues to address, changes to its location or legal status should be avoided.

9.27 *Responsibility and timetable for implementation:* VSG needs to consult urgently on the precise mandate and appropriate membership for the new

stewardship body, and on the appropriate membership of a successor to the current Lead Group.

**Recommendation 9** There should be a particular focus on strengthening monitoring, evaluation and learning. The independent monitoring role of the Global Nutrition Report should be retained and strengthened.

9.28 *Rationale:* Reliable monitoring and objective evaluation are essential for an endeavour which, like SUN, depends on rapid learning and adaptation – both globally for the movement as a whole and at country level for the continual adaptation and improvement of nutrition strategies and programmes. The role played by the GNR as an monitor of nutrition progress globally has been a significant advancement this year, providing credible independent evidence on progress in SUN countries and elsewhere. The GNR role is a safeguard against the risk of mixing monitoring with advocacy in SUN's own reporting. SUN's own current M&E approach is too subjective, and not sufficiently focused on in-country M&E requirements (Conclusion 4, ¶7.11(b)).

9.29 *Implementation:* The GNR should lead on monitoring progress in SUN countries (as a regular part of its global monitoring), particularly at the outcome and impact level. Monitoring and evaluation of output-level results is likely to need to stay within the SUN system, but the system must be made more robust. Specifically, SUN M&E should be built around country-specific and attuned objectives, rather than standardised global M&E frameworks, but with some global early phase monitoring to ensure that the structures to enable country M&E frameworks and systems are making progress.

9.30 *Responsibility and timetable for implementation:* VSG/SMS to contract consultancy support to revise the M&E Framework in time for the beginning of the new strategy reference period (mid-2015), to include consultation with GNR. This work needs to be linked to work on developing peer review criteria for plans and CRFs and their associated in-country accountability arrangements.

**Recommendation 10** The partners in SUN should pursue further rationalisation of the international architecture for nutrition. This should include strengthening of coordination and coherence among the UN agencies and a streamlining of international initiatives on nutrition. The GNR should independently monitor the commitments under such initiatives, as it already does for N4G.

9.31 *Rationale:* Whilst SUN came about in part in reaction to the dysfunctional nutrition architecture, it continues to be a complex and continually evolving myriad of entities, with overlapping mandates and activities, displaying varying degrees of collaboration, and with much competition for resources. The monitoring of commitments under most high profile initiatives (see the inventory at Annex H) is weak and diffuse.

9.32 *Implementation:* Partners within the SUN movement have individual responsibilities towards rationalising this architecture. For instance, efforts of the UN agencies to strengthen coordination and coherence of streamlining of international initiatives on nutrition must be accelerated (ongoing work to agree a joint strategy and accountability framework and the REACH evaluation in 2015 are expected to be key). Development partners should seek to harmonise their programmes to limit fragmentation, in addition to bringing new initiatives such as the Catalytic Fund for Nutrition under the “big tent” of SUN. The GNR should be supported to monitor commitments under a broader set of nutrition initiatives, as it already does for N4G.

9.33 *Responsibility and timetable for implementation:* To be reflected in the operational plans of the donor and UN networks that will feed into the SUN 2.0 strategy. An early study might consider how the GNR could incorporate monitoring of other international initiatives in addition to N4G.

### **9.3 Summary and Next Steps**

9.34 The SUN movement has demonstrated impressive energy and dynamism and has advocated successfully for nutrition to get the attention it deserves, both on global platforms and in countries with high burdens of malnourished populations. With an appropriate focus on support to country-led strategies, it has rapidly mobilised a broad base of supporters who have shown willingness to collaborate on nutrition. However, the evaluation has found some fundamental weaknesses in the design and implementation of SUN; these need be urgently addressed so as to ensure that the SUN movement's potential is fully realised.

9.35 There is now a window of opportunity to reshape and reinvigorate the SUN movement. The current mandate of the Lead Group, already extended by a year, runs out at the end of 2015. The Visioning Sub-Group has developed a programme for consultation across the SUN movement to consider responses to this evaluation and to ensure that the changes which are agreed are reflected in a strategy for SUN 2.0 which can be approved by the third quarter of 2015. This is a very important process, because the potential gains from ensuring SUN's future success are enormous.

## **ANNEXES**

## **Annex A Terms of Reference**

### **Terms of Reference for the Independent Comprehensive Evaluation of the Scaling Up Nutrition Movement**

Prepared by: Keith Bezanson, Lola Gostelow and Paul Isenman  
(Independent consultants)

March 31, 2014

#### **1. Background**

1. In January 2008, *The Lancet*, one of the world's most respected medical journals, published a special five part series on nutrition<sup>61</sup>. The publication provided robust estimates of the potential benefits of implementing a range of direct nutrition interventions in high-burden countries.

2. The *Lancet* lamented, however, that nutrition was regarded for the most part as an afterthought in development priorities and that it has been seriously underemphasized by both donors and developing countries. It went further, underscoring that the existing international institutional architecture to address under-nutrition was “dysfunctional” and that “...the international nutrition system is broken. Leadership is absent, resources are too few, capacity is fragile, and emergency response systems are urgently needed.”<sup>62</sup> The *Lancet* series also made clear that many of the Millennium Development Goals would not be achieved in the absence of significant improvements in nutrition.

3. The publication proved instrumental to a new international effort to address under-nutrition. It resulted in increasing calls in 2008 and 2009, spearheaded initially by the World Bank, for global coordinated action focused on nutrition. There emerged both a moral and economic imperative to engage global leaders to place nutrition high on the international political agenda and scale up effective interventions at a country level. In April 2010, the SUN Movement was launched when over 100 governments, development agencies, businesses and civil society organizations endorsed a proposal for a new global effort titled “Scaling Up Nutrition: A Framework for Action”. SUN’s current institutional structure was established in early 2012 under the aegis of United Nations Secretary-General, Ban Ki Moon.

4. SUN, however, is not a new institution or financial mechanism. It is a very broad multi-stakeholder partnership to support national plans to scale up nutrition. It is a voluntary movement that has no legal charter or legal status. It does not directly furnish financial or technical resources, but seeks to catalyze their availability in response to country needs. SUN is open to all countries whose governments commit themselves to scaling up nutrition and to all stakeholders committed to providing support.

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<sup>61</sup>*The Lancet*, Maternal and Child Undernutrition, January, 2008

<sup>62</sup>*The Lancet*, Maternal and child undernutrition: an urgent opportunity; Maternal and Child Undernutrition, January, 2008, page 1.

5. Thus, there are unique features of SUN that differentiate it from other international development institutions and initiatives. Its structural features include:

- a. **Fifty Countries and the Country Networks** – The heart of the SUN Movement is to support country efforts to address malnutrition. Fifty countries, plus the state of Maharashtra<sup>63</sup> in India, which is home to well over 80m stunted children (nearly half the world's total) have formally become members of SUN and the number keeps growing. Each undertakes to scale up nutrition through their own national movements which are led by the government and supported by a range of different stakeholders.
- b. **Five Global Networks** – A very large number of actors now participate in SUN through five global networks: The Country Network, the Donor Network, the Business Network, the UN System Network and the Civil Society Network. There is no template for the ways in which these networks should be structured or operated. Each has established its own approaches towards contributing to the scaling up of nutrition. SUN members are required, however, to abide by a social contract that pledges them to mutual accountability and to the shared goals of improving health, saving lives and eliminating the scourge of malnutrition, as well as to the SUN's Principles of engagement, Road Map and Strategy.
- c. **The Lead Group** – The Lead Group is responsible and accountable for the overall governance of SUN. It is comprised of 27 members from government, civil society, international organizations, donor agencies, businesses and foundations, appointed by the UN Secretary General. The Executive Director of UNICEF chairs the Lead Group on behalf of the UN Secretary-General.
- d. **The Secretariat** – The SUN Movement Secretariat operates under the strategic guidance of the Lead Group. It has no operational role, but seeks to link together countries and networks in the SUN Movement, to ensure that support requested to intensify actions and achieve nutrition objectives is received in a coordinated and coherent way and to track and report on progress. It also facilitates the management of the Multi Partner Trust Fund (MPTF). The Fund is used for catalytic actions to enable, initiate or develop SUN Movement activity at country or regional level and provide appropriate global-level support, when other funding is not available. The Sun Movement Coordinator and head of the Secretariat is Dr. David Nabarro, Special Representative of the Secretary-General on Food Security and Nutrition.

6. As part of the establishment of the SUN stewardship (governance) structure in 2011, it was agreed that there would be an in-depth evaluation within three years with an eye to assessing its progress, whether it should continue in its current form, and what adjustments should be made to assure and improve its effectiveness. This "Independent Comprehensive Evaluation" has been commissioned by the Lead Group.

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<sup>63</sup>Maharashtra is the second most populous state in India with a population of over 115 million.

## 2. Objectives and Scope of the Evaluation

7. The Independent Comprehensive Evaluation (ICE) of the SUN Movement is to consider all aspects of SUN – its institutional structure, objectives, working model(s), decision processes, role within the wider architecture of international development, relevance, value-added, efficiency and effectiveness. It will address how effective SUN has been in carrying out its objectives -- concerned with accelerating the reduction of undernutrition -- and to pose options for evolution of the SUN movement to build on strengths and address weaknesses. It will provide an independent assessment of what SUN has accomplished and is accomplishing, the efficiency and effectiveness of its different components (its governance, networks and secretariat), its current functioning and to the extent feasible, its contribution at country, regional and global levels. It will examine the extent to which SUN is helping national governments, and other stakeholders, to contribute to transformations in the way nutrition is being addressed. And it will assess the role of SUN in increasing attention to women's empowerment and gender equality and in catalyzing nutrition-sensitive approaches in agriculture, health care, water and sanitation and other sectors.

8. The ICE will reflect the aspirations and concerns of all stakeholders of the Movement. Its findings, conclusions and recommendations will be directed to the Lead Group and thence to all stakeholders for their review and action. They will also contribute to informing the policy debate of SUN member countries as well as that of the external partners and the wider international system, on how to maximize SUN's contribution to the reduction in undernutrition.

9. **Summative and normative evaluation:** The evaluation will be both “summative” (i.e. looking back and assessing the strengths and weaknesses of what has been done to date) and “formative” (i.e. looking forward, examining needs, gaps, changes in overall context and suggesting options and recommendations for the future).

10. It would, however, be premature to attempt to measure the impact on nutrition, let alone to attribute these to SUN, given that the Movement has been in operation for only four years. Also, it is very difficult to separate out the impact of SUN from that of other determinants of nutrition outcomes. Rather, the ICE will need to focus on inputs, outputs and intermediate outcomes (such as the expansion of coverage of nutrition-related programs) to assess that impact indirectly, and asking what would not have occurred in the absence of SUN. It will need to assess: what difference SUN has made on institutional architecture and programs; what has worked well and badly; and what can be done to build on strengths and address weaknesses.

11. The ICE will need to take into account the rapid changes occurring in the landscape of international development and new realities and challenges in nutrition. Overnutrition, obesity and their associated non-communicable diseases are now widespread and increasing so rapidly that the World Health Organization refers to this phenomenon as a new pandemic. Moreover, obesity is growing in all developing regions, even in countries beset by high levels of poverty where increasingly there is a double burden on the healthcare system from under-nutrition and obesity. The focus of SUN thus far has been almost exclusively on the challenges of under-nutrition. A central question for the future will be whether the next stage in

SUN's evolution should include a broader nutrition objective that would also specifically address overnutrition.

12. A further central issue is the place and comparative advantage of SUN in relation to changes in other institutions and initiatives in nutrition, including: i) the six global targets on nutrition established at the World Health Assembly in 2012; ii) the commitments in the Nutrition for Growth Compact; iii) proposed mechanisms for catalytic financing of nutrition; iv) in-country nutrition information systems; v) work underway to track investments in nutrition; vi) plans for a global report on the state of the world's nutrition; and vii) changes underway in the UN Standing Committee on Nutrition and in REACH.

13. It is in the context of these major changes and challenges that the SUN Lead Group has mandated a visioning exercise on the future of SUN. This is to follow directly from, and be heavily informed by, the ICE which will be a principal component of the visioning exercise.

14. In analysing past and present processes and activities, therefore, the evaluation is expected to present findings, conclusions and targeted recommendations that would allow the Lead Group and all stakeholders to chart the way forward for the SUN Movement. Consequently, the evaluation should be regarded as a milestone for SUN and nutrition, reinforcing SUN's potential to meet the overarching purposes for which it was established. That purpose entails helping the SUN countries themselves – which are at the centre of the SUN movement -- to accelerate and maximize progress toward eliminating the scourge of malnutrition. The ICE should help to strengthen the sense of unity among stakeholders to achieve that purpose and to help make SUN fit for the challenges ahead.

### **Assessing SUN Progress and Strategic Focus**

15. The evaluation will seek indications of progress in SUN countries in implementing the agreed SUN aims of (i)- Rapid scaling up of specific nutrition interventions of proven effectiveness; and (ii)- Implementation of sectoral strategies that are nutrition-sensitive.

16. In this regard, the evaluation will also track progress (by identifying and measuring intermediate outcome indicators) on the four strategic objectives of SUN that are set out in the Scaling Up Nutrition (SUN) Strategy 2012-2015. These are:

- a. Create an enabling political environment, with strong in-country leadership, and a shared space (multi-stakeholder platforms) where stakeholders align their activities and take joint responsibility for scaling up nutrition;
- b. Establish best practice for scaling up proven interventions, including the adoption of effective laws and policies;
- c. Align actions around high quality and well-costed country plans, with an agreed results framework and mutual accountability;
- d. Increase resources, directed towards coherent, aligned approaches.

17. The evaluation will seek evidence on whether these strategic objectives represented the best choice for SUN strategy (this should also include a balanced scorecard of stakeholder assessments on the current strategy); whether they have

proved or are proving the most conducive choices to support rapid scale up; whether they comprise an adequate theory of change to guide SUN to its principal goal of impact at country level in reducing undernutrition; and the extent to which they are appropriate for the next stage in the SUN effort.

## Key Components of the Evaluation

18. The principal focus of the evaluation will be on the SUN countries and on the added value of the Movement over and above what countries can achieve on their own. This, together with the need for comprehensiveness, requires that the evaluation encompasses the following:

a. **The Governance of SUN:** The Stewardship study that was prepared to assist in the establishment of SUN suggested “the need for the group to be small if it is to be strategic and effective”...“comprised of no more than 15 members”. The study also recommended that “meetings of the Leadership Group would involve principals only, and would not be transferable”. In the end, it was decided that a much larger group of high-level leaders would be more appropriate as this would accord SUN a high profile and international gravitas. Thus, there are currently 27 Lead Group members, comprised of high-level leaders that represent the array of partners engaged in SUN – government, civil society, international organizations, donor agencies, businesses and foundations. The evaluation will examine the nature, value and effectiveness by the stewardship of the Lead Group, including its leadership in and accountability for the overall effectiveness of the Movement. It will also consider possible changes that might strengthen future governance arrangements.

b. **The Work of the Secretariat:** The SUN Movement Secretariat operates under the strategic guidance of the Lead Group. It has no operational role, but functions to link together the countries and networks that make up the SUN Movement with a view to achieving coordination, coherence and alignment and to the timely provision of support requested by countries. Although the size of the Secretariat has increased steadily since 2012 in order to respond to the needs, growing size and complexity of the Movement, it nonetheless remains small (approximately 12 staff) in comparison to the secretariats of other international partnerships. It is funded by several donor agencies on the basis of voluntary contributions. The evaluation will assess the work and performance of the Secretariat, which will take into account the specific evaluation requirements set out in the funding agreements signed between the secretariat and its donors agencies (see Annex C). The evaluation will include an assessment of whether the Secretariat has been/is adequately staffed and recommendations on its future shape.

c. **The Country Network:** The Country Network is made up of the Government Focal Points from each SUN country. The Network meets through a series of conference calls every eight weeks and at an annual gathering. Regional meetings take place when the opportunity arises. The Network provides a forum for SUN Government Focal Points to share experience and benefit from mutual learning, advise and provide analyses of country progress in scaling up nutrition, and seek advice or assistance from

others. The evaluation will report on the value and specific benefits of this forum from differing country perspectives, the needs and interests that it helps to serve and any recommendations for modifications or adjustments.

d. ***The Donor Network:*** The evaluation will examine the performance and outcomes attained by the Donor Network against its stated objectives (to facilitate resource availability, align efforts and financing behind national plans, and to track programs and resources) and against the principles of development effectiveness to which they have pledged. This will include analysis of the role played by the “donor conveners” and donor networks in each SUN country.

e. ***The Civil Society Network:*** As would be expected given the diversity of civil society organizations, this network includes a wide variety of different national and international organizations. It is by far the biggest of the SUN networks. Its principal purposes include alignment of the strategies, efforts and resources of civil society with country plans for nutrition, joint work to build capacity and maximize resource commitments and conduct effective advocacy both nationally and internationally for greater commitment, including political commitment, to improved nutrition. Some civil society organizations have been quite critical of SUN, viewing it as not sufficiently inclusive and as being mainly donor or UN led. Some have been critical of private sector involvement in SUN due to what they view as conflicts between profit making and reducing malnutrition. The ICE will need to take account of divergent assessments and viewpoints.

f. ***The SUN Business Network:*** The Sun Business Network aims to harness business expertise and apply its strengths and comparative advantages to improve nutrition. Its stated purposes are to advance opportunities for the business community to support efforts around agriculture, product development, infrastructure systems, distribution channels, or research and innovation. It has developed a public register of commitment to encourage transparency and accountability. To address possible concerns over any conflict of interest, the network requires each organization wishing to become a member to provide a statement of support and compliance with the SUN and network “Principles of Engagement” and a statement of commitment of its planned or actual contribution. As of March 14, eight developing countries had signed up for specific activities that the network is facilitating at country level and discussions are underway with several others. The evaluation will examine the working model of this network, the extent to which it has advanced/is advancing business opportunities to support nutrition in different sectors and its overall contribution to the SUN Movement.

g. ***The United Nations Network:*** The work of many UN system agencies and other international organizations, funds and programs has a direct bearing on nutrition, both at the policy and norm-setting level and through direct interventions in countries. Five UN agencies have specific normative, capacity building or programmatic mandates in nutrition (FAO, IFAD, UNICEF, WFP and WHO). The UN System Network is seeking to broaden this by including other UN agencies with mandates that bear on nutrition in complementary ways in order to increase broad based support to

reducing malnutrition in SUN countries. The evaluation will consider the effectiveness of the UN Network in leading to greater collaboration of UN agencies at the country level, in the broader context of alignment with country programs and harmonisation with other external development partners.

### **3. Methodology of the Evaluation**

18. Utmost care will be taken in the detailed design and execution of the evaluation: (i)- to maintain the comprehensiveness required; (ii)- to secure a holistic approach to the evaluation; (iii)- to assure that synergies are explored and fully developed; (iv)- and that the interconnectedness of the different components and processes of the SUN Movement are adequately reflected. The core team (see below) will have responsibility for this task.

19. Although the evaluation will be comprehensive, it is important to emphasize that the evaluation team will have the independence and degree of flexibility, within the scope of the ToRs, to define and concentrate on those areas in which it feels there are particular strengths to be built and weaknesses to be addressed, and to explore in greater depth those issues which it identifies as being of importance. The team will ensure, however, that this process will be free from any biases that could undermine the independence, impartiality and credibility of the evaluation, and that it has the expertise and time to deal with the issues selected.

20. It is expected that the evaluation will apply established norms, standards and principles for evaluation<sup>64</sup>. There are a number of standard elements of evaluation methodology that would need to be drawn on: well-tested social science methods for sampling; the identification of indicators; benchmarking where appropriate; guidelines for interviews (open, structured or semi-structured; face-to-face, by telephone, or in group sessions); the use of questionnaires and their design; triangulation of different sources of evidence; validation and weighting and triangulation of conclusions. The range of methods available also includes simple tools for cost–benefit analysis; participatory data collection; the design of an overall evaluation matrix; and stakeholder verification and peer review workshops.

21. Specific attention is required to test the theory of change on which SUNs priorities and processes are based. There is not an explicit agreed theory of change for SUN. Rather, the theory of change is implicit in the four agreed strategic objectives outlined earlier. Their sequencing can be broadly summarized: (i)-'Begin by creating an enabling political environment at international as well as national levels, that creates space and opportunity for political and other leaders within countries to raise the priority given to nutrition; (ii)-then establish national plans, programs and policies to translate that priority into action; (iii)-then align the efforts of multiple stakeholders (at international as well as national levels) behind national plans and priorities; (iv)-then increase financial and other resources for successful implementation of those plans and priorities. By these means reductions in

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<sup>64</sup>These include: Norms and Standards for Evaluation in the UN System, as approved by the United Nations Evaluation Group (UNEG) in April 2005. These are largely in accordance with the OECD-DAC Principles for Evaluation. It should also draw on: (i)- the World Bank's Sourcebook for Evaluating Global and Regional Partnerships as well as good practices in comprehensive evaluations available at the website of the "Comprehensive Evaluation Platform for Knowledge Exchange"; and (ii)- "Improving the Quality and Impact of Comprehensive Evaluations of Multilateral Organizations", by Paul Isenman.

undernutrition will be achieved.' A fundamental assumption within this theory of change is that the Movement's stakeholders are prepared to act in a coordinated, cooperative and collaborative manner so that nutrition is truly prioritized. The ICE should make its own assessment of the implicit theory of change and its adequacy to achieve the overall objective of the SUN Movement at country and global level. Based on this, the ICE might propose an explicit theory of change that would take account of risks and suggest additional strategic priorities as necessary to sustained success in scaling up nutrition – such as a more explicit focus on results or on quality of country programs. A fundamental assumption within this theory of change is that the Movement's stakeholders are prepared to act in a coordinated, cooperative and collaborative manner so that nutrition is truly prioritized in the way they engage. This now needs to be tested through the evaluation.

### **Maximizing the use of existing information**

23. The ICE is conceived as maximising the use of existing information. This will start with the preliminary review necessary to prepare the Inception Report and will be continued throughout the evaluation process. The core team will initially carry out a desk review of SUN documents, including strategy documents, summaries of the proceedings of meetings and teleconferences, M&E reports, etc. (to be made available by the SUN Secretariat) and of other relevant documentation from the SUN networks tracing the course of activities since the initial launch of SUN. This will be supported and complemented by initial structured interviews with Secretariat staff during the inception phase.

### **Assessing intermediate outcomes**

24. Identification and assessment of intermediate outcomes by the evaluation team will have to derive for the most part from structured and semi-structured questionnaires and interviews with a wide range of stakeholders. The consultants will need to triangulate in order to assess the quality of the information and data collected by these means. There may also be instances where it is desirable or necessary to back this up with some primary data (perhaps through separately commissioned country rapid appraisal studies aimed at determining whether there is evidence of SUN contribution to plausible outcomes within a line of causality). The inception report would be expected to include proposals for such assessment studies.

25. Consultation with a large and representative number of different stakeholders will be key, in order to ensure confidence and ownership in the evaluation process. This should include individuals and groups that have expressed scepticism or raised questions and concerns regarding SUN. During the inception phase such consultation will be important in determining issues, areas for concentration, etc. It will also be essential for information gathering; to verify findings and to examine the potential implementability of recommendations. In the countries visited, consultations and interviews with government representatives, civil society, the private sector, NGOs, development agencies, in-country coordination and advocacy groups, policy research bodies, and beneficiaries, will all be important. In the interests of time and cost, this may be accomplished through stakeholder workshops or focus group discussions. Structured and semi structured questionnaires and possibly electronic bulletin boards and/or using of social network techniques via

technologies such as Facebook or LinkedIn will also be important in seeking inputs from all stakeholders, as well as helping to ensure transparency and ownership.

26. Major intermediate evaluation deliverables, such as the inception report will be made available on the SUN public website.

### **Sampling for in-depth evaluation and analysis**

27. There are several hundred, if not thousands, of stakeholders that are now directly involved with SUN in one way or another. This means that the number of in-depth interviews will need to be highly selective. Acceptable sampling techniques will need, therefore, to be applied. The extent of sampling required will be informed by the review and consultation process in the inception phase, which may also usefully include a preliminary analysis of SUN strengths, weaknesses, opportunities and threats (SWOT).

### **Country visits and country case studies**

28. It is essential for all aspects of the evaluation that the evaluation team visit SUN countries, in addition to working through other forms of enquiry such as questionnaires and telephone interviews. It is through country-level assessments that the most important findings, lessons, conclusions and recommendations of the evaluation will be derived. The countries to be visited should be selected by the core team on the basis of a set of clearly defined, transparent criteria which should be detailed in the inception report.

29. It will not be possible, however, to arrive at a truly representative sample of SUN countries. The countries are at different stages of economic development and at very different stages of preparedness to scale up nutrition. Some countries when they joined SUN already had relatively strong national plans and programs in nutrition, while others were entirely without either. Also, some countries joined almost as soon as the SUN Movement was launched while others joined only very recently. The evaluation should include SUN countries that reflect this diversity, as well as those with potential for changes in intermediate outcomes such as those that have been classified as being „ready to scale up rapidly“.

30. The countries to be visited, therefore, should be determined on a purposive rather than random basis. Its aim should not be to achieve representativeness but rather to be able to assemble with methodological rigor an informed and „fair“ perspective of the value-added arising from SUN, of positive and negative lessons learned and of requirements and pathways for the future. These assessments could include one or more SUN countries from each of the following groups: East and Central Asia; South Asia; South and East Africa; Francophone West Africa; Latin America and the Caribbean. Up to ten assessments could be expected, although not all need to be at same level of intensity on the ground. Within these considerations, selection criteria will be randomized (stratified random sampling). Logistical and budgetary considerations may also be factors.

31. Country visits would not be expected to need to involve all members of the core evaluation team. In some cases, someone with appropriate evaluation experience and country knowledge could be subcontracted to carry out the work. Evaluators from the relevant country or region would have a comparative advantage

from the point of view of depth of country knowledge. The country visits will be expected to address all major issues indicated in these TORs and a common template should be applied to ensure as that this is the case and that results are as comparable as possible. The basic plan and approach for country visits should be formulated by the core team in line with the criteria defined above, and included as part of the inception report.

32. Given the difficulties of drawing broader conclusions from visits to a limited number of the 50 SUN countries, the evaluation team should consider whether an Internet-based survey on key issues that covers a wider range of countries would be cost-effective in testing the architecture of major issues to be covered in the country case studies.

### **Consideration of other organizations and benchmarking**

33. An important evaluation question raised by SUN stakeholders is the extent to which SUN is gaining a similar importance, priority and political will for nutrition as was achieved in earlier global health initiatives (e.g. vaccines and immunization, HIV/AIDS, malaria). This cannot be done in depth, as that would require a great deal of primary research, and rigorous and credible benchmarking of the progress of SUN relative to such other initiatives. In addition, benchmarking against other organizations would be exceedingly difficult, given non-comparability of data and the fact that SUN is still a very young initiative. Nevertheless, the evaluation core team should examine whether a literature review of materials readily available in the public domain, coupled with highly selective interviews, might yield some useful proxy indicators of possible trends and/or magnitudes of difference. The purpose would be to draw lessons from other relevant initiatives for increasing SUN's impact.

### **Recommendations of the ICE**

34. The core team will be solely responsible for the evaluation findings and recommendations. But it is expected to consult widely in deriving them, in order to ensure both their evidence base and the potential for practical follow-up. It would be expected that there would be more than one option proposed, each with its advantages and disadvantages, for the future evolution of the SUN Movement.

35. The Visioning Sub-Group (VSG), a sub-group of the SUN Lead Group has been formed provide governance oversight of the evaluation. Its role is to ensure that the terms of reference are adhered to and that the evaluation is conducted in a timely manner, with quality, independence and within budget. Three Quality Assurance Advisors (QAA) will be contracted to advise on the independence, adequacy, methodological soundness and overall quality of the evaluation. They will be accountable to the VSG. Their principal role will be to aid the VSG in assuring that both the process and the product of the evaluation are credible and independent. The QAA will develop a scorecard and apply it to review, assess and grade responses submitted by evaluation consultants in response to the request for proposals. They will submit the results of their review to the VSG for its consideration. The QAA will also review the inception report, the interim report and the final report with regard to their adequacy, methodological rigor, application of good practice in comprehensive evaluations, soundness of evidence and independence. (See Annex A

for detailed terms of reference for the QAA and Annex C for an illustrative scorecard).

#### **4. Deliverables and Timetable**

36. **Deliverables:** Deliverables can be expected to include, among possibly others to be identified during the course of the evaluation work:

a. An **inception report:** The first task of the evaluation team will be to prepare an inception report, within six weeks of evaluation start-up, for review by the VSG. In preparing its inception report, the core team will take account of the considerations outlined above, including coverage, issues to be addressed and methodology. The core team is, however, encouraged to suggest different approaches and considerations where it considers these appropriate. The inception report will specify the key deliverables of the ICE core team. The inception report will provide a comprehensive road map for the evaluation, an outline of issues to be addressed by the evaluation and how it intends to address them, the methodology proposed for the evaluation and an outline of:

- Countries for visits and for case studies and the plan of visits and studies based on the criteria presented above;
- Specific issues and main questions the evaluation will examine; and
- Other germane matters that may configure expectations for and outcomes from the evaluation.

b. An **interim progress report** to be submitted to the VSG at the beginning of September, so that they may inform the Lead Group of the evaluation's status and any major issues for their meeting mid-September. The interim report would outline the principal findings to date, hypotheses and options for broad recommendations being explored for the evolution of the SUN Movement. The section of the Interim Report assessing the work of the Secretariat will include material, complemented by a separate covering note to the relevant donors, sufficient to meet the Secretariat's contractual obligations to those donors. It is understood that any recommendations or options in the Interim Report on future changes to the Secretariat may be subject to further analysis and the conclusions of the final report. The VSG would at that time also recommend to the Lead Group the process for planning the visioning review for which the evaluation results and recommendations will comprise a principal component.

c. The **Final Report** is to be delivered to the Chair of the Lead Group, who is also the Chair of the Visioning Sub-Group, as well as to the Coordinator of the SUN Movement by the end of December, 2014. A draft should be made available for comment by the Visioning Sub-Group, as well as the Secretariat, by the end of first week of December. However, the final report of the Independent Comprehensive Evaluation remains the responsibility of the evaluation team. An extraordinary meeting of the Lead Group (date to be

37. All deliverables will be as concise as possible. The inception and interim reports will be submitted in English and the final report in English, French and Spanish. The language used should be direct, free of jargon, avoid euphemisms in describing problems and weaknesses, and be reader-friendly. Annexes and appendices should be included only if there is a clear rationale for doing so. Executive summaries should be included and address findings and recommendations. If certain issues agreed for analysis in the inception report could not be addressed satisfactorily in the course of the evaluation, the final report should explain why this was the case.

## **5. The Evaluation Team and Role**

38. The **core team**: The number of persons comprising the core team will be indicated in the proposals submitted by companies in response to these terms of reference and in recognition of the competencies stipulated in Annex B. One of the core team members will have the role of team leader. The core team will have the sole responsibility for the direction, supervision and conduct of all substantive work of the ICE, including full involvement in the execution of the evaluation work.

39. The core team will report to the Visioning Sub-Group (VSG) of the SUN Lead Group, which is acting on behalf of the SUN Lead Group as a whole. The VSG will provide oversight of the execution of the evaluation, including adherence to standards of quality and independence with the assistance and independent advice of the 3 Quality Assurance Advisors. Day to day support to the core team will be provided by the SUN Movement Secretariat. It will, however, be essential throughout the evaluation that the work of the SUN Movement not be disrupted by the evaluation. Both the Secretariat and the evaluators will need to take that into careful and full account.

## **TOR Annex A: Terms of Reference for Quality Assurance Advisors**

### ***Background***

- 1) The Scaling Up Nutrition (SUN) Movement has come a long way since its launch in September 2010. Borne out of a frustration from countries with high-burdens of malnutrition that a fragmented global nutrition community was not giving sufficient support to their efforts to improve nutrition, the SUN Movement has catalysed the better functioning of systems that support actions designed to improve nutritional status.
- 2) Nutrition has since risen dramatically up political and development agendas. The recognition that nutrition is a key determinant of an individual's wellbeing and nation's future prosperity is accepted by national leaders in 50 countries – home to over half of the world's stunted children. Today, these countries have committed to scale up nutrition with a twin-track strategy of investing in specific nutrition interventions and nutrition-enhancing approaches. They are recognising that women's empowerment is a priority.
- 3) They are joined by tens of thousands of stakeholders with expertise in a wide range of sectors who are working together and aligning behind national plans to scale up nutrition. Billions of dollars have been committed for action on nutrition – both from domestic resources and externally. Investment in nutrition is increasing because the evidence is growing of the importance of investing in nutrition and the pathways considered most likely to achieve success.
- 4) There remains much to be done: millions of children are not achieving their full potential, and in far too many cases, dying as a result of malnutrition. As countries look ahead they are asking whether the SUN Movement, as it is currently functioning, is fit-for-purpose and able to provide appropriate and timely support to so that sustainable results are more rapidly achieved.

### ***Independent Comprehensive Evaluation***

- 5) The SUN Movement's Lead Group – 27 leaders appointed by the UN Secretary General to provide strategic oversight for the Movement – has requested that an independent comprehensive evaluation of the Movement's progress be carried out to enable a longer-term vision to be developed for the Movement's future. This evaluation will focus on the Movement's relevance, effectiveness, efficiency and sustainability in delivering results.
- 6) An independent comprehensive evaluation of the SUN Movement will be undertaken by expert evaluators. Its Terms of Reference (currently being developed) will stipulate the scope and process that should be followed in order to ensure its credibility amongst all stakeholder groups of the SUN Movement.
- 7) The evaluation will be overseen by the Visioning Sub Group (VSG) of the SUN Movement's Lead Group. Administrative and back-up support will be offered by the SUN Movement Secretariat (SMS).
- 8) A small group of three independent experts are required as "Quality Assurance Advisors" (QAA), to assist the VSG to assure the independence, adequacy, methodological soundness and overall quality of the evaluation.

### ***Role and Responsibilities of the Quality Assurance Advisors (QAA)***

- 9) The QAAs will be accountable to the VSG, as are the independent evaluators. The principal role of the QAA is to aid the VSG in assuring that both the process and the product of the evaluation are credible and independent.

- 10) As part of the recruitment process for the team of independent evaluators, the QAAs will develop a scorecard<sup>65</sup> and apply it to review, assess and grade all the proposals submitted<sup>66</sup>. The QAAs will initially conduct a "blind" review and then compare the scores they assigned to each category. These will become a part of the record transmitted to the VSG. A second stage will entail discussion between the advisors to arrive at a consensus on the rankings and agree a consensus note, describing the process followed and, taking into account all factors, making a recommendation (or recommendations) for the consideration of the VSG.
- 11) The QAA will review the inception report, the interim report and the final report with regard to their adequacy, methodological rigor, application of good practice in comprehensive evaluations, soundness of evidence and independence. At each of these stages, they will provide brief advisory notes to the VSG. These will need to be made available on a timely basis.

***Requirements***

- 12) The successful applicant (s) will have at least 15 years of experience in a combination of evaluation work and work on or with multilateral organizations or global partnerships, aid effectiveness, and development.
- 13) They should preferably have participated in two or more comprehensive evaluations of multilateral organizations or global partnerships and be seen as experts in such evaluations. They will have in depth experience at both country and global or regional levels.
- 14) The reporting requirements will require a very high standard of English: the successful applicant will be fluent in written and spoken English.

***Timeframe and Location***

- 15) The QAA would agree to undertake the tasks above in a timely manner and consistent with the final timetable to be called for in the contract with independent evaluation team.
- 16) The QAA would work on the basis of drawdown contracts with an estimated maximum total time for each advisor of 15 days. Any extension of contract will be subject to the agreement of both parties, the availability of funds and satisfactory performance.
- 17) The main periods of work are likely to be April/May 2014 (review of proposals/inception report); August/September 2014 (interim report) and December 2014 (final report).
- 18) The QAA will be home-based and communication with the VSG, the evaluators and the SUN Movement Secretariat will be conducted by e-mails and phone calls.

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<sup>65</sup> An example of such a scorecard is appended for consideration by the QAAs.

<sup>66</sup> Eighty-five percent of total score will be based on technical merit and fifteen percent to price. The technical weightings in the scorecard will be expected to be assigned against standard best practices factors, such as the extent to which it responds to the functional requirements and specifications in the TOR, reputation and relevant experience.

## **TOR Annex B: Evaluation Core Team: Qualifications**

The core team, under the direct authority of the team leader, will have sole responsibility for the direction, supervision and conduct of all substantive work of the IEE, including full involvement in the execution of the evaluation work. Core team members will work for extended periods from May 2014 to December 2014.

### ***Qualifications and experience of the core team:***

- Extensive prior experience in designing and conducting large scale, complex evaluations, preferably including one or more comprehensive evaluations and multi-stakeholder organizations.
- Experience in working in or with the public sector, with experience in the private and NGO sectors being an advantage.
- Significant exposure to the multilateral system and to issues and challenges in international development;
- Experience in evaluation of multi-stakeholder and, preferably, multi-sectoral global partnerships;
- Experience in evaluations that take account of the agreed principles of aid effectiveness of the Paris-Accra-Busan process.
- Experience in working in or with the public sector, with experience in the private and NGO sectors being an advantage.
- Significant exposure to the multilateral system and to issues and challenges in international development;
- Demonstrated ability in:
  - a) communication (written and oral);
  - b) conceptual and empirical analysis; and
  - c) synthesis reporting, including synthesis of findings and recommendations;
- At least one member of the core team will require a knowledge of quantitative and qualitative methods of social and economic research, including participatory survey techniques and cost-benefit analysis as applied to complex situations (including substantial non-quantifiable variables).
- Knowledge of international health and nutrition issues will be an advantage.
- Ability to work in French and Spanish as well as English will be an advantage.

Evaluation core team leader: He/she will provide overall leadership of the evaluation team and have a coordinating role. Qualifications, in addition to those above, will include:

- Experience in organizing-directing-managing complex evaluations, preferably in the multilateral system;
- Experience of systems analysis and/or strategic planning
- Extensive knowledge of the international development system and its institutional framework.
- Experience in institutional analysis, including analysis of governance.

**TOR Annex C: Example of Scorecard to Assess SUN Comprehensive Evaluation Proposals<sup>67</sup>**

*[omitted]*

**TOR Annex D: Requirements for a Mid-Term Evaluation of SMS Within the ICE**

*[omitted]*

**TOR Annex E: Indicative Listing of Issues/Questions to be Addressed in the Independent Comprehensive Evaluation of the SUN Movement**

The issues raised and questions posed in this annex are presented as guidance for the evaluation, not as a definitive listing, and many of them are very closely interrelated. They derive from written comments received and 25 semi-structured interviews (some group interviews) with SUN stakeholders. The interviews started with: "What do you see as the principal issues and questions that the evaluation should give priority to and that should be clearly indicated in the Terms of Reference?" Stakeholder responses to this pointed to five overarching questions for the evaluation.

**THE OVERARCHING ISSUES**

- To what extent is there evidence of a real and shared understanding of and commitment to the idea of SUN as a "movement", rather than as a single entity, which is not operational itself but whose multiple components all support and encourage the country efforts to scale up nutrition that are at its core? Does it provide significant differences and added value (e.g. in mobilization and in action) from other multi-stakeholder global partnerships? Has this been/is it proving to be a helpful concept in establishing multi-stakeholder and multi-sectoral approaches to nutrition?
- If the SUN Movement is to continue after 2015, does it have an appropriate structure as an informal partnership under the aegis of the UN Secretary General?
- How effective has the overall SUN Movement model and its governance been? This question applies to the Movement as a whole and to its key components --the Lead Group, Secretariat and five networks – carrying out their respective roles? Should that structure or the roles of those components be changed?
- Has there been sufficient transparency and accountability within the Movement and among its components?
- To what extent have the necessary foundations been laid for sustainability of the objectives and progress of the SUN Movement? What structural changes are indicated to increase its sustainability as well as effectiveness?

Deriving from and bearing on these overarching questions, SUN stakeholders suggested a range of key questions that they would like the evaluation to address. The questions deal with intermediate outcomes, needs and priorities, comparative advantage (including gaps in the international architecture), and efficiency. Taken

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<sup>67</sup> For illustrative purposes only; the scorecard is to be determined by the selected Quality Assurance Advisors.

together, answers to them are crucial to overall assessment of the effectiveness of the SUN Movement and its work. These include:

## **GENERAL**

### **Priorities**

- How effectively has SUN made progress on each of its "strategic priorities" – mobilization of political support, supportive policies and laws and spread of good practice, alignment around well-costed and high quality country plans, and increased domestic and external financing?
- Are the four strategic priorities the right ones to help countries achieve the overall objective of SUN of accelerating reduction in undernutrition in order to meet their national targets as well as the global targets established by the 2012 World Health Assembly? If they are not sufficient, what changes in areas of emphasis should be considered?

### **Country focus**

- To what extent has SUN succeeded in putting countries front and centre in all aspects of its efforts? What do countries view as the benefits they have gained (or the absence of expected benefits) from participating in SUN?
- To what extent has SUN contributed to moving from mobilization to action and concrete changes at country level – both by government and other country stakeholders and by donors? How can it do so better, and, in so doing, also keep nutrition high on the country and global political agenda?

### **Quality**

- To what extent has SUN contributed to helping countries improve the quality of their plans and programs in terms of, e.g., focus on proven direct nutrition interventions and the first 1000 days, balance of direct and nutrition-sensitive activities, prioritization of activities, resource allocations, addressing capacity and implementation issues, and a sharper focus on achievement of results? Regarding resource allocations, are the governments of SUN countries assigning increases from their own fiscal resources to nutrition?
- What should be done to increase the focus on quality? Would good practice principles, such as those found in the case of IHP+, be merited?

### **The right balance:**

- Has SUN struck the right balance between being inclusive (number of countries involved) and being effective in providing in depth support to countries? Is there a need to place greater emphasis on showing success stories ('proof of concept') in several countries of what difference SUN has made?
- Has SUN focussed adequately on the need to strike a reasonable balance between direct nutrition interventions and nutrition-sensitive interventions? How has SUN contributed to the evolution of thinking on the latter and how effectively is it contributing to multisectoral coordination at country level?
- Has SUN given sufficient attention to issues of gender equity and women's empowerment?

### **Mandate and role:**

- Are SUN's mandate and role appropriate, in relation to the numerous international organizations and global partnerships involved in closely related areas (e.g. food security and maternal and child health)? To what extent have the Movement and its Secretariat been effective in creating a 'magnetic field' to collaborative, complementary and common effort at country and global levels to reduce undernutrition?
- To what extent has SUN contributed to increasing coordination and complementarity, and reducing fragmentation of externally-funded programs at country level?
- Should SUN broaden its overall objective of accelerating reduction in undernutrition to include reduction in overnutrition, with its consequences for Non-Communicable Diseases, as well?

### **Achieving and measuring concrete outcomes**

- To what extent has SUN moved (and/or is moving) beyond its initial focus on structures, capacities and processes that can feed into results to a focus on achievement of outcomes and intermediate outcomes? To what extent is program coverage in nutrition actually increasing at country level?
- To what extent are the tracking and monitoring systems reporting on evidence of actions and investments as well as on statements and pledges? Is there reliable evidence of increased financial flows?

### **Advocacy**

- How strategic and effective has the SUN role in advocacy been?
- To what extent has SUN succeeded in making the shift to multi-stakeholder advocacy at country and global levels (vs. seeing advocacy as essentially the responsibility only of civil society)?

### **Trust Fund**

Should the Multi-Partner Trust Fund -- for catalytic financing at country level when other financing is not available -- be continued? If so, what is the evidence and justification and should its volume or scope be expanded?

## **INDIVIDUAL COMPONENTS OF SUN**

### **Lead Group**

- What role has the SUN Lead Group exercised in providing strategic direction and oversight to the SUN Movement and in mobilizing support at country and global level?
- Has the Lead Group been able to get commitment and active participation from its members?
- Is its very senior membership able to provide the time and leadership needed to scaling up nutrition?
- Is the Lead Group the most appropriate governance arrangement for SUN? Might its role and modus operandi be made more effective through, for example, some form of small Executive Committee with agreed TOR?

- Are Lead Group members kept adequately informed of what is going on in all parts of SUN? Have they been adequately equipped to provide oversight and effective strategic direction?

#### **SUN Networks**

- How well is the SUN Network structure functioning – overall and by network? To what extent does it have an impact on actions by its members? Is this structure appropriate for moving ahead?
- How should the mandates, roles and modalities of the different SUN networks evolve?

#### **Country Network and Country-Level Governance:**

- How effective is governance of SUN at country level (recognizing the country specificity of that governance)? What impact has the SUN Movement had on that governance? What more could be done by the different components of the SUN Movement to increase that impact, for example in getting stronger commitment from heads of government and finance ministers?
- To what extent are the country platforms inclusive and multi-stakeholder based? Do they include balanced participation of different actors, including from civil society and business?
- Have „best practices“ been identified in country networks? Is there evidence that these are helpful in sharing experiences and learning? Is there evidence that they are being successfully transferred? What changes in role and modality would increase the effectiveness of the Country Network? For example, do country focal points have the seniority and "convening power" required for country networks to function effectively? Would it be useful to give more emphasis to the regional level, or is learning from good practice across regions more important?

#### **Civil Society Network**

To what extent has the CSO network been a factor in embedding nutrition within the priorities of CSOs working at the local level as well as in getting nutrition a more prominent place on the political agenda at country and global levels?

#### **Business Network**

- To what extent has the Business Network specifically been able to move from mobilization to action, including responding to the demand from SUN countries for stimulating public-private partnerships?
- To what extent have the SUN Movement as a whole and the Business Network been able to address and resolve highly contentious issues relating to the role of business and public-private partnerships within SUN (e.g. concerns over conflicts of interest, on the one hand, and understanding/acceptance of the "double value proposition" (i.e. the social value and the financial value) as prerequisite to the effective mobilization of partnerships with business?

#### **Donor Network**

- To what extent has there been a scaling up of current and credibly-projected funding by donors and other external funders?
- To what extent have donors emphasized effective use of their assistance by following agreed principles of aid effectiveness and given adequate attention to capacity strengthening? And to what extent have they emphasized and helped countries to strengthen the quality of country programs?

### **UN Network**

To what extent has the UN Network been able to achieve better coordination and alignment of activities of UN agencies at country level?

### **Secretariat**

- See Annex D for other important questions for the Secretariat from the log frame agreed with donors to the Secretariat
- Is the size and financing of the Secretariat commensurate with its appropriate role at global and country levels?
- What are the implications of the changing needs of countries, as SUN moves its emphasis from mobilization to action, for the role, size, and structure of the Secretariat? Regarding structure, would the Secretariat be more, or less, effective if it were to become formalized as a UN structure?
- Is the system of monitoring and evaluation coordinated by the Secretariat adequate? How should it be improved, taking account of ongoing work by consultants to be completed in June? (See the question above on intermediate indicators.)

### **TOR Annex F: Definitions of Terms used in the Terms of Reference**

Benchmark	Reference point or standard against which performance or achievements can be assessed. A benchmark often refers to the performance that has been achieved in the recent past by other comparable organizations or what can be reasonably inferred to have been achieved in the circumstances.
Comprehensive Evaluation	See below.
Effectiveness	The extent to which the intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance and the volume of resources deployed.
Efficiency	A measure of how economically resources/inputs (funds, expertise, etc.) are converted to results.
Impacts	Positive and negative, primary and secondary long-term effects produced by an intervention, directly or indirectly, intended or unintended.
Indicator	Quantitative or qualitative factor or variable that provides a simple and reliable means to verify achievement, to reflect the changes connected to an intervention, or to help assess the performance of an actor.
Outcomes	The likely or achieved short-term and medium-term effects of an intervention's outputs.
Outputs	The products, goods and services which result from an intervention.
Performance	The degree to which an intervention or a partner operates according to specific criteria/standards/guidelines or achieves results in accordance with stated goals or plans.

Relevance	The extent to which the objectives of an intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donors' policies.
Results	The output, outcome or impact of an intervention.
Stakeholders	Agencies, organizations, groups or individuals who have a direct or indirect interest in the intervention or its evaluation.
Sustainability	The continuation of benefits from an intervention after major assistance has been completed. The probability of long-term benefits. The resilience to risk of the net benefit flows over time.
Triangulation	The use of three or more sources or types of information, or types of analysis to verify and substantiate an assessment, in order to overcome the bias that comes from single informants, single-methods, single observer or single theory studies.
Comprehensive Evaluation	<p>Ces draw on the accepted principles and methods for evaluation in international development, but Ces have a number of distinguishing features that differentiate them from evaluations of interventions, projects, or programs.</p> <p>First, the scope of Ces is much broader. Evaluating an organization as a whole requires that Ces address a much larger set of issues, apply and integrate a larger range of evaluation tools and techniques (e.g. randomized impact evaluations, data from existing monitoring and evaluation systems, benchmarking, operations research, participatory or action research, and peer review) – depending on what is already available and on the time and resources available for the CE.</p> <p>Second, Ces require far greater outreach and inclusion of stakeholder views that do other types of evaluations. They draw on all available quantitative and qualitative evidence but also typically give more weight than in other evaluations to obtaining and analyzing the views and assessments of a broad variety of stakeholders – and some nonstakeholders. This is done, drawing on accepted rigorous methodologies, through interviews, surveys, and case studies. This process of broad consultation is usually vital not only as a source of evidence but to assure credibility and impact. The process entails extensive data collection and analyses as one of the initial steps and then continues, through cross verification and validation (“triangulation”) as conclusions and recommendations emerge from the analysis.</p> <p>Third, the need for broad consultation, as well as for considering a broad range of issues and for drawing on a variety of evaluation methods, means that Ces inevitably take a longer time than narrower evaluations. Ensuring sufficient time is also essential to the credibility and transparency of the entire CE process – from TORs and choice of the independent evaluation team through consideration of the findings of the CE by the governance structure.</p> <p>Fourth, because of their scope and complexity, Ces generally require more time than most other types of evaluation. Establishment of realistic timelines for comprehensive</p>

evaluations has been shown to correlate highly with the quality and utility of the final product.

Fifth, to a far greater extent than other forms of evaluation, Ces involve both looking backward (what evaluators often call “summative evaluation”) and forward (or “formative evaluation”) and on synthesizing the two with recommendations for future actions. Looking back is essentially for purposes of accountability and to some extent for learning. Looking forward puts a heavier emphasis on learning and equipping the organization for the future. It examines the larger landscape, including the relative position of the organization vis-à-vis other organizations, changing conditions and new challenges. This leads to recommendations for future improvements. These may range from minor adjustments to major changes in organizational and governance structure, accountability and incentive mechanisms, policies and priorities, and even whether the organization should continue or be phased out.

## **TOR Annex G: Bibliography**

This short bibliography mentions only a sample of the wide variety of material relevant to the comprehensive evaluation that is available on the SUN website ([www.scalingupnutrition.org](http://www.scalingupnutrition.org)) and elsewhere.

1000 Days, “Essential Documents” (<http://www.thousanddays.org/resources/essential><http://www.thousanddays.org/resources/essential-documents/documents/>)

Haddad, Lawrence, “Ending Undernutrition: Our Legacy to the Post 2015 Generation”, Institute of Development Studies and Children's Investment Fund Foundation, May 2013 (<http://nutrition4growth.org/Ending%20Undernutrition%20-%20Background%20framing%20paper%20-%20Final%20May%202013.pdf>)

IFPRI, Global Food Policy Report, March 2014 ([http://www.unicef.org/publications/index\\_68661.html](http://www.unicef.org/publications/index_68661.html)[http://www.unicef.org/publications/index\\_68661.html](http://www.unicef.org/publications/index_68661.html))

Lancet, Series on Maternal and Child Nutrition, January 2008 (<http://www.thelancet.com/series/maternal-and-child-undernutrition>).

Lancet, Series on Maternal and Child Nutrition, June 2013 (<http://www.thelancet.com/series/maternal-and-child-nutrition>)

“Scaling Up Nutrition (SUN) Movement Strategy [2012-2015], September 2012. (<http://scalingupnutrition.org/wp-content/uploads/2012/10/SUN-MOVEMENT><http://scalingupnutrition.org/wp-content/uploads/2012/10/SUN-MOVEMENT-STRATEGY-ENG.pdf>)

SUN Movement Revised Road Map, September 2012. ([http://scalingupnutrition.org/wp-content/uploads/2012/10/SUN-Movement-Road-Map-Septemeber-2012\\_en.pdf](http://scalingupnutrition.org/wp-content/uploads/2012/10/SUN-Movement-Road-Map-Septemeber-2012_en.pdf))

“SUN Network and Lead Group Resources” (<http://scalingupnutrition.org/resources>  
<http://scalingupnutrition.org/resources-archive/network-resources-2>)

“SUN Movement Draft Progress Report” and “Draft Compendium of SUN Country Fiches” (<http://scalingupnutrition.org/news/now-available-draft-state-of-the-sun-movement>  
<http://scalingupnutrition.org/news/now-available-draft-state-of-the-sun-movement-progress-report-september-2013-.UzbxsfTZ1Q>  
[progress-report-september-2013#.UzbxsfTZ1Q](http://scalingupnutrition.org/news/now-available-draft-state-of-the-sun-movement-progress-report-september-2013-.UzbxsfTZ1Q))

UNICEF, “Improving Child Nutrition: The achievable imperative for global progress”, April 2013 ([http://www.unicef.org/publications/index\\_68661.html](http://www.unicef.org/publications/index_68661.html))

## Annex B Evaluation Process

### Introduction

1. This annex provides a summary of the evaluation process which has led up to the production of this Final Report, including the main phases and activities undertaken, and interim outputs produced. It also presents some of the key evaluation instruments used, including the Theory of Change and the Evaluation Questions.<sup>68</sup> It concludes with a full list of interviewees.

2. From the outset, the timetable for the ICE was recognised to be very tight. The contract was awarded on 20 June 2014, and in the following six months the evaluation had to deliver three formal deliverables:

1. An Inception Report (IR) (Mokoro 2014b), dated 1 August 2014, which sets out a clear methodology (with detailed justification in Annexes) for the evaluation, as well as a work plan for the evaluation process itself.
2. An Interim Progress Report (IPR) (Mokoro 2014c), dated 15 September 2014, which presents some initial observations from the evaluation as had emerged at that point, in addition to an interim assessment of the SMS.
3. This Final Report presenting the evaluation's findings, conclusions and recommendations.

3. In addition to these reports, the evaluation team produced a fourth output, in the form of an Options Discussion Paper (Mokoro 2014d). This was published in November (between the IPR and Final Report), as a means of presenting emerging findings on the potential future directions of SUN, drawing on from the country case studies that took place in September and October, and of informing the ICE-related discussions at the SUN Global Gathering.

### Activities undertaken

4. The key activities undertaken during the ICE are summarised below:

- a) **Inception visit to Geneva (23–25 June):** *Four team members travelled to Geneva for a three-day series of meetings with the SUN Secretariat. The visit was primarily a 'fact-finding' mission and opportunity to learn the history, structure and operations of the SUN Movement to form the basis of subsequent work and, importantly, to inform the team workshop. Interviews were also arranged with available agencies (Global Social Observatory and the SCN) based in Geneva.*
- b) **Appointment of Evaluation Manager:** *Following recommendations from the QAA panel, the BMGF identified and hired an Evaluation Manager*

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<sup>68</sup>However, the forthcoming Note on Approach and Methods will provide more detail on our experience of implementing the methodology

*to oversee the evaluation and facilitate communication between the evaluation team and relevant stakeholders (especially the Visioning Sub Group, the BMGF and the Secretariat). The team travelling to Geneva met with the Evaluation Manager (Ruwan de Mel) during the visit and he joined the team workshop in Oxford, the Ethiopia Case Study visit, and the SUN Global Gathering.*

- c) **Document assembly / review (June – December):** *Over 2000 documents have been collected and systematically filed in a Team Dropbox folder. These have provided a rich source of evidence which has informed the evaluation's findings.*
- d) **Team workshop in Oxford (08-10 July):** *All core team members gathered at the Mokoro Headquarters in Oxford for a three-day workshop. (The Evaluation Manager also attended as an observer.) The workshop was primarily utilised to:*
- *Ensure a common understanding of SUN and the SUN ICE requirements.*
  - *Discuss evaluation methodology –evaluation matrix / theory of change; case study country selection and CCS methodology; stakeholder mapping.*
  - *Plan next phases of work for team members.*
- e) **First phased of interviews (June and July):** *initial interviews with key individuals from SUN Networks and the Visioning Sub Group arranged. These provided insight into the SUN Movement as well as understanding/clarification of the requirements of the SUN ICE from key perspectives. These informed the drafting of the Inception Report. Table B2 provides a list of all interviews.*
- f) **Delivery of Inception Report (5 August):** *The IR (Mokoro 2014b) set out a clear methodology (with detailed justification in Annexes) for the evaluation, as well as a work plan. It was endorsed by the Lead Group and subsequently published on the SUN website<sup>69</sup>, and served as a handbook for the team conducting the evaluation.*
- g) **Second phase of interviews (July – November):** *interviews with additional stakeholders, as well as repeat (more in-depth) interviews with people reached during inception phase were undertaken by the core team, mostly on the phone. These focused on SUN governance (including, in particular the work of the SMS to meet the IPR SMS evaluation obligations)*

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<sup>69</sup>[http://scalingupnutrition.org/news/open-for-comment-sun-movement-independent-evaluation-inception-report#.VAXHE\\_ldVSI](http://scalingupnutrition.org/news/open-for-comment-sun-movement-independent-evaluation-inception-report#.VAXHE_ldVSI)

*as well as the global networks. Table B2 lists interviews conducted to date in chronological order.*

- h) Global Analysis (July – November):** *team members undertook analysis at the global level on issues including financial tracking and aid flows, the global networks (country, donor, UN, civil society, business), comparator global partnerships, conflict of interest, the Movement’s M&E systems, MPTF, and nutrition planning. In addition they drew on analysis on global nutrition outcomes presenting in the Global Nutrition Report (IFPRI 2014b).*
- i) Delivery of an Interim Progress Report (15 September):** *half way through the evaluation period, the IPR (Mokoro 2014c) presented initial observations from the evaluation so far, in addition to an interim assessment of the SMS. It was endorsed by the Lead Group and subsequently published on the SUN website.<sup>70</sup>*
- j) Country Case Studies (September – October):** *In order to assess SUN’s added value at country level, eight country case studies were undertaken (Bangladesh, Burkina Faso, Ethiopia, Guatemala, Indonesia, Mozambique, Senegal and Tanzania). The Inception Report explains the choice of case study countries and describes how the case studies were conducted. Following the country visits, systematic but informal country reports were shared amongst the team for analysis. (It was agreed from the outset that the limited resources and compressed timetable would not allow publishable country case study reports to be prepared; however, Annex O provides an extended summary of findings for each case, and Annex P compares country findings against each main evaluation question.) Field teams met with country stakeholders at the beginning and end of each field visit, providing a PowerPoint summary of emerging issues and findings for discussion. Country focal points and other members of country reference groups have had the opportunity to review the draft case study summaries in Annex O.*
- k) Publication of an Options Discussion Paper (4 November 2014):** *this paper (Mokoro 2014d) presented analysis of the key options facing the SUN movement, drawing from the evaluation findings so far including evidence from the country case studies. It was published on the SUN website<sup>71</sup> and circulated as a background paper to the SUN Global Gathering.*
- l) e-Survey (November):** *an e-survey was designed and distributed to over 700 stakeholders as a means of test the wider relevance and comprehensiveness of the preliminary findings emerging from the country*

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<sup>70</sup><http://scalingupnutrition.org/news/sun-movement-ice-interim-report-is-available>

<sup>71</sup><http://scalingupnutrition.org/news/sun-movement-ice-discussion-paper-on-future-options-for-the-sun-movement-is-available>

case studies. The survey is found in Annex G along with an analysis of the responses.

- m) **SUN Global Gathering (16-18 November):** five ICE team members attended the SUN global gathering in Rome. As well as observing the gathering, the ICE team facilitated two **parallel sessions** which adopted an open consultation format, designed to encourage participant feedback on SUN's performance to date and discussion of its possible future role. The *Options Discussion Paper* served as a basis for these discussions. In addition, the Global Gathering provided an opportunity for face to face interviews with a number of key stakeholders. Following the close of the proceedings, the ICE team were invited to present their findings and reflections from the Global Gathering at a meeting of Senior Donor Officials.
- n) **Consolidation of findings, conclusions and recommendations (November and December):** extensive internal discussions enabled the team to triangulate findings from their respective thematic areas of focus and reached consensus on the overall recommendation for the final evaluation report.
- o) **Delivery of the Final Report (31 December):** this report, complete with an extensive package of annexes documenting supporting evidence, sets out the finding, conclusions and recommendations of the ICE.
- p) **Note on Approach and Methods (January 2015):** in early January the ICE team will produce a note on approach and methods, detailing how the evaluation was carried out, and offering closing reflections on the process as a basis for learning for the evaluation community.

### Key Evaluation Instruments

5. This section provides a reference point regarding the key evaluation instruments used during ICE. It is not a complete summary, nor a detailed account of how they were developed<sup>72</sup> or applied<sup>73</sup>.

6. At the outset, the ICE team set out to elucidate the SUN's **theory of change** (ToC), which is at the heart of the evaluation methodology. Presented in summarised form<sup>74</sup> in Figure B1, this was based on a review of key SUN literature and stakeholder interviews. It reflects the evaluation team's understanding of the reasoning on which the SUN movement is based, and is intended to identify key links in the logic both in terms of the internal causal/contributory links it proposes and the key assumptions it sets out, for the evaluation to investigate.

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<sup>72</sup>For that, please refer to the Inception Report Mokoro 2014b.

<sup>73</sup>Reflections on the application of the methodology will be presented in the upcoming Note on Approach and Methods.

<sup>74</sup> The full versions, complete with detailed assumptions are presented and reviewed in Annex S.

7. The ToC was used to develop a full **evaluation matrix** which establishes the evaluation questions and sub-questions which the ICE must address, and guides the collection of evidence on which findings, conclusions and recommendations can be transparently based. The main evaluation questions are presented in Table B1 and the full Evaluation Matrix is at Annex C.

8. The ICE drew as much as possible on large volume of existing data, studies and reports regarding nutrition and the SUN movement. The main primary data collected by the ICE was gathered through semi-structured **stakeholder interviews**. In total, 107 global level and 167 country level interviews were carried out over the course of the evaluation<sup>75</sup> (see Table B2 at the end of this annex for a full list).

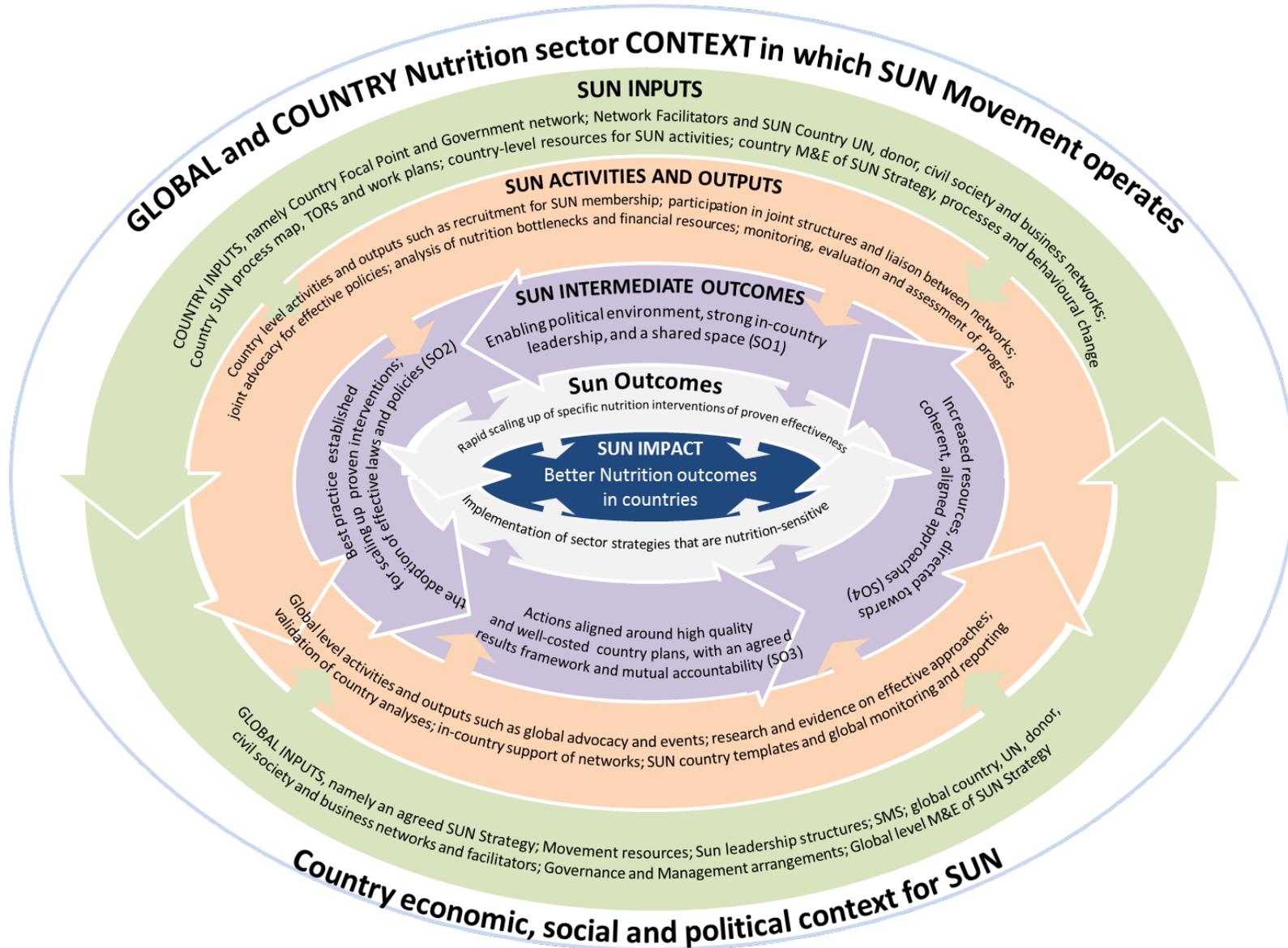
9. Given the importance of understanding SUN's influence at country level, eight **country case studies** formed the core of the investigation. These were used to explore how well the SUN support is tailored to the specific nutritional constraints and priorities in each country. The studies followed a common set of guidelines and reporting formats, which were underpinned by the evaluation matrix. Whilst standalone reports for each country have not been published, executive summaries are presented in Annex O, and the findings are drawn together in a country case study matrix at Annex P.

10. Finally, an **e-survey** enabled the team to reach a wider set of stakeholders than it is possible to interview directly. It was used to test the relevance and comprehensiveness of the preliminary findings emerging from the country case studies and other evaluation tools, and to solicit views on the movement's future. The survey text is reproduced in Annex G, appended to the analysis of its results.

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<sup>75</sup> The actual number is likely to be higher, particularly at the country-level, where it wasn't always possible to record interviewee names.

**Figure B1 SUN ICE Global Theory of Change: Foundational Diagram**



**Table B1 Main Evaluation Questions and Subquestions**

<b>EQ1 Has the SUN movement addressed the right issues?</b>
<p>1.1 To what extent are the objectives of the SUN movement consistent with the needs, priorities and strategies of beneficiary countries?</p> <p>1.2 Has the SUN movement filled a gap in the international and country-level architecture for addressing nutrition?</p> <p>1.3 Did SUN strategies contribute to a stronger focus on nutrition-related gender and gender equity issues?</p> <p>1.4 Did the SUN movement's approach strike the right balance between global and country-level actions?</p>
<b>EQ2 Has the SUN movement followed a clear, consistent and commonly understood strategy?</b>
<p>2.1 Are the SUN movement's goals, priorities and strategies clear at the various levels of the movement?</p> <p>2.2 Have the SUN movement's main inputs, activities and outputs adequately reflected its goals, priorities and strategies?</p> <p>2.3 How is SUN seeking to mainstream gender-consciousness throughout its activities, both nutrition-specific and nutrition-sensitive?</p>
<b>EQ3 What have been the results of SUN's efforts?</b>
<p>3.1 To what extent has SUN contributed to changed attitudes and procedures, thereby creating an enabling environment for scaling up nutrition?</p> <p>3.2 To what extent has SUN brought about changed policies and resource commitments?</p> <p>3.3 Are these changes leading to the scaling up of nutrition?</p> <p>3.4 Are there plausible links between the outcomes to which SUN has contributed and medium to long term impacts for intended beneficiaries?</p>
<b>EQ4 What accounts for these results (or lack of results)</b>
<p><i>Governance and Management</i></p> <p>4.1 How effective have SUN's governance and management arrangements been?</p>
<p><i>Efficiency</i></p> <p>4.2 Concerning its own activities, has the SUN movement used its resources efficiently?</p> <p>4.3 Have the transaction costs of SUN been reasonable?</p> <p>4.4 Has SUN's advocacy for nutrition solutions taken enough account of efficiency considerations? (e.g. in the balance between nutrition-specific and nutrition-sensitive options)</p> <p>4.5 Has SUN achieved the right balance: between global work and attention to countries? between being inclusive (number of countries involved) and being effective in providing in-depth support to countries?</p>
<p><i>Coherence</i></p> <p>4.6 Have the SUN movement's various component activities reinforced each other (amounting to more than the sum of their parts)?</p> <p>4.7 How well have SUN's activities complemented other initiatives at global and country level?</p>

<i>Context</i>
4. 8 What contextual factors (anticipated or unanticipated) have positively or negatively affected the achievement of SUN objectives?
<i>Monitoring, Learning and Adaptation</i>
4. 9 How well has SUN learned from experience and adapted accordingly?
<b>EQ5 How sustainable is the SUN movement?</b>
5. 1 Are the emerging results of SUN likely to be durable?
5. 2 How well is SUN contributing to systems development (helping to develop the appropriate national policy and institutional architecture to deliver nutritional outcomes sustainably in the medium to long term)?
5. 3 Is the SUN movement itself sustainable?
<b>EQ6 How should SUN evolve in the short, medium and longer term?</b>
<i>The sub-questions under this EQ are all formative. The precise questions will be refined in the light of emerging evidence as the evaluation proceeds. The SUN ICE will draw on its summative findings (above) to present alternative options, and will link its recommendations to principles of aid effectiveness and development effectiveness, with reference also to the experience of comparable partnerships.</i>
6. 1 Is SUN likely to remain relevant? if so, which aspects/components are likely to remain relevant and for how long?
6. 2 What are SUN's relevant strategic options in the short, medium and longer term?
6. 3 What are the corresponding implications for SUN's governance and management arrangements?

**Table B2 Interviews conducted**

Name	Position Title	Organisation	Interview date
<b>Inception Phase</b>			
David Nabarro	SUN Coordinator	SUN Secretariat	23/06/2014
Florence Lasbennes	Chief of Staff / SRSG Office	SUN Secretariat	24/06/2014
Delphine Babin-Pelliard	Country Liaison Officer	SUN Secretariat	24/06/2014
Pau Blanquer	Country Liaison Officer	SUN Secretariat	24/06/2014
Fanny Granchamp	Support Officer to the Country Liaison Officers	SUN Secretariat	24/06/2014
Patrizia Fracassi	Senior Nutrition Analyst and Policy Advisor	SUN Secretariat	24/06/2014
Martin Gallagher	Network Adviser	SUN Secretariat	24/06/2014
Fiona Watson	Advisory on Advocacy and Communication	SUN Secretariat	24/06/2014
Elena Gaino	Administrator	SUN Secretariat	24/06/2014
Matthew Cousins	Advisor to the Lead Group	SUN Secretariat	25/06/2014
Maria Pizzini	Advisor on Website and Communication	SUN Secretariat	25/06/2014
Thuy Nguyen	Advisor on Branding	SUN Secretariat	25/06/2014
Ralph M Doggett	Secretary Treasurer	Global Social Observatory	25/06/2014

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Name	Position Title	Organisation	Interview date
Katherine A Hagen	Executive Director	Global Social Observatory	25/06/2014
Marcella Wüstefeld	Technical Officer	UNSCN Secretariat	25/06/2014
Lina Mahy	Technical Officer	UNSCN Secretariat	25/06/2014
Leslie Elder	Senior Nutritionist	World Bank	07/07/2014
Shawn Baker	Head of Nutrition	Bill & Melinda Gates Foundation	07/07/2014
Jean Pierre Halkin	Head of Unit (Rural Development, Food and Nutrition Security)	European Commission	08/07/2014
Claire Blanchard	Coordinator, SUN CSO Network	SAVE UK	08/07/2014
Jonathan Tench	Coordinator, SUN Business Network	GAIN	09/07/2014
Lawrence Haddad	Senior Research Fellow	IFPRI	09/07/2014
Paul Isenman	Independent Consultant	Self-employed	15/07/2014
Keith Bezanson	Independent Consultant	Self-employed	15/07/2014
Anthony Lake	Chair of Lead Group / Executive Director UNICEF	UNICEF	16/07/2014
<b>Desk Review and Global Research phase</b>			
Steve Godfrey	Co-chair SBN Operations Committee	GAIN	17/07/2014
Nancy Walters	Global Coordinator	REACH	26/07/2014
Amb. Gerda Verburg	Chair of CFS	CFS	01/08/2014
Charlotte Dufour	Nutrition Adviser	FAO	04/08/2014
Martina Kress	Nutrition Adviser	FAO	04/08/2014
Robert Hughes	Nutrition Advisers	DFID	13/08/2014
Jane Keylock	Consultant	NutritionWorks	13/08/2014
Abdoulaye Ka	Head CLM (Cellule contre la malnutrition)	Government of Senegal	13/08/2014
Wilbald Lorri	PA to President of Tanzania	Government of Tanzania	13/08/2014
David McNair	Former interim Chair	SAVE UK	14/08/2014
Ellen Piwoz	Nutritionist	Bill and Melinda Gates Foundation	15/08/2014
Anthea Webb	Liaison Officer with EOSG	UNDP	18/08/2014
Lola Gostelow	Consultant, Nutrition Advisory Service	EC	19/08/2014
Jay Aldous	Director, Private Sector Partnerships	WFP	19/08/2014
Erin Mc Clean	Senior Nutrition Adviser	CIDA	19/08/2014
Delphine Babin-Pelliard	Country Liaison Officer	SUN Secretariat	20/08/2014
Pau Blanquer	Country Liaison Officer	SUN Secretariat	20/08/2014
Werner Schultink	Director of Nutrition UNICEF	UNICEF	20/08/2014

Name	Position Title	Organisation	Interview date
Richard Greene	Senior Deputy Assistant	USAID	20/08/2014
Tara Shine	Head of Research and Development	Mary Robinson Foundation	21/08/2014
Bjorn Ljungqvist	Former head of REACH	Independent	21/08/2014
Florence Lasbennes	Chief of Staff / SRSO Office	SUN Secretariat	22/08/2014
Fiona Watson	Advisory on Advocacy and Communication	SUN Secretariat	22/08/2014
Maria Pizzini	Advisor on Website and Communication	SUN Secretariat	22/08/2014
Patrizia Fracassi	Senior Nutrition Analyst and Policy Advisor	SUN Secretariat	22/08/2014
Yannick Glemarec	Executive Coordinator	MPTF, UNDP	25/08/2014
Marc van Ameringen	CEO	GAIN	26/08/2014
Francesco Branca	Director of Nutrition for Health and Development	WHO	26/08/2014
Bertine Ouaro	Director of Nutrition (SUN Focal Point Burkina Faso)	Ministry of Health, Burkina Faso	26/08/2014
Nancy Walters	Global Coordinator	REACH	26/08/2014
Mike Zuijderduijn	Managing Director	MDF	27/08/2014
Anne Heughan	Global External Affairs Coordinator	Unilever	27/08/2014
Paul Isenman	Independent Consultant	Self-employed	27/08/2014
Meera Shekar	Lead Health and Nutrition Specialist	World Bank	27/08/2014
Francesco Branca	Director, Department of Nutrition for Health and Development	WHO HQ	28/08/2014
David Nabarro	SUN Coordinator	SUN Secretariat	29/08/2014
Matthew Cousins	Advisor to the Lead Group	SUN Secretariat	29/08/2014
Kornelius Schiffer	SUN Donor Network Convenor	GIZ	04/09/2014
Bjorn Ljungqvist	Former head of REACH	Independent	08/09/2014
Taryn Barclay	CSR manager	Cargill	08/09/2014
John Cordaro	Consultant	Mars	15/09/2014
Nancy Walters	Global Coordinator	REACH	18/09/2014
Nicolas Bidault	Deputy Global Coordinator	REACH	18/09/2014
Holly Sedutto		REACH	18/09/2014
Paulus Verschuren	Former Special Envoy, Food and Nutrition Security	Netherlands Min. of Foreign Affairs	20/09/2014
Carmel Dolan	Technical Director	ENN	02/10/2014
Annelies Borrel		UNICEF	03/10/2014
Michael Anderson	CEO	CIFF	08/10/2014
Milla McLachlan	Consultant to UN	Self-employed	10/10/2014
Anna Taylor	Senior Nutrition adviser	DFID	13/10/2014
Roger Shrimpton	Consultant, nutrition in development	Independent	13/10/2014

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Name	Position Title	Organisation	Interview date
Asma Lateef		Bread for the World	23/10/2014
Cara Flowers		CSN Secretariat	27/10/2014
Jennifer Thompson		Concern	28/10/2014
Nathalie Begin	Director	INESC	28/10/2014
Victoria Quinn		Hellen Keller International	04/11/2014
Patti Rundall		IBFAN	06/11/2014
Lida Lhtoska		IBFAN	06/11/2014
Elise Rodriguez	Head of Advocacy	Action contre la Faim	11/11/2014
Paul Isenman	Independent Consultant	Self-employed	17/11/2014
Keith Besanzon	Independent Consultant	Self-employed	17/11/2014
Milla McLachlan	Consultant to UN	Self-employed	
Juliet Attenborough	Director of Nutrition and Health	Govt. of Australia	17/11/2014
Sue Horton	Chair in Global Health Economics	CIGI	17/11/2014
Martin Gallagher		SMS	17/11/2014
Elizabeth Buckingham	Nutrition and Gender Advisor	US Dept of State, Office of Global Food Security	17/11/2014
Neeraj Sethi	Head, Planning and Evaluation	Nat. Inst. of Health and Family Welfare, New Delhi	17/11/2014
Milo Stanojevich	Country Director, Peru; Chair of CSN Steering Committee	Care	17/11/2014
William Chilufya	Coordinator, Zambia CSA		17/11/2014
Fokko Wientjes	Vice-President, Sustainability and Public-Private Partnerships	DSM	17/11/2014
Marc van Ameringen	Executive Director	GAIN	17/11/2014
Steve Godfrey	Chief Investment Officer	GAIN	17/11/2014
Axton Salim	Director	Indofood	17/11/2014
Jonathan Tench		SBN Secretariat	17/11/2014
Jay Aldous	Director, Public Private Partnerships	WFP	17/11/2014
Toru Rikimaru	Senior Advisor, Nutrition	JICA	18/11/2014
Carolyn MacDonald		World Vision Canada	18/11/2014
Noel Marie Zagre	Regional Nutrition Adviser	UNICEF	18/11/2014
Emorn Wasantwisut	Senior Advisor, Institute of Nutrition	Mahidol University, Bangkok	18/11/2014
Sultana Khanum	CSN Steering Committee member	Centre for Health Care, Bangladesh	18/11/2014
Maria Pizzini	MPTF Focal Point	SMS Secretariat	27/11/2014
Jennifer Rigg	Director of Policy and Partnerships	1,000 Days	02/12/2014

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Name	Position Title	Organisation	Interview date
<b>Country Case Study phase</b>			
<b>Bangladesh</b>			
Mary Manandhar	Coordinator, Bangladesh	REACH	26/10/2014
Focal Point and Government Network	Various	Various	27/10/2014
Sultana Khanum	CSN Steering Committee Member	Centre for Health Care, Bangladesh	29/10/2014
Iftekhar Rashid	Nutrition Specialist, Office of Population, Health, Nutrition and Education	USAID	30/10/2014
In addition, group interviews and meetings took place.			
<b>Burkina Faso</b>			
Bertine Ouaro	SUN Focal Point	University of Ouagadougou	15/09/2014
Simone Zoundi	President	FIAB/SODEPAL	15/09/2014
Dieudonné Pakodtogo		FIAB/AJAAL	15/09/2014
Edouard Zerbo	Programme Manager	IBFAN	16/09/2014
Denis Garnier	Nutrition Manager, Young Child Survival Section	UNICEF	16/09/2014
Fanny Yago-Wienne	Representative	Helen Keller International	16/09/2014
Laura Barrett	Deputy Representative	Helen Keller International	16/09/2014
Thomas Loreaux	Country Director	IBFAN	16/09/2014
Siaka Millogo	Food For Peace Specialist	USAID	17/09/2014
Mbaye Kangudie	Senior Health Advisor	USAID	17/09/2014
Inoussa Ouiminga	Director General Of Economics And Planning	Ministry of Economics and Finance	17/09/2014
Moussa Kotogomde	Director	Direction Générale de l'Assainissement et de l'Hydraulique	17/09/2014
Elisa Dominguez	Nutrition Officer, Inter-Country Supporting Team	WHO	18/09/2014
Fousséni Dao	Programme Manager, Child Health and Adolescent Nutrition	WHO	18/09/2014
Eric Pitois	Humanitarian Aid	EC	18/09/2014
Olga Ninon	Chargée de Programme Nutrition	WFP	18/19/2014
<b>Ethiopia</b>			
Ferew Lemma	Senior Advisor, Office of the Minister	FMOH	15/09/2014 *
Berhanu Hailegiorgis	Adviser	DFID Ethiopia	16/09/2014
Adam Bailes	UNICEF nutrition	UNICEF	19/09/2014
Million Shibeshi	Team Lender, Health and Nutrition	SCI	16/09/2014

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Name	Position Title	Organisation	Interview date
Anne-Marie Mayer	Nutrition and Agriculture Consultant		16/09/2014
Dawit Hagos	Nutrition Consultant		16/09/2014
Mary Harvey	Nutrition Advisor, Economic Growth and Transformation Office,	USAID Ethiopia	17/9/2014
David Mogollon	Head of Section, Rural Development and Food Security	EU Delegation Ethiopia	17/09/2014
Alemayehu Semunigus	Programme manager, Food Security and Rural DEVELOPMENT Section	EU Delegation Ethiopia	17/09/2014
Abenezzer Tamrat	H&N Programme Officer	Irish Aid Ethiopia	17/09/2014
Amanuel Kidane	H&N Programme Manager	Irish Aid Ethiopia	17/09/2014
Andrea Ghione	Senior Economist,	Italian Development Cooperation	17/09/2014
Alessia Cioni	Expert	Italian Development Cooperation	17/09/2014
Johannes Schoeneberger		German Development Cooperation	17/09/2014
Alem Hadera Abay	Country Manager	GAIN	17/09/2014
John Graham	Country Director	SCI	17/09/2014
Muluken Worihun Adoie	Senior Nutritionist, Disaster Risk Management and Food Security Sector	Federal Ministry of Agriculture	18/09/2014
Asinet Tekle	Member	FANSE	18/09/2014
Nina Negash	Programme Manager	Care	18/09/2014
AeineMuzeiny	Nutrition Programme Coordinator	GOAL	18/09/2014
Glenn King	Deputy Chief of Party – Development Food Assistance Programme	CRS	18/09/2014
Kenaw Gabriel Selaisse	ECSC-SUN Coordinator	SCI	18/09/2014
Henock Gezahegn	Country Director	Micro-Nutrient Initiative	18/09/2014
Abebech Assefa	Team Leader, Food Security and Agricultural Growth	Canada DFATD	18/09/2014
Yaver Sayyed	Head of Health, Nutrition and Education	WFP	18/09/2014
Tayech Yimmer	TSF Team Leader	WFP	18/09/2014
Anne Bossuyt	Senior Advisor, PSNP and HABP	World Bank	19/09/2014
Birara Melese	NNP Coordinator	MoH	20/09/2014
Gary Wallace	Donor Coordinator for RED & FS group		23/09/2014
Peter Salama	Country Representative	UNICEF Ethiopia	02/10/2014
Joan Matji	former Head of Food and Security section	UNICEF Ethiopia	10/10/2014
Emily Mates	Consultant	Associate, NutritionWorks, Researcher, ENN	13/10/2014

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Name	Position Title	Organisation	Interview date
<b>Guatemala</b>			
Maria Gabriela Lima Peralta	Gerente de Incidencia, Movilización y Campañas	World Vision	08/09/2014
Jorge Lona	Gerente Salud	World Vision	08/09/2014
Andrea Aldana	Coordinadora Proyecto SUN Sociedad Civil	Save the Children	08/09/2014
Gloria Sanic	Gerente de Incidencia	Save the Children	08/09/2014
Candida Rabanales	Directora General	Save the Children	08/09/2014
German Gonzalez Dias	Technical Sub-Secretary	SESAN	08/09/2014
Maritza Olivia	Oficial de Nutrición	WFP	09/09/2014
Jesus Bulux	Profesional de Evaluación	SESAN	09/09/2014
Jorge Lavarreda	Investigador Asociado	CIEN	10/09/2014
Heidi Sunon	Coordinator of Hambre Cero	Ministry of Health	11/09/2014
Rafael Haeussler	Advisor on Public Health	Ministry of Health	11/09/2014
Luis Enrique Monterroso de León	Secretaria de Seguridad Alimentaria y Nutricional	SESAN	12/09/2014
Ian McArther	Lead Specialist on Social Protection and Health	IADB	12/09/2014
<b>Indonesia</b>			
Stephanus Indrayana		Indofood	14/10/2014
Dwi Setyo		Indofood	14/10/2014
Kemal Soeriawidjaja		CCPHI	14/10/2014
Doni Wibisono		APPNIA	14/10/2014
Sri Megawati		APPNIA/ Friesian Flag	14/10/2014
Irawati Susalit		APPNIA	14/10/2014
Harry Bagyo		Otsuka Indonesia	14/10/2014
Helena Seran		ACF	14/10/2014
Tutut SP		Micronutrient Initiative	14/10/2014
Wiyarni Pambudi		Selasi	14/10/2014
Agnes Mallipu		GAIN	14/10/2014
Wa Ode Asmawati		Muhammadiyah/Aisiyah	14/10/2014
SK Hartani		Mercy Corps	14/10/2014
Medawati		PERDHAKE	14/10/2014
Mardeni		Helen Keller	14/10/2014
Endah Sulistyani		IKMI	14/10/2014
Prof. Soekirman		Fortification Coalition of Indonesia	15/10/2014
TBC	Academic	University of Indonesia, Regional Ministries of Education Centre.	16/10/2014
TBC	Representative	Indonesian Association for Medical Nutrition	16/10/2014
TBC	Representative	Midwives Association	16/10/2014
TBC	Representative	Pak Hadiat (Bappenas)	16/10/2014
TBC	Representative	Ministry of Agriculture	16/10/2014

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Name	Position Title	Organisation	Interview date
TBC	Representative	Ministry of Health	16/10/2014
In addition, group interviews and meetings took place.			
<b>Mozambique</b>			
Almeida Tembe	Tecnico de Planificação	SETSAN	22/09/2014
Greta-Stina Englebert	Nutrition Consultant	Independent	22/09/2014
Felicidade Panguene	Nutrition Consultant	FAO	22/09/2014
Edna Possolo	Ex-Head of Nutrition Department	Ministry of Health	24/09/2014
Marla Amaro	Head of Department of Nutrition	Ministry of Health	24/09/2014
Clara de Oliveira	Country Director	The Hunger Project	24/09/2014
Tania Goossens-Allen	Ex-Coordinator	REACH	25/09/2014
Kerry Sylvester	Nutritionist	ANSA	25/09/2014
Katherine Raleigh (f)	Health Officer	USAID	26/09/2014
James Broder	Health, Food Security and Nutrition Advisor	USAID	26/09/2014
Rizik (Tara) Ramos	Programme manager for Nutrition	USAID	26/09/2014
Almeida Tembe		SETSAN	29/09/2014
Carina Ismael		ANSA	29/09/2014
Felizardo Cremildo Samuel	Head of the Department of Production and School Feeding	MOE	29/09/2014
Filipopo Dibari	Nutrition Advisor	WFP	29/09/2014
Marcela Libombo		SETSAN	29/09/2014
Paula Machungo	Coordinator	REACH	29/09/2014
Tracy Whitman	Country Director	GAIN	29/09/2014
Bert Lof	Consultant in Sustainable Agriculture	ETC	29/09/2014
Maaïke Arts	Ex-REACH Coordinator		03/10/2014
<b>Senegal</b>			
Abdoulaye Ka	Head	Cellule contre la malnutrition	03/08/14
Abdoulaye Ka	Head	Cellule contre la malnutrition	23/08/14
Dr Ismaili Thiam	Academic		23/08/14
Dr Maty Diagne Camara	Chargée de programmes économiques et secteur productif	Ministry of Health	23/08/14
Mrs Julie Desloges	First Secretary (Development) Canada	Canada	23/08/14
Mrs Aminata Ndiaye Coly	Conseillère Nutrition BACDI	Canada	23/08/14
Mme Khady Dillo	Head of Nutrition	Ministry of Education	23/08/14
Milagros Jimenez Sanchez	Chargée de programmes économiques et secteur productif	Spanish Cooperation	23/08/14

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Name	Position Title	Organisation	Interview date
Ingeborg Maria Breuer	Representative	WFP	24/08/14
Mme. Jnandeaye	Chargée de nutrition	WFP	24/08/14
Sarah Klonski		WFP	24/08/14
<b>Tanzania</b>			
Jane Msagati	PANITA Program Coordinator	PANITA	
Motambi		PMO-RALG	
Wilbald Lorri	Presidential Advisor	Government of Tanzania	04/08/14
Carol Hannon		Irish Aid Tanzania	25/09/14
Martha Nyagaya		Irish Aid Tanzania	25/09/14
Joyce Negegba		Save the Children	29/09/14
Jane Msagati		Save the Children	29/09/14
David Charles	FS Agricultural Officer	USAID	06/10/14
Jocylene Kaganda	Ag. MD	TFNC	06/10/14
Obey Nkya Assery,	SUN Focal point, Director Coordination	Office of the PM	06/10/14
Regina Kikuli	Deputy PS	Office of the PM	06/10/14
Sarah Mshui	Senior Economist	Office of the PM	06/10/14
Tumainin Mikindo	Executive Director	PANITA	06/10/14
Wilbald Lorri	Coordinator of Tanzania Food & Nutrition Council (TFNC) & Adviser to national President	Office of the President	06/10/14
Biram Ndiaye	Nutrition Manager	UNICEF	07/10/14
Brian Grant	Chief of Party/Mwanzo Bora	Africare	07/10/14
Carol Hannon	Development Specialist	Irish Aid	07/10/14
Caroline Mshanga	Program Officer	FHI360/FANTA	07/10/14
Charles Mwamaja	Government budget management division	Ministry of Finance	07/10/14
Conor Walsh	Country Director	CRS	07/10/14
Deborah Ash	Country Manager	FHI360/FANTA	07/10/14
Dr Isiaka Alo	Nutritionist	WHO	07/10/14
Elizabeth Macha	Nutrition Specialist	UNICEF	07/10/14
Generose Mulokozi	Technical Advisor – Nutrition	FtF-Tuboreshe Chakula	07/10/14
Janeth Said	Unknown	USAID	07/10/14
Marjon Tuinsma	Country Director	HKI	07/10/14
Martha Nyagaya	Nutrition Advisor	Irish Aid	07/10/14
Mauro Brero	Nutritionist	UNICEF	07-10-2014
Mauro Brero	Nutrition Specialist	UNICEF	07/10/14
Pauline Kisanga	Managing Director	COUNSENUH	07/10/14
Philip Mann	UN REACH Coordinator	UN REACH	07/10/14
Restituta Shirima	Technical Director – Nutrition	COUNSENUH	07/10/14

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Name	Position Title	Organisation	Interview date
Dr. Assey	Nutrition Focal Point	Ministry of Health	08/10/14
Lediana Mng'ong'o		Parliamentary Committee on HIV and Nutrition	08/10/14
Monica Josia Yesaya	Nutrition Officer	Tabora Municipal Council	08/10/14
Rogers Wanyama	Programme Officer – nutrition	WFP	08/10/14
Sakina M. Magadi	Nutrition Officer	Singida Municipality	08/10/14
Stella Kimambo	Nutrition Officer	Dodoma Municipality, Dodoma Region	08/10/14
Jennifer Baarn	CEO	SAGCOT Centre	09/10/14
Mr Stambuni	Nutrition Focal Point	Ministry of Livestock	09/10/14
Ms Mgina	Nutrition Focal Point	Ministry of Industry	09/10/14
Nzinga Blankendal	Partnership Engagement and Events Coordinator	SAGCOT Centre	09/10/14
Prof Kinabo	Associate professor	Sokoine University of Agriculture	09/10/14
Mr Kagoro	Nutrition Focal Point	Ministry of Education	30/10/14
<b>Non-CCS countries</b>			
Victoria Eluzai	Director of Nutrition	MOH, Government of South Sudan	24/09/2014
Tom Oguta	Nutrition Information Consultant	FAO South Sudan	26/09/2014
Maureen Bakunzi	SUN Focal Point	Office of the Prime Minister (Uganda)	05/11/2014
Boaz Musiimenta	Senior Policy Analyst	Office of the Prime Minister (Uganda)	05/11/2014
Flavio Valente	Secretary General	FIAN International	01/12/2014

## **Annex C Evaluation Matrix**

1. The evaluation matrix is an overall guiding framework for the evaluators. It draws on the Theory of Change (Annex E of the Inception Report), it employs the evaluation criteria spelled out in Annex of the Inception Report, and it draws on the specific questions posed in the TOR (Annex H of the Inception Report maps the TOR questions onto the evaluation matrix).

2. More than most, this is a forward-looking evaluation: lessons from SUN's experience so far are meant to inform the evaluation team's broad suggestions about future options. The evaluators will address all questions with this in mind. At the same time, the evaluation's conclusions and recommendations should be holistic, not piecemeal. The sequence of six main Evaluation Questions is drawn up with this in mind: conclusions for each question may draw on the finding from previous ones, and the final EQ ("How should SUN evolve in the short, medium and longer term?") will prompt the evaluators to draw together the threads from all the preceding questions.

3. The SUN movement is unique. As described in the TOR:

SUN, however, is not a new institution or financial mechanism. It is a very broad multi-stakeholder partnership to support national plans to scale up nutrition. It is a voluntary movement that has no legal charter or legal status. It does not directly furnish financial or technical resources, but seeks to catalyze their availability in response to country needs. SUN is open to all countries whose governments commit themselves to scaling up nutrition and to all stakeholders committed to providing support. (TOR ¶4)

4. This may raise questions about how "SUN" should be construed in the EQs. EQ 2.1a asks "Is it clear what "the SUN movement" consists of? (who are its agents, globally and at country level?)". The answers are likely to be different from different perspectives, and it is important that the evaluators do not impose their own views on how SUN ought to be construed. Some questions are clearly focused on SUN's stewardship bodies, others refer more generally to the movement at global or country level, or to particular elements, such as its networks. The evaluators will be careful to note what stakeholders mean by "SUN" in different contexts, and to make clear how they themselves are using the term in responding to the EQs.

Key Questions/sub-questions	Analysis/indicators	Sources of Information
<b>EQ1 Has the SUN movement addressed the right issues?</b>		
<p>1.1 To what extent are the objectives of the SUN movement consistent with the needs, priorities and strategies of beneficiary countries?</p> <p>a) Are they consistent with the evidence base on drivers of malnutrition?</p> <p>b) Was/is there evidence of lack of understanding of priority solutions/lack of priority for nutrition issues</p> <p>c) Are SUN objectives and strategy relevant to the pursuit of key global targets?</p> <p>d) To what extent are they oriented towards supporting country priorities and strategies?</p> <p>e) Do they take sufficient account of gender and equity issues?</p>	<p><i>demand side relevance</i></p> <ul style="list-style-type: none"> <li>• Consistency of SUN advocacy with the scientific consensus (noting also divides in the debate, e.g. between bio-medical approaches and political economy approaches)</li> <li>• Official high level declarations and how these have evolved over time</li> <li>• Baseline number of countries with budgeted nutrition plans</li> <li>• Baseline performance against MDGs, WHA targets</li> <li>• Number of countries reporting against budgeted nutrition plans</li> </ul>	<ul style="list-style-type: none"> <li>• Key documents such as the Lancet series</li> <li>• Documentation/declarations linked to the international debate on nutrition in academia, key international agencies, civil society etc.</li> <li>• Interviews with opinion leaders and other stakeholders, including focal points and other key country stakeholders</li> <li>• Interviews with key government, donor and civil society stakeholders on adequacy, coherence, effectiveness and efficiency of resource investment in nutrition-specific and nutrition sensitive interventions at time country joined SUN</li> <li>• Interviews and country studies for insights into the extent to which practice matches the rhetoric of putting countries (country governments?) at the centre</li> </ul>

Key Questions/sub-questions	Analysis/indicators	Sources of Information
<p>1.2 Has the SUN movement filled a gap in the international and country-level architecture for addressing nutrition?</p> <p>a) In terms of mobilising high level leadership support for nutrition at global and country levels</p> <p>b) In terms of coordination among international agencies?</p> <p>c) In terms of technical support to developing countries in addressing malnutrition?</p> <p>d) In terms of mobilising actors in support of tackling malnutrition that were previously inactive, destructive or marginalised (e.g. some businesses)?</p> <p>e) In terms of financial support to developing countries in addressing malnutrition?</p>	<p><i>supply side relevance and horizontal relevance</i></p> <ul style="list-style-type: none"> <li>• Official high level declarations, and how these have evolved over time</li> <li>• Evidence of overlapping, uncoordinated or inadequate efforts among various kinds of stakeholder groups</li> <li>• What were existing arrangements for providing technical support to nutrition? Were these effective? How were they evolving?</li> <li>• What were existing arrangements (global and country) for tracking financial resources to nutrition? Were these effective (transparency, accountability, resource mobilisation)? How were they evolving?</li> </ul>	<ul style="list-style-type: none"> <li>• Documentary sources</li> <li>• Global interviews</li> <li>• Country interviews (CCSs)</li> <li>• Draw on existing estimates of resources in secondary sources (including forthcoming GNR)</li> <li>• Desirable financial baseline data as follows, but likely to be very incomplete: Trends in investment as share of ODA (global); At country level investment as a share of GDP; Share of investment in nutrition by nutrition-specific and nutrition-sensitive interventions.</li> <li>• Simplified methodology for identifying baseline resources at country level as proxy.</li> </ul>
<p>1.3 Did SUN strategies contribute to a stronger focus on nutrition-related gender and gender equity issues?</p>	<p><i>relevance</i></p> <ul style="list-style-type: none"> <li>• Key gender/equity themes in the evolving nutrition evidence base</li> <li>• Evidence of attention to gender and equity issues in SUN foundational documents and subsequent strategy</li> <li>• Perceptions of key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Document analysis</li> <li>• Interviews</li> </ul>

Key Questions/sub-questions	Analysis/indicators	Sources of Information
<p>1.4 Did the SUN movement's approach strike the right balance between global and country-level actions? e.g.:</p> <ul style="list-style-type: none"> <li>• in advocacy</li> <li>• in mobilising technical resources</li> <li>• in mobilising financial resources</li> </ul>	<p><i>vertical relevance</i></p> <ul style="list-style-type: none"> <li>• note that this applies generally to the strategy for focusing on the country level; also a specific issue within the CSO network as to the balance between INGOs and country-level CSAs etc; and similar issues of HQ-country office balance for aid agencies etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Documentary sources on different needs and capacities at different levels (including central and decentralised levels within countries)</li> <li>• Interviews with stakeholders at all levels</li> <li>• Country case studies</li> </ul>
<b>EQ2 Has the SUN movement followed a clear, consistent and commonly understood strategy?</b>		
<p>2.1 Are the SUN movement's goals, priorities and strategies clear at the various levels of the movement?</p> <p>a) Is it clear what "the SUN movement" consists of? (who are its agents, globally and at country level?)</p> <p>b) Has its strategy/Theory of Change evolved significantly?</p> <p>c) What are the crucial assumptions on which it is based? [including assumptions about complementary inputs etc.]</p> <p>d) Are the strategies (and implicit or explicit ToCs) of SUN's component networks consistent with each other and with the overall ToC? How have they evolved, etc?</p> <p>e) Is there a consensus among stakeholders about the ToC? What if any are the main points of contention?</p>	<p><i>relevance of the design</i></p> <ul style="list-style-type: none"> <li>• The evaluation team has prepared a draft theory of change for the SUN movement [see Annex E of the Inception Report]and will systematically test its applicability and assumptions.</li> <li>• This will be done through documentary analysis and interviews. We will not generally ask interlocutors to wrestle with the ToC diagrams per se, but our interview guides for different stakeholders will cover the key elements of the hypothesised ToC.</li> <li>• At network and country level we will seek to identify component ToCs and check the degree of consensus around them and their consistency with the overarching ToC/strategy of the SUN movement. (Examples include the "pathways to change in the SUN Road Map 2012, and the various conceptualisations identified in Annex E of the Inception Report.)</li> </ul>	<ul style="list-style-type: none"> <li>• SUN basic documents and reports, analysed chronologically</li> <li>• Stakeholder mapping [see Annex D of the Inception Report.]</li> <li>• Interviews with originators of SUN to understand the reasoning behind the strategic choices made, and the strategic alternatives considered but rejected.</li> <li>• Historical documents, interviews with SUN originators and SUN sceptics for original (and possibly continuing) points of difference</li> <li>• M&amp;E documents and practice</li> <li>• Interviews and consultation during the evaluation (taking care not to neglect dissenting voices).</li> </ul>

Key Questions/sub-questions	Analysis/indicators	Sources of Information
<p>2.2 Have the SUN movement's main inputs, activities and outputs adequately reflected its goals, priorities and strategies?</p> <p>a) At global level</p> <ul style="list-style-type: none"> <li>• Governance and management bodies</li> <li>• Services and support to SUN countries</li> <li>• Donor network</li> <li>• UN Network</li> <li>• CSO network</li> <li>• Business network</li> <li>• MPTF</li> <li>• Complementary activities and inputs (e.g. MQSUN and other programmes aligned with SUN objectives and activities)</li> </ul>	<p><i>relevance, effectiveness to output level</i></p> <p><i>aid effectiveness</i></p> <ul style="list-style-type: none"> <li>• In each case consider whether and to what degree intended inputs have been delivered and intended activities performed, whether individually or collectively, taking account of (direct and indirect) expenditures, staff time, and activities including advocacy, coordination, M&amp;E etc</li> </ul>	<ul style="list-style-type: none"> <li>• SUN documents, including strategy, TOR, meeting records,, publications for LG, SMS, each network etc</li> <li>• SUN M&amp;E records</li> <li>• MPTF records</li> <li>• Other literature on how nutrition is being or should be addressed at international and country level</li> <li>• Interviews with network coordinators, other principal actors and observers.</li> <li>• Documentation on MQSUN and other complementary/aligned efforts</li> <li>• On aid effectiveness, benchmark against other selected global partnerships (e.g. IHP+ &amp; GPE)</li> </ul>
<p>b) At country level</p> <ul style="list-style-type: none"> <li>• Country focal point and in-country SUN network</li> <li>• Donor network</li> <li>• UN Network</li> <li>• CSO network</li> <li>• Business network</li> <li>• MPTF</li> <li>• Complementary activities and inputs involving government ministries agencies, civil society, aid agencies, private sector</li> </ul>	<ul style="list-style-type: none"> <li>• In each case consider whether and to what degree intended inputs have been delivered and intended activities performed, whether individually or collectively, taking account of (direct and indirect) expenditures, staff time, and activities including advocacy, coordination, M&amp;E etc</li> </ul>	<ul style="list-style-type: none"> <li>• SUN monitoring records on country accession and activities with and within countries; other documentation of activities in individual countries (as available for any SUN country; detailed review for ICE country case studies [see Annex L of the Inception Report.]</li> <li>• SUN and other M&amp;E records</li> <li>• MPTF records</li> <li>• For Donor, CSO, UN and business networks: centrally available evidence, records of country level activities etc; detailed country-specific activities as part of CCSs.</li> <li>• Global and country level interviews.</li> <li>• Survey (Annex G) to check applicability of preliminary findings</li> </ul>

Key Questions/sub-questions	Analysis/indicators	Sources of Information
2.3 How is SUN seeking to mainstream gender-consciousness throughout its activities, both nutrition-specific and nutrition-sensitive?	<ul style="list-style-type: none"> <li>• Specific references in the SUN documents and discourse, and links to systematic monitoring of gender dimensions</li> </ul>	<ul style="list-style-type: none"> <li>• SUN strategic and policy documents</li> <li>• SUN records at global and country level</li> <li>• Stakeholder perspectives</li> </ul>
<b>EQ3 What have been the results of SUN's efforts?</b>		
3.1 To what extent has SUN contributed to changed attitudes and procedures, thereby creating an enabling environment for scaling up nutrition?	<i>effectiveness to intermediate outcome level</i>	
a) How strategic and effective has the SUN role in advocacy been?	<ul style="list-style-type: none"> <li>• increased alignment of actions by different stakeholders with national plans</li> </ul>	<ul style="list-style-type: none"> <li>• Global data on trends in nutrition policies and expenditures and of increased financial and policy commitments to nutrition (drawing on syntheses such as the forthcoming GNR and the HANCI index)</li> </ul>
b) To what extent has SUN succeeded in making the shift to multi-stakeholder advocacy at country and global levels (vs. seeing advocacy as essentially the responsibility only of civil society)?	<ul style="list-style-type: none"> <li>• increased attention to women's empowerment and gender equality</li> <li>• development of appropriate Common Results Frameworks</li> </ul>	<ul style="list-style-type: none"> <li>• Case studies of developments in nutrition at country level (including the SUN ICE case studies).</li> </ul>
c) To what extent are the country platforms inclusive and multi-stakeholder based? Do they include balanced participation of different actors, including from civil society and business?	<ul style="list-style-type: none"> <li>• tracking of actions, investments by different actors</li> <li>• results of monitoring feed back into policy design and guidance at country &amp; global levels;</li> <li>• Improved evidence base used to inform decision making (e.g. by CSOs)</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder interviews for perceptions of trends in attitudes and policies, and the extent to which SUN has contributed to the changes.</li> </ul>
d) To what extent has the CSO network been a factor in embedding nutrition within the priorities of CSOs working at the local level as well as in getting nutrition a more prominent place on the political agenda at country and global levels?	<ul style="list-style-type: none"> <li>• Quality of national policies &amp; plans (in relation to internationally agreed best practice i.e. SUN FFA)</li> <li>• Legal framework enables implementation of policies and plans?</li> <li>• Effects of CS advocacy on policies, plans etc?</li> </ul>	<ul style="list-style-type: none"> <li>• Survey to test preliminary findings on a wider group of respondents.</li> </ul>
e) To what extent has the Business Network specifically been able to move from mobilization to action, including responding to the demand from SUN countries for stimulating public-private partnerships?	<ul style="list-style-type: none"> <li>• Evidence of SBN activities and results at country level</li> </ul>	<ul style="list-style-type: none"> <li>• SBN records on action; SMS records on demands for support</li> <li>• Interviews</li> <li>• Detailed review and in-country interviews for SUN ICE case studies where SBN has been active</li> </ul>

Key Questions/sub-questions	Analysis/indicators	Sources of Information
<p>3.2 To what extent has SUN brought about changed policies and resource commitments in SUN countries?</p> <p>a) Has SUN contributed to the adoption of policies and laws that reflect best practice for scaling up?</p> <ul style="list-style-type: none"> <li>• Have "best practices" been identified in country networks? Is there evidence that these are helpful in sharing experiences and learning? Is there evidence that they are being successfully transferred?</li> </ul> <p>b) Are actions aligned around high-quality and well-costed country plans, with agreed results frameworks and mutual accountability?</p>	<p style="text-align: center;"><i>effectiveness to intermediate outcome level</i></p> <ul style="list-style-type: none"> <li>• Evidence of discursive commitments, procedural changes, altered policy content, and behavioural changes (cf. glossary in Annex F of the Inception Report).</li> <li>• Meta-analysis of SUN costed plans</li> <li>• Review of costed plans in case study countries</li> </ul>	<ul style="list-style-type: none"> <li>• Global data on trends in nutrition policies and expenditures and of increased financial and policy commitments to nutrition (drawing on syntheses such as the forthcoming GNR and the HANCI index)</li> <li>• Case studies of developments in nutrition at country level (including the SUN ICE case studies).</li> <li>• Stakeholder interviews for perceptions of trends in attitudes and policies, and the extent to which SUN has contributed to the changes.</li> <li>• Survey to test preliminary findings on a wider group of respondents.</li> </ul>
<p>c) To what extent has SUN moved (and/or is moving) beyond its initial focus on structures, capacities and processes that can feed into results to a focus on achievement of outcomes and intermediate outcomes?</p>	<ul style="list-style-type: none"> <li>• How operational are the Common Results Frameworks encouraged by SUN?</li> <li>• To what extent is programme coverage in nutrition actually increasing at country level?</li> </ul>	<ul style="list-style-type: none"> <li>• Survey to test preliminary findings on a wider group of respondents.</li> </ul>
<p>d) To what extent have donors emphasized effective use of their assistance by following agreed principles of aid effectiveness and given adequate attention to capacity strengthening? And to what extent have they emphasized and helped countries to strengthen the quality of country programs?</p>	<ul style="list-style-type: none"> <li>• Predictability of funding and alignment of funding and of technical support and capacity development with country policies and plans</li> </ul>	
<p>e) To what extent has there been a scaling up of current and credibly-projected funding by donors and other external funders?</p>	<ul style="list-style-type: none"> <li>• current and projected levels of funding against baselines</li> <li>• mechanisms for tracking disbursements vs. commitments and for holding funders to account</li> </ul>	<ul style="list-style-type: none"> <li>• Draw on existing analyses of aid flows globally.</li> <li>• Donor network and related work on financial tracking.</li> <li>• In SUN ICE case study countries, review of available country-specific evidence and interviews with key stakeholders.</li> </ul>

Key Questions/sub-questions	Analysis/indicators	Sources of Information
<p>3.3 Are these changes leading to the scaling up of nutrition..?</p> <p>a) .. in terms of rapid scaling up of specific nutrition interventions of proven effectiveness?</p> <p>b) .. in terms of implementation of sectoral strategies that are nutrition-sensitive?</p>	<p><i>effectiveness to outcome level</i></p> <ul style="list-style-type: none"> <li>• evidence of wider implementation of the proven interventions highlighted in the Lancet</li> <li>• existence and quality of sectoral strategies that are nutrition sensitive</li> </ul>	<ul style="list-style-type: none"> <li>• available secondary data from global and country-level monitoring (e.g. GNR)</li> <li>• status and progress reports on SUN countries</li> <li>• review of quality of sector strategies in SUN ICE case study countries; stakeholder interviews on their origins and quality</li> <li>• interviews with expert observers for relevant sectors</li> </ul>
<p>c) in terms of mobilisation of financial resources, to include:</p> <ul style="list-style-type: none"> <li>• better identification and tracking of resource flows supporting nutrition at country level</li> <li>• mobilisation of additional domestic resources and/or better use of existing levels of domestic resources</li> <li>• identification and tracking of international financial flows to support improved nutrition</li> <li>• mobilisation of additional international financial flows to support improved nutrition</li> </ul>	<ul style="list-style-type: none"> <li>• Effectiveness               <ul style="list-style-type: none"> <li>○ Improved tracking of spending</li> <li>○ Change in resource trends                   <ul style="list-style-type: none"> <li>○ Increased multi-year allocation of domestic resources to support national plans</li> <li>○ Financial commitments of governments and donors are met</li> </ul> </li> <li>○ Analysis of change in policy/planning/ budget, PFM and aid management practices – formal and informal – in relation to volume and use of resources for nutrition</li> </ul> </li> <li>• Coherence               <ul style="list-style-type: none"> <li>○ Alignment of resources for nutrition to agreed country plan</li> </ul> </li> <li>• Efficiency               <ul style="list-style-type: none"> <li>○ Composition of expenditure on nutrition</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Secondary sources (country documentation – e.g. if one of the countries that have tracking methodologies in place)</li> <li>• Primary sources (country budget documentation, AIMS, CRS) for SUN ICE case study countries</li> <li>• Interviews with country stakeholders. If quantitative data not available, then much of efficiency, coherence and effectiveness judgements will depend on triangulation of interviewees</li> </ul>
<p>3.4 Are there plausible links between the outcomes to which SUN has contributed and medium to long term impacts for intended beneficiaries?</p>	<p><i>plausible pathways to impact</i></p> <ul style="list-style-type: none"> <li>• International evidence on effectiveness of different types of intervention (noting the assumptions/ conditions on which effectiveness may depend)</li> </ul>	<ul style="list-style-type: none"> <li>• Secondary sources from the international literature</li> <li>• Analysis of assumptions on which the realisation of benefits depends</li> </ul>

*SUN ICE Final Report – Annex C: Evaluation Matrix*

Key Questions/sub-questions	Analysis/indicators	Sources of Information
<b>EQ4 What accounts for these results (or lack of results)?</b>		
<b>Governance and Management</b>	<i>effectiveness/efficiency</i>	
4.1 How effective have SUN's governance and management arrangements been?		
a) Structure and quality of the SUN Lead group and commitment/time of its members (including communication with other levels of governance)	<ul style="list-style-type: none"> <li>• Comparison with best practice for global partnerships</li> <li>• Analysis of follow up of the recommendations of the stewardship report, and of the evolution in membership over time</li> <li>• Time dedicated by members, analysis of meeting records</li> <li>• Network analysis (i.e. who do the lead members interact with globally and does this 'touch' the key structures that need to be involved)</li> </ul>	<ul style="list-style-type: none"> <li>• Records of Lead Group membership and activities</li> <li>• Interviews with LG members and SMS staff</li> <li>• Perceptions of other SUN stakeholders</li> <li>• Literature review on experience of selected comparator partnerships (e.g. IHP+ and GPE).</li> <li>• Perceptions of members of other governance structures</li> </ul>
b) Structure and quality of the SMS (incl. communication and capacity to deliver concrete results)	<ul style="list-style-type: none"> <li>• Comparison with best practice for global partnerships</li> <li>• Analysis of follow up of the recommendations of the stewardship report, and of the evolution of SMS over time</li> <li>• Volume and quality of SMS outputs</li> </ul>	<ul style="list-style-type: none"> <li>• Review of SMS mandate, staffing and activities over time</li> <li>• Interviews with SMS staff (past and present)</li> <li>• Perceptions of stakeholders with whom SMS has direct dealings</li> <li>• Literature review on experience of selected comparator partnerships (e.g. IHP+ and GPE).</li> </ul>
c) Structure and quality (including ability to deliver) of the various networks and how they interact together and with other levels of governance.	<ul style="list-style-type: none"> <li>• Extent to which networks follow principles of good practice (such as the Paris declaration)</li> </ul>	<ul style="list-style-type: none"> <li>• Network records</li> <li>• Stakeholder perceptions</li> <li>• Survey to test initial findings</li> </ul>
d) Structure and quality of the coordination/governance at country level, (taking account of starting points), as well as quality and dedicated time by focal point	<ul style="list-style-type: none"> <li>• Level of inclusiveness of country platforms, including how this is perceived by country informants</li> <li>• Country work plans and reporting</li> <li>• Mapping of key characteristics of governance structures at level of selected country level and comparison between them and with best practice</li> </ul>	<ul style="list-style-type: none"> <li>• Country reports, country fiches and other relevant documentation</li> <li>• Interviews with stakeholders active at country level</li> <li>• SUN ICE country studies</li> </ul>

Key Questions/sub-questions	Analysis/indicators	Sources of Information
e) How well does SUN governance follow the principles of aid effectiveness? And the lessons of effective global partnerships?	<ul style="list-style-type: none"> <li>• <b>Accountability:</b> Is there sufficient accountability built into the SUN movement? Is accountability clearly and appropriately assigned at each level? Who is accountable for what?</li> <li>• <b>Transparency:</b> Are processes sufficiently transparent at all levels, both within the Movement and among its components? [What processes? Does transparency include a financial element, e.g. The finances of the Movement?]</li> </ul>	<ul style="list-style-type: none"> <li>• drawing on findings from the subquestions above</li> <li>• comparisons with international standards across sectors (e.g. from evaluation of Paris Declaration etc) and across partnerships (literature and stakeholder perceptions on other global and country-level partnerships)</li> </ul>
<b>Efficiency</b>	<i>efficiency</i>	•
4.2 Concerning its own activities, has the SUN movement used its resources efficiently?	<ul style="list-style-type: none"> <li>• Evidence of predictability of financing and cost-effectiveness in use of resources for direct SUN activities</li> </ul>	<ul style="list-style-type: none"> <li>• Financial records</li> <li>• Perceptions of key stakeholders</li> <li>• Comparisons with comparable partnerships</li> </ul>
4.3 Have the transaction costs of SUN been reasonable?	<ul style="list-style-type: none"> <li>• Qualitative assessment, considering the potential benefits of coordination vs. the opportunity costs</li> </ul>	<ul style="list-style-type: none"> <li>• Perceptions of key stakeholders</li> <li>• Comparisons with comparable partnerships</li> </ul>
4.4 Has SUN's advocacy for nutrition solutions taken enough account of efficiency considerations? (e.g. in the balance between nutrition-specific and nutrition-sensitive options)	<ul style="list-style-type: none"> <li>• Do the national and international partners involved in SUN show an awareness of the efficiency question? What meaningful advice has the country received from its international partners in this respect?</li> <li>• More specifically, are data collected on inputs, throughputs (activities) or outputs or relevant nutrition interventions, and also on the costs made in their achievement, so as to allow some simple efficiency analysis to be performed? Have such efficiency calculations been made by the national or international partners either at appraisal stage or during implementation (as part of M&amp;E)? Do the results suggest that the interventions have a chance of achieving the returns that are reported in the literature?</li> </ul>	<ul style="list-style-type: none"> <li>• Review of SUN documentation and advice on the design and selection of nutrition-specific and nutrition-sensitive interventions</li> <li>• Particular attention to budgeting and costing exercises., including the modelling of benefits from nutrition interventions</li> <li>• Review of M&amp;E approaches advocated and implemented</li> <li>• Expert interviews</li> <li>• Qualitative analysis for SUN ICE case study countries</li> </ul>

*SUN ICE Final Report – Annex C: Evaluation Matrix*

Key Questions/sub-questions	Analysis/indicators	Sources of Information
<p>4.5 Has SUN achieved the right balance ...</p> <p>a) ... between global work and attention to countries</p> <ul style="list-style-type: none"> <li>• To what extent has SUN succeeded in putting countries front and centre in all aspects of its efforts? What do countries view as the benefits that they have gained (or the absence of expected gains) from participating in SUN?</li> </ul> <p>b) ... between being inclusive (number of countries involved) and being effective in providing in-depth support to countries?</p>	<p style="text-align: center;"><i>efficiency / aid effectiveness / development effectiveness</i></p> <ul style="list-style-type: none"> <li>• Time/resources devoted to country support compared to global support</li> <li>• Perceptions of key stakeholders at country level</li> <li>• comparison against other selected international partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• drawing on findings from earlier EQs</li>   <li>• drawing on findings from earlier EQs</li> </ul>
<b>Coherence</b>	<i>coherence (internal and external)</i>	
<p>4.6 Have the SUN movement's various component activities reinforced each other (amounting to more than the sum of their parts)?</p> <p>a) Have the strategies/ToCs of SUN's component entities (e.g. Civil Society, Donor, UN and Business networks) been consistent with the overall ToC and with each other? And has synergy been achieved in practice?</p> <p>b) To what extent have the SUN Movement as a whole and the Business Network been able to address and resolve highly contentious issues relating to the role of business and public-private partnerships within SUN (e.g. concerns over conflicts of interest, on the one hand, and understanding/acceptance of the "double value proposition" (i.e. the social value and the financial value) as prerequisite to the effective mobilization of partnerships with business?</p>	<p style="text-align: center;"><i>internal coherence</i></p> <ul style="list-style-type: none"> <li>• specific examples of positive synergy and complementarity</li> <li>• specific examples of incoherence or missed opportunities for synergy</li> <li>• has coherence improved over time?</li>   <li>• evidence of common understanding of what issues are at stake</li> <li>• evidence of common understanding on whether, and if so how, issues around business COI can be managed</li> </ul>	<ul style="list-style-type: none"> <li>• drawing on findings from earlier EQs</li> <li>• to be considered both globally and at country level (a particular focus of the SUN ICE country cases)</li>   <li>• Review of the conflict of interest work facilitated by GSO and compare with how other nutrition/health bodies and aid partnerships address COI</li> <li>• Review of literature and commentaries on COI within SUN and generally</li> <li>• Interviews with SUN participants and with external critics</li> </ul>

Key Questions/sub-questions	Analysis/indicators	Sources of Information
c) How well has SUN managed conflict between its stakeholders – e.g. about strategy and about the interpretation of research evidence?	<ul style="list-style-type: none"> <li>identify controversies around the design and the implementation of SUN; assess whether and how they have been resolved</li> </ul>	<ul style="list-style-type: none"> <li>Review of literature and commentaries</li> <li>Interviews with SUN participants and with external critics</li> </ul>
<p>4.7 How well have SUN's activities complemented other initiatives at global and country level?</p> <p>a) Has SUN in practice added value to the international nutrition architecture?</p> <ul style="list-style-type: none"> <li>Has it helped to reduce fragmentation at country level?</li> </ul> <p>b) With regard to nutrition-sensitive approaches: Have these been sufficiently defined, especially in terms of scope (e.g., what elements/sectors are relevant? Food security/agriculture, social protection, resilience, etc.?). What is the strategy/planned actions for ensuring coordination and integration with the sectors necessary to address the root causes of under/over nutrition? How has SUN contributed to the evolution of thinking on the latter and how effectively is it contributing to multi-sectoral coordination at country level?</p>	<p style="text-align: center;"><i>external coherence</i></p> <ul style="list-style-type: none"> <li>Follows on from relevance question (1.2 above) to consider how well SUN has filled any gap.</li> <li>Special reference to FTI/GPE and IHP+ as two particular comparators</li> <li>Also consider interaction with other coordinating bodies (e.g. REACH, SCN for UN network, SWAp arrangements in specific countries, etc)</li> <li>Effectiveness and relevance. Look for clear articulation/definition of a nutrition sensitive approaches and for an understanding of the connection to addressing root causes.</li> <li>Look for overlap with existing processes that are multi-sectoral (e.g. social protection, food security, Disaster Risk Reduction, etc.).</li> <li>Does nutrition sensitive mean imposing upon other sectors (“you shall”), integrating with other sectors, or is it a parallel process?</li> </ul>	<ul style="list-style-type: none"> <li>literature on performance of global partnerships generally and on roles and coordination in the fields of nutrition, health and nutrition-sensitive sectors</li> <li>interviews , especially with people who have an expert perspective across a number of global partnerships</li> <li>SUN ICE county case studies</li> <li>Literature on nutrition sensitive sectors</li> <li>Global stakeholder interviews</li> <li>Detailed qualitative review in SUN ICE country cases</li> <li>Test preliminary findings through survey</li> </ul>
<b>Context</b>	<i>relevance, effectiveness, sustainability</i>	
4.8 What contextual factors (anticipated or unanticipated) have positively or negatively affected the achievement of SUN objectives?	<ul style="list-style-type: none"> <li>To consider which of the contextual assumptions highlighted in the hypothesised Theory of Change [see Annex E of the Inception Report] have proved most significant (positively or negatively)</li> </ul>	<ul style="list-style-type: none"> <li>Draw on findings from previous EQs</li> </ul>

*SUN ICE Final Report – Annex C: Evaluation Matrix*

Key Questions/sub-questions	Analysis/indicators	Sources of Information
<b>Monitoring, Learning and Adaptation</b>	<i>effectiveness, efficiency</i>	
<p>4.9 How well has SUN learned from experience and adapted accordingly?</p> <p>a) Has it established appropriate monitoring and reporting frameworks? (globally and at country level)</p> <p>b) Have monitoring data been collected and used for learning as well as reporting? (globally and at country level)</p> <p>c) Has there been sufficient attention to gender and gender equity in collection and analysis of monitoring data and associated research?</p> <p>d) Has there been adequate attention to risks and risk management?</p>	<ul style="list-style-type: none"> <li>• Analysis of the monitoring framework, and how well this covers strategic priorities of the movement</li> <li>• Availability and quality of monitoring data</li> <li>• Evidence of dissemination and use of monitoring results and other relevant evidence</li> </ul>	<ul style="list-style-type: none"> <li>• Documentary record of SUN reporting and review systems</li> <li>• Perception of SUN members and of other key actors in nutrition and aid effectiveness fields (based on interviews and available public commentary)</li> <li>• Consider at country level in SUN ICE country case studies</li> <li>• Test preliminary findings through survey</li> </ul>
<b>EQ5 How sustainable is the SUN Movement? And how sustainable are the changes that the SUN movement is helping to bring about?</b>		
<p>5.1 Are the emerging results of SUN likely to be durable?</p> <p>a) To what extent are the institutional changes promoted by SUN likely to persist long enough for them (or their effects) to become embedded?</p> <p>b) To what extent has SUN contributed to moving from mobilization to action and concrete changes at country level -- both by government and other country stakeholders and by donors?</p> <p>5.2 How well is SUN contributing to necessary capacity development (especially at institutional and organisational level)?</p>	<p style="text-align: center;"><i>sustainability</i></p> <ul style="list-style-type: none"> <li>• To be considered both globally and at country level</li> <li>• At country level, look for evidence as to whether SUN approach works better/less well in different contexts</li>   <li>• To include review of the developing "Communities of Practice" approach</li> </ul>	<ul style="list-style-type: none"> <li>• Draw on findings from previous EQs</li>   <li>• SUN records</li> <li>• Evidence from complementary programmes (e.g. MQSUN. SPRING, FANTA)</li> <li>• Stakeholder perceptions at global and country level</li> <li>• Consider at country level in SUN ICE country case studies</li> <li>• Test preliminary findings through survey</li> </ul>

Key Questions/sub-questions	Analysis/indicators	Sources of Information
5. 3 Is the SUN movement itself sustainable?	<ul style="list-style-type: none"> <li>• Is the demand for SUN from its various stakeholders likely to continue?</li> <li>• Are its governance and management arrangements sustainable?</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder perceptions</li> <li>• Findings from preceding EQs</li> </ul>
<b>EQ6 Based on its performance so far, how, in broad terms, should SUN evolve in the short, medium and longer term?</b>		
<p><i>The sub-questions under this EQ are all formative. The precise questions will be refined in the light of emerging evidence as the evaluation proceeds. The SUN ICE will draw on its summative findings (above) to present alternative options, and will link its recommendations to principles of aid effectiveness and development effectiveness, with reference also to the experience of comparable partnerships.</i></p>		
6. 1	Is SUN likely to remain relevant? if so, which aspects/components are likely to remain relevant and for how long?	
	<ul style="list-style-type: none"> <li>a) in relation to its international architecture</li> <li>b) in terms of continuing relevance to participating countries</li> </ul>	
6. 2	What are SUN's relevant strategic options in the short, medium and longer term?	
6. 3	What are the corresponding implications for SUN's governance and management arrangements?	
	<ul style="list-style-type: none"> <li>a) Lead Group: Is the Lead Group the most appropriate governance arrangement for SUN? Might its role and modus operandi be made more effective through, for example, some form of small Executive Committee with agreed TOR?</li> <li>b) Secretariat: What are the implications of the changing needs of countries, as SUN moves its emphasis from mobilization to action, for the role, size, and structure of the Secretariat? Regarding structure, would the Secretariat be more, or less, effective if it were to become formalized as a UN structure?</li> <li>c) Is the SUN networks structure appropriate for moving ahead?</li> <li>d) How should the mandates, roles and modalities of the different SUN networks evolve?</li> <li>e) What should be the framework for future monitoring and evaluation?</li> </ul>	

## Annex D SUN chronology

Year	Month	Event
1974		The first <b>World Food Conference</b> held in Rome by the UN under the auspices of the FAO, in the wake of severe food shortages in parts of the developing world in the preceding two years. <b>World Food Council</b> established as coordinating body for ministries of agriculture to help reduce malnutrition and hunger (later disbanded in 1993), as well as the <b>Committee on World Food Security</b> , an intergovernmental forum in the UN for review and follow-up of policies concerning world food security .
1977		<b>UN System Standing Committee on Nutrition</b> established by ECOSOC as a the focal point for promoting harmonized nutrition policies and strategies throughout the UN System
1992	November	<b>First International Conference on Nutrition (ICN):</b> led to the unanimous adoption of a World Declaration on Nutrition, that includes a pledge to “eliminate hunger and to reduce all forms of malnutrition” within the decade; and gave rise to a wave of multi-sectoral National Plans of Action for Nutrition (NPANs).
1996	November	<b>World Food Summit</b> led to the adoption of the <b>Rome Declaration</b> which sets forth seven commitments that lay the basis for achieving sustainable food security for all, and a pledge from member states to “reducing the number of undernourished people to half their present level no later than 2015.”
2002	June	<b>World Food Summit: Five years later</b> , called on the international community to fulfil the Rome declaration and for a reversal of the overall decline of agriculture and rural development in the national budgets of developing countries and ODA. Also called for the establishment of an international alliance against hunger (later formed as the <b>Alliance Against Hunger and Malnutrition</b> )
2002		<b>Global Alliance for Improved Nutrition (GAIN)</b> created at a Special Session of the UN General Assembly on Children.
2006		Global Humanitarian Reform process brings about the establishment of the cluster system, including the <b>Global Nutrition Cluster</b> .
2008	January	<b>The Lancet Series on Maternal and Child Nutrition:</b> This series filled a longstanding gap with systematic evidence of the impact of undernutrition on infant and child mortality and its largely irreversible long term effects on health and on cognitive and physical development. It also demonstrated the availability of proven interventions that could address these problems and save millions of lives. The Lancet set of interventions focused on the “window of opportunity” from minus 9 to 24 months for high impact in reducing death and disease and avoiding irreversible harm. It also served to highlight that nutrition was regarded for the most part as an afterthought in development priorities, and had been seriously underemphasised by both donors and developing countries.

<b>Year</b>	<b>Month</b>	<b>Event</b>
2008	May	Meeting of the UN Chief Executives Board gives rise to the <b>High Level Task Force on Global Food Security</b> , established to promote a comprehensive and unified response to the challenge of achieving global food security in the wake of the extraordinary rise of global food prices in early 2008.
2008	May	<b>Copenhagen Consensus II</b> : A Panel of economic experts produced a prioritised list recommending how best to tackle ten of the world's most pressing issues. Micronutrient supplements for children (vitamin A and zinc) was ranked as the best development investment.
2008	June	<b>High-level Conference on World Food Security</b> held in Rome, reaffirmed the Rome Declaration and brought about additional commitments including increased food security assistance for developing countries.
2008	July	<b>G8 Summit in Hokkaidō, Japan</b> , focuses on global food security and sets out support for the Comprehensive Africa Agriculture Development Programme (CAADP) and its goal of 6.2% annual growth in agricultural productivity.
2008		<b>Renewed Efforts Against Child Hunger and Undernutrition (REACH)</b> established by FAO, WHO, UNICEF and WFP to facilitate joint UN country level support for nutrition.
2009	July	<b>G8 Summit, L'Aquila, Italy</b> gives rise to the L'Aquila Food Security Initiative (AFSI), where global leaders commit to address global food insecurity through investments of USD20 billion over three years.
2009	September	<b>World Summit on Food Security</b> , establishes Five <b>Rome Principles</b> for Sustainable Global Food Security (support country-led processes; pursue comprehensive approaches; coordinate assistance programmes effectively; ensure a strong role for multilaterals by improving their effectiveness and coordination; make more funds available for agriculture and food security).
2009		<b>Horton et al publication “Scaling Up Nutrition – what will it cost?”</b> Gave first estimates of the cost of implementing the direct nutrition interventions prioritised in the Lancet series. Linked to this, the World Bank, some UN organisations, the Gates Foundation and others formed a small committee which hired two consultants to draft what became the first SUN document presented at the WB spring meetings in 2010.
2009	November	<b>United Nations Standing Committee on Nutrition Meeting</b> exposed disagreements on the existing nutrition architecture – particularly concerning UNSCN.
2010	April	<b>SUN Framework</b> : The Scaling Up Nutrition Framework, which was endorsed by over 100 institutions and launched at the World Bank Spring Meetings, provided an outline of the underlying framework of key principles and priorities for action to address undernutrition and mobilise increased investment in a set of nutrition interventions across different sectors.

Year	Month	Event
2010	May/June	<b>Rome Nutrition Forum:</b> WFP convened actors in Rome, where the SUN Movement conceptualised. David Nabarro was asked to coordinate the translation of the Framework into a Road Map.
2010	June	<b>G8 Muskoka, Canada:</b> Launch of the Muskoka Initiative, a comprehensive and integrated approach to accelerate progress towards MDGs 4 and 5 to reduce the number of maternal, newborn and under-five child deaths in developing countries.
2010	July	<b>First meeting of Road Map Task Team chaired by David Nabarro:</b> The Task Team consisted of 12 people from potential SUN countries, donors, civil society, business and the UN system, convened to guide the development of the SUN 2010 Road Map. The TT was functioning from July to September 2010 whilst the drafting process of the Road Map took place.
2010	~	<b>Working Groups Convened:</b> Based on constituent and thematic groups: a) capacity building b) advocacy c) civil society d) donors e) business. The UN System representatives acted as a reference group to reflect their normative function.
2010	September	<b>Launch of 1,000 days partnership.</b> In order to accelerate global action and investment to address the crisis of maternal and child undernutrition, then-U.S. Secretary of State Hillary Rodham Clinton, the then Irish Minister for Foreign Affairs Micheál Martin and a community of global leaders launched the 1,000 Days Partnership in September 2010 at the Change a Life, Change the Future event. The 1,000 Days partnership also encourages support for the SUN Movement of governments, the UN, civil society and private sector which seeks to coordinate and accelerate international efforts to combat undernutrition.
2010	September	<b>1st SUN Road Map released:</b> proposes a multi-stakeholder global effort to SUN. Focuses firmly on country-led efforts. Uses SUN Framework, and includes for the first time Nutrition Sensitive approaches.
2010	November	<b>1st Senior Officials meeting of SUN donors in Ottawa:</b> First meeting of what would become the Governance structure for the Donor Network. Agreed on a set of good nutrition partnership principles to which donors will work, namely: 1) support for country led efforts, 2) coordination, 3) measuring outcomes, 4) support for nutrition sensitive initiatives, and 5) nutrition leadership and governance.
2010	November	<b>1st Transition team meeting:</b> with a focus on coordinating collective efforts in support of SUN until mid-2011.
2010	December	<b>UNSCN meeting in Rome:</b> Discussion on the reform of the SCN, revealed some confusion on the relationship between SUN and SCN.
2010	December	<b>1st Task Force Facilitators meeting:</b> Each Task Force is led by two or more co-facilitators and has members representing different organisations.
2010	~	<b>4 SUN Countries as of end 2010:</b> Ethiopia, Guatemala, Peru, Zambia.

<b>Year</b>	<b>Month</b>	<b>Event</b>
2011	February	<b>IFPRI conference in Delhi.</b> First meeting where countries publically talked about their commitments to SUN.
2011	February	<b>Stewardship report funded by WB, EC and Gates Foundation:</b> working to establish proper stewardship arrangements given the temporary (and informal) nature of the current structure.
2011	June	<b>Civil Society Meeting on SUN:</b> First Global Meeting on SUN by civil society in Washington. Meeting organised by Bread for the World and Concern Worldwide. DFID agrees to fund the development of a proposal for civil society engagement in national SUN processes.
2011	September	<b>First SUN High Level Meeting at UN General Assembly:</b> The SUN Movement marked the anniversary of its first road map with a high level meeting hosted by the UN Secretary-General, Mr. Ban Ki-moon (on the occasion of the UN High-level Meeting on NCDs).
2011	September	<b>1<sup>st</sup> Country focal points meeting</b>
	September	<b>1<sup>st</sup> SUN Progress Report:</b> Overview report developed with SUN Task Teams, led by SMS. Focusing on political commitment. Difficulty in tracking donor expenditure exposed- especially in nutrition-sensitive approaches.
2011	September	<b>Stewardship Study released:</b> Gives 2 options: a multi-stakeholder Lead Group, or reverting to the SCN.
2011	October	<b>Reference to SUN Movement in G20 Communiqué.</b>
2011	November	<b>Meeting of TT team and TFs to discuss stewardship</b>
2011	November	<b>Busan meeting on Aid Effectiveness refers to SUN:</b> example of how SUN considered a partnership model that puts countries firmly on in the centre.
2011	December	<b>SUN Multi-Partner Trust Fund initiated:</b> MPTF initiated with USD 2m contribution from Switzerland to promote civil society engagement in SUN.
2011	~	<b>24 SUN Countries as of end 2011.</b>  <b>New countries:</b> Benin, Burkina Faso, the Gambia, Ghana, Kyrgyz Republic, Lao PDR, Indonesia, Malawi, Mali, Mauritania, Mozambique, Namibia, Nepal, Niger, Nigeria, Rwanda, Senegal, Tanzania, Uganda, Zimbabwe.
2012	May	<b>Sixty-fourth World Health Assembly</b> endorses the Comprehensive Implementation Plan on Maternal, Infant and Young Child Nutrition, which includes six global targets for 2025 (40% reduction in childhood stunting; 50% reduction in anaemia in women of reproductive age; 30% decrease in low birth weight; 0% increase in childhood overweight; an increase in the rate of exclusive breastfeeding in the first 6 months to at least 50%; a reduction in childhood wasting to less than 5%.
2012		<b>DFID established MQSUN</b>

Year	Month	Event
2012	May	<b>G8 Summit, Camp David, USA, New Alliance for Food Security and Nutrition</b> established, with the aim to increase domestic and foreign private investments in African agriculture, undertake innovations that can enhance agricultural productivity to scale, and reduce the risk borne by vulnerable economies and communities.
2012	January	<b>Appointment of Lead Group:</b> All SUN country leaders asked whether they would like to participate. Lead Group ended up larger than originally anticipated (27 people). Secretary General appointed all members, based on a selection of recommendations from the TF, TT and SMS.
2012	March	<b>27 Sun Countries:</b> New Countries: Benin, Indonesia, Kyrgyz Republic, Madagascar, Namibia, Nigeria, Rwanda, Sierra Leone and Zimbabwe.
2012	April	<b>Final Meeting of the Transition Team</b> , as it makes way for the Lead Group.
2012	April	<b>First Lead Group Meeting.</b> Themes that emerged from meeting: <ol style="list-style-type: none"> <li>1. Building a robust results and accountability framework;</li> <li>2. Documenting and sharing best practices especially between countries and stakeholders;</li> <li>3. Establishing evidence for the cost-effectiveness of nutrition;</li> <li>4. Tracking of financing and investments;</li> <li>5. Ensuring an emphasis on a) the gender dimension and b) women's empowerment in policies and actions to Scale Up Nutrition.</li> <li>6. Advocating for the mobilization of national and international resources for nutrition.</li> </ol> <p>Monitoring and evaluation (M&amp;E) framework for the SUN Movement was finalised and presented to the SUN Lead Group at this meeting.</p>
2012	May	<b>Copenhagen Consensus III:</b> micronutrient interventions is selected as the best development investment on the basis of research showing each dollar spent reducing chronic undernutrition has at least a \$30 payoff.
2012	June	<b>Secretary-General Ban Ki-moon launches the 'Zero Hunger Challenge'</b> at Rio + 20 conference on Sustainable Development, Rio de Janeiro, Brazil. The challenge invites all countries to work for a future where every individual has adequate nutrition and where all food systems are resilient. It has five objectives: <ol style="list-style-type: none"> <li>1. 100% access to adequate food all year round;</li> <li>2. zero stunted children under 2 years, no more malnutrition in pregnancy and early childhood;</li> <li>3. all food systems are sustainable;</li> <li>4. 100% growth in smallholder productivity and income, particularly for women;</li> <li>5. zero loss or waste of food, including responsible consumption.</li> </ol>
2012	June	<b>Network Facilitators Meeting:</b> first face to face meeting to set up the development of the SUN Movement strategy and Revised Road Map.

<b>Year</b>	<b>Month</b>	<b>Event</b>
2012	June	<b>EC action Fiche Submitted:</b> Funding for Secretariat for 3 years. Alongside other donors SMS fully funded until 2015.
2012	June	<b>G20 Summit, Los Cabos, Mexico</b> , where leaders committed to address chronic malnutrition and emergency response (underscored by the crisis in the Sahel and the Horn of Africa) and expressed support the Scaling Up Nutrition movement, encouraging wider involvement of G20 members.
2012	~	<b>The 1<sup>st</sup> Secretariat Implementation and financial report:</b> Agreement with all donors to have one reporting mechanism to save time.
2012	July	<b>SUN MPTF formalised:</b> First meeting of MPTF Management Committee.
2012	August	<b>Olympic Hunger Summit</b> , London: UK Prime-Minister and Brazil VP hosted a high-level meeting bringing together representatives from international governments, charities and businesses at Downing Street on the day of the closing ceremony of the London Olympics to raise awareness of global hunger. Commitment to pledging conference one year later (Nutrition for Growth Event)
2012	September	<b>Second High Level Meeting of SUN at UN General Assembly:</b> hosted by the UN Secretary-General, Mr. Ban Ki-moon (supported with funds from Canada)
2012	September	<b>SUN Movement Strategy (2012–2015) approved</b> by Lead Group in its second meeting. Presents a summary of the Movement's goals, objectives, mode of operation and accountability.
2012	September	<b>SUN Revised Road Map is launched:</b> details how the Movement's stakeholders will work together to ensure greatest impact of their collective actions on nutrition outcomes in SUN countries, to realise the 2012–2015 SUN Movement Strategy.
2012	September	<b>SUN website re-launched:</b> focus on countries, designed to be dynamic and will morph into primary tool for learning and sharing and transparency.
2012	September	<b>MPTF releases funds:</b> First tranche of funds released to civil society organisations at national level.
2012	December	<b>Business network launched.</b>
2012		<b>32 SUN countries</b> as of end 2012.  <b>New countries:</b> Bangladesh, El Salvador, Haiti, Kenya, Madagascar, Sierra Leone, Sri Lanka, and Yemen.
2013	March	<b>EC-convened SUN High Level Meeting in Brussels:</b> donors agreed to draw on what has been learned about resource tracking through other processes.
2013	April	<b>SUN Movement Monitoring &amp; Evaluation Framework:</b> provides basis for measuring the progress and effectiveness of the Movement as a whole.

Year	Month	Event
2013	June	<b>New series of papers was launched by The Lancet on Maternal and Child Nutrition:</b> containing the strongest evidence to date on the extent of undernutrition and successful interventions to address it.
2013	June	<b>High-level meeting on 'Nutrition for Growth' (N4G):</b> took place in London. World leaders including those from SUN countries came together to sign a Global Nutrition for Growth Compact that will aim to prevent at least 20m children from being stunted and save at least 1.7m lives by 2020.
2013	June	<b>G8 summit</b> takes place in Northern Ireland, covering a range of topics including food security, nutrition, and sexual violence in armed conflict.
2013	June	<b>Sustaining Political Commitments to Scaling Up Nutrition event</b> held in Washington, with the objectives to enshrine and embed U.S. political leadership on 1,000 Days commitment and to advance civil society advocacy and engagement in SUN
2013	June	<b>Civil network launched in Washington, D.C at the 'Sustaining Political Commitment to Scaling Up Nutrition' event:</b> inaugural meeting attended by 70 national civil society representatives from SUN countries, government focal points and international civil society organisations. The meeting resulted in a declaration reaffirming civil society's commitment to support national efforts to scale up nutrition, and discussions on priority actions needed to guide the SUN Civil Society network agenda and actions.
2013	June	<b>UN System Network formally established:</b> endorsement of the work plan by the heads of FAO, WHO, WFP, UNICEF and IFAD.
2013	June	<b>A baseline study was undertaken and a report delivered to the SUN Movement Secretariat:</b> intended to provide a point of comparison for future monitoring and evaluation, including the independent evaluation of the SUN Movement and Secretariat
2013	August	<b>UN System Network held its first meeting at a regional launch in Nairobi</b> and agreed a harmonising framework for the role and activities of the UN Network in support of scaling up nutrition at both global and country levels.
2013	September	<b>SUN Global Gathering:</b> designed to create a space for in-depth, structured interaction among participants from all SUN countries and their networks of supporters. Over two days, multiple workshops and plenary sessions fostered in-depth discussions between all participants.
2013	November	<b>Workshop on costing and tracking investments in support of SUN:</b> focused on discussing different methodologies, and their appropriate application in different contexts, for costing nutrition specific and sensitive interventions and tracking investments in support of them. Also set out a plan to build capacity at country level for costing and tracking investments.

<b>Year</b>	<b>Month</b>	<b>Event</b>
2013	~	<p><b>45 SUN Countries as of end 2013</b></p> <p><b>New Countries:</b> Burundi, Cameroun, Chad, Comoros, Côte d’Ivoire, DR Congo, Republic of Congo, Guinea, Myanmar, Pakistan, South Sudan, Swaziland, and Tajikistan.</p> <p>The Indian state of Maharashtra also joined in 2013.</p>
2014	January	<p><b>UN Secretary General extended the mandate of Lead Group Members until the end of 2015.</b></p>
2014	January	<p><b>World Economic Forum in Davos,</b> SUN business Network announces forty global companies have now joined together to take global action against malnutrition. These companies are committed to reaching over 127 million women and children with improved nutrition every year by 2020. Additionally, the group committed to targeting 99 members by 2015 – ranging from global multinationals to local companies in SUN member countries.</p>
2014	February	<p><b>Scaling up Nutrition in Practice Briefing Papers:</b> ‘Effectively Engaging Multiple Stakeholders’ and ‘An introduction to the Scaling Up Nutrition Movement’.</p>
2014	March	<p><b>Business Network announced the formation of its Advisory Group of Business Leaders:</b> with the objective to support the network in its vision to ‘find the solutions required to end malnutrition through business, markets and people’. Members will champion the role of progressive business in developing the profitable, sustainable and innovative business models required to scale up nutrition globally and within SUN countries.</p>
2014	May	<p><b>Civil Society Network “Global Day of Action”:</b> second Global Day of Action (GDA) saw civil society alliances calling upon their own governments and others around the world to prioritise nutrition. Activities included public marches, concerts, soccer tournaments and community gardening activities as well as parliamentary meetings and panel discussions.</p>
2014	November	<p>First <b>Global Nutrition Report</b> published (see summary in Annex E).</p>
2014	November	<p><b>2<sup>nd</sup> SUN Movement Global Gathering</b> held in Rome from 16–18 November (immediately preceding ICN2).</p>
2014	November	<p><b>Second International Conference on Nutrition:</b> 21 years after the first ICN, this follow-up conference adopted the <i>Rome Declaration on Nutrition</i> and a <i>Framework for Action on Nutrition</i> (see summary in Annex H, #23).</p>
2014		<p><b>54 SUN Countries as of end 2014.</b></p> <p>New countries: Cambodia Costa Rica Guinea Bissau, Lesotho, Liberia, Philippines, Somalia, Togo, and Vietnam.</p>

## Annex E Key Document Summaries

This annex is a guide to some of the seminal documents for SUN. The final column is cross-referenced to the bibliography and also shows the file location in the evaluation team's electronic library.

Document	Summary	Reference
The Lancet Series 2008	Series of papers on Maternal and Child Undernutrition. The papers bring evidence on the critical role of early nutrition in the health of children, identifying a window of opportunity for intervention between minus 9 months and 24 months. They give systematic evidence of the impact of under-nutrition on infant and child mortality and its largely irreversible long-term effects on health and on cognitive physical development. The papers also demonstrate the availability of proven interventions that could address these problems and save millions of lives. While highlighting that nutrition is a desperately neglected aspect of maternal, newborn and child health, it advocates for preventing maternal and child undernutrition as a long-term investment that will benefit the current generation and the next. The final paper laments fragmented and dysfunctional global institutional architecture for nutrition and calls for the establishment of a new global governance structure for nutrition, that would more effectively represent supra-national organisations, the private sector, and civil society, as well as facilitating dialogue with national actors from high-burden countries. The papers were considered by many as the catalyser for change.	The Lancet 2008 F5.3 D1
Scaling up Nutrition – what will it cost?	A World Bank report giving the first estimates of the costs of implementing direct nutrition interventions. The report estimates the cost of scaling up a minimal package of 13 proven nutrition interventions (drawn largely from the Lancet series) from current coverage levels to full coverage of the target populations in the 36 countries with the highest burden of undernutrition. It estimates that at full implementation, the package of interventions would result in a child mortality decline of 1.1 million deaths per year, a saving of 30 million disability-adjusted life years.	Horton et al. 2010 F0.7 D3
SUN Framework for Action 2010	Endorsed by over 100 governments, development agencies, businesses and civil society organizations, the Scaling Up Nutrition Framework sets out key principles and priorities for action to address under-nutrition and mobilise increased investment in a set of nutrition interventions across different sectors. This evolved from the World Bank cost analysis that was considered by some as top-down. It largely focuses on direct nutrition interventions and less on food security for all	SUN 2010a SUN 2010a F0.0 D1

<b>Document</b>	<b>Summary</b>	<b>Reference</b>
	(rights dimension) and nutrition sensitive (agriculture, social protection and education).	
SUN Road Map 2010	The SUN Road Map 2010 sets concrete recommendations for the wider group of SUN stakeholders on how to scale up nutritional outcomes relevant to the realization of the MDGs. It focuses firmly on country led efforts, establishing the basic principles of a multi-stakeholder effort through which country, regional and international entities would work together to pursue a country plan to scale up nutrition. Critically, it underlines the importance of nutrition sensitive approaches alongside nutrition specific interventions.	SUN Road Map Task Team 2010 FO.0 D5
SUN Stewardship Study	This report, which was funded by the World Bank, European Commission and Bill and Melinda Gates Foundation, set out to examine and build consensus around possible stewardship options for SUN to replace the Transition Team. It presented two options, (i) a multi stakeholder Lead Group to provide overall leadership to the SUN movement, set its strategy and an accountability structure to support its implementation, as well as proactive advocacy and resource mobilization, and (ii) a merger of the SCN and SUN after three years. The study noted that SUN, as a multi-stakeholder movement, cannot play the role of intra-UN coordination; and the SCN, whose primary function is intra-UN coordination, cannot plausibly lead a multi-stakeholder movement. The study was presented in a way that led some to think it was inherently leading against the SCN option.	Isenman et al 2011 FO.3 D1
SUN Movement Strategy 2012–15	The SUN Strategy 2012-15 was approved in the second meeting of the lead group. A succinct document, it presents a summary of the Movement’s goals, objectives, mode of operation and accountability, and establishes a three-year plan to significantly reduce under-nutrition in participating countries.	SMS 2012s FO.0 D3
SUN Revised Road Map 2012	The 2012 Road Map compliments the SUN Movement Strategy 2012-2015. It provides a greater level of detail on how the Movement’s stakeholders will work together to ensure greatest impact of their collective actions on nutrition outcomes in SUN countries. The Road Map describes the Movement’s vision, mission and theory of change; what the Movement will do and how it will move forward over the next three years.	SMS 2012q FO.0 D2

Document	Summary	Reference
<p>State of the SUN Movement – Progress Report September 2013</p>	<p>Most recent in a series of annual reports which present an analysis on the advances made by the countries in the SUN Movement.</p> <p>It examines the benefits of investing in improved nutrition, the evidence that shows the processes needed to strengthen an enabling environment to take effective action, and how these actions are transforming the ways in which governments, and their in-country partners, are working. The report emphasises the need to intensify efforts if progress is to yield major, sustainable improvements of the nutritional status of all people.</p> <p>The report utilises the Movement’s monitoring and evaluation framework, developed the same year at the request of the Lead Group, to track progress in SUN countries and networks against a set of progress markers for four processes.</p>	<p>SMS 2013m FO.2 D5</p>
<p>SUN Movement, Annual Progress Report – September 2014</p>	<p>Most recent of the SUN Movement’s annual reports, providing a detailed overview of the progress and results towards scaling up nutrition in SUN countries and the broad evolution of the Movement, in its fourth year. The report highlights lessons learned in efforts by governments to strengthen key capacities and some of the gaps that remain to be filled. It also focuses on the ways in which support networks for donors, civil society, UN and business are evolving and contributing to improvements in capacity across the movement. Thirteen countries joined the movement during this year, with the emphasis on ensuring that the experience of being in the Movement is of maximum value for all countries.</p>	<p>SMS 2014r FO.6</p>
<p>SUN Monitoring &amp; Evaluation Framework</p>	<p>The M&amp;E Framework brings together, in one document, the expected results of the Movement and stakeholder commitments as outlined in the SUN Movement Strategy and Roadmap and in individual Network planning documents.</p> <p>It sets out three levels on monitoring: 1. Monitoring the impact of efforts to Scale Up Nutrition within SUN countries by documenting the changes in the nutritional status of women and children, and linking these changes to actions undertaken within SUN countries. 2. Outcome mapping using existing data complemented by a survey to capture behavioural characteristics of the constituent parts that make up the SUN Movement, i.e. information on outcome level. 3. Monitoring the services (outputs) provided by the SUN Movement Secretariat (SMS) and assessing their contribution</p>	<p>SMS 2013a FO.6 D1</p>

<b>Document</b>	<b>Summary</b>	<b>Reference</b>
	to the SUN Movement	
Third Copenhagen Consensus: Hunger and Malnutrition	<p>The third Copenhagen Consensus was a year-long project involving more than 65 researchers tasked with setting priorities among a series of proposals to confront ten great global challenges. A panel of economic experts, comprising some of the world’s most distinguished economists, was invited to consider these issues.</p> <p>This is the winning assessment paper, which proposed that decision-makers prioritize micronutrient interventions. It demonstrates that for about \$100 per child, a bundle of interventions (including investment in accelerating yield enhancements, investment in market innovations that reduce hunger, and nutrition interventions could reduce chronic undernutrition by 36 percent in developing countries. It also demonstrated that even in very poor countries such as Ethiopia and using very conservative assumptions, each dollar spent reducing chronic undernutrition has a \$30 payoff.</p>	<p>Hoddinott et al. 2012</p> <p>F5 D15</p>
The Lancet Series 2013	<p>The 2013 series follow up from the 2008 series bringing new data and policy recommendations on global nutrition. The new Lancet series examines the current and expected extent of maternal and child undernutrition and also examines the growing problems of overweight and obesity. It covers the evidence supporting the nutrition-specific interventions and the health impact and cost of increasing their population coverage, and also considers nutrition-sensitive interventions and approaches and their potential to improve nutrition. It examines the features of an enabling environment that are needed to provide support for nutrition programs, and how they can be favourably influenced. The interventions that are appropriate for low- and middle-income countries are also addressed.</p>	<p>The Lancet 2013</p> <p>F5.2 D2</p>
Global Nutrition Report 2014	<p>The Global Nutrition Report was launched at the Second International Conference on Nutrition in Rome in November 2014. It was delivered by an Independent Expert Group in collaboration with stakeholders. The report assesses progress in improving nutrition status across the world, identifies gaps to overcome, emphasises potential for action, and provides a nutrition accountability mechanism for the commitments made by the 96 signatories of the Nutrition for Growth Summit (2013), monitoring and assessing their self-reported progress against those public declarations of intent to act for nutrition. It is designed to raise ambitions and reenergise</p>	<p>IFPRI 2014b</p> <p>F0.2</p>

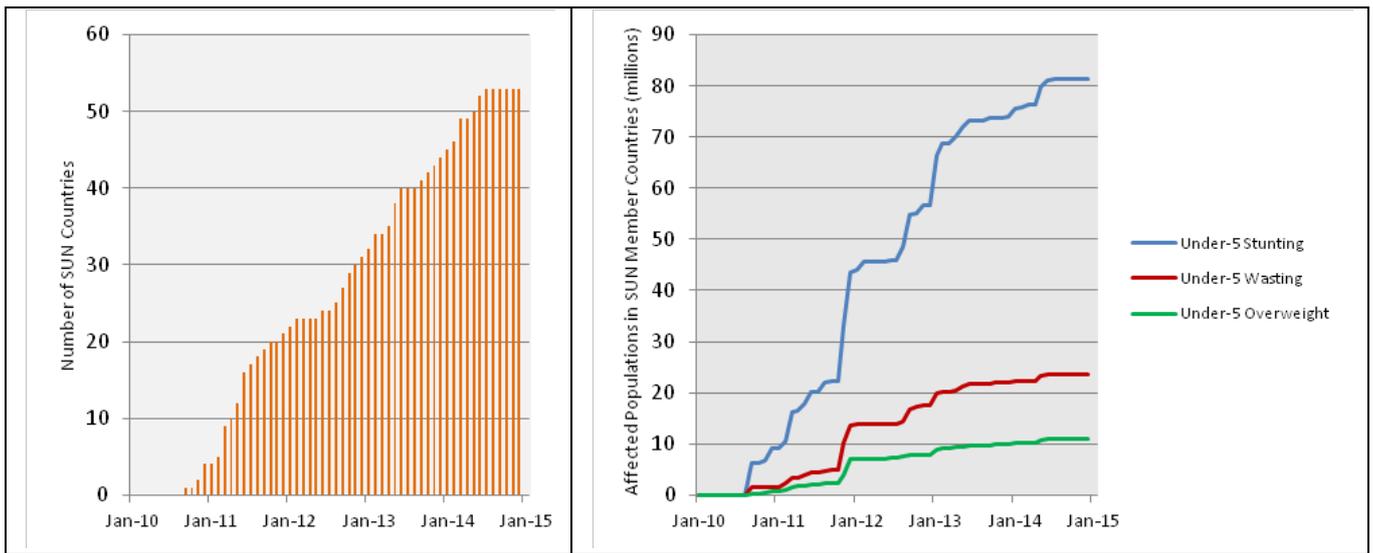
Document	Summary	Reference
	<p>actions to reduce malnutrition. The report presents analyses of a wide-ranging set of key indicators of nutrition status, actions, and resources for all 193 UN member states, in order to assess global progress in improving nutrition. Key findings show that malnutrition affects nearly every country globally and that on a global scale, the World is not on course to meet the Global Nutrition Targets agreed to by the World Health Assembly, although on a country-by-country basis, many countries are making good progress. The report also gives progress on Scaling up Nutrition Action.</p>	
<p>ICN2 Rome Declaration and Framework for Action, 2014.</p>	<p>The Rome Declaration on Nutrition and the Framework for Action on Nutrition were adopted in November, 2014, at the Second International Conference on Nutrition (ICN2), by Ministers from 193 countries. The Declaration commits countries to eradicate hunger and prevent all forms of malnutrition worldwide – particularly under-nutrition in children, anaemia in women and children, among other micronutrient deficiencies – as well as reverse the trend in obesity and reduce the burden of diet-related non-communicable diseases. The Framework for action is designed to guide the implementation of the commitments of the Rome Declaration on Nutrition, setting policy options and strategies which governments may incorporate into their national nutrition, health, agriculture, development and investment plans. The recommendations are principally addressed to government leaders, as the primary responsibility-bearers for taking action at country level. For purpose of accountability, the Framework for Action adopts existing global targets for improving maternal, infant and young child nutrition and for non-communicable disease risk factor reduction to be achieved by 2025.</p>	<p>FAO &amp; WHO 2014a F6.12.1 D1, D2</p>



## Annex F Supporting Data

1. The Independent Comprehensive Evaluation (ICE) has drawn extensively on existing data sources to inform its findings, conclusions and recommendations. In particular, the fortuitously timed inaugural Global Nutrition Report (GNR) has been an invaluable source of quantitative data and analysis. Other key data sources have included the SUN Annual Reports and country self-assessments.
2. This annex presents some of the data which was used to inform the findings in the main body of the report. It is by no means exhaustive, nor is it accompanied by a detailed narrative, but rather is intended to serve as an aid to which the main report refers. For a more comprehensive account of global nutrition trends, readers should turn to the GNR itself.
3. Figure F1 presents the **growth and coverage of the SUN Movement**. The left hand panel shows the number of member countries, but countries vary enormously in population size and also in their malnutrition burdens. The right hand panel therefore gives an indication of the aggregate scale of their malnutrition burden, as represented by their under-5 stunted, wasted and overweight populations. Unfortunately data are not available on an annual basis to show what percentages of the global malnourished populations live in SUN countries.
4. Table F1 shows a range of relevant data for all **SUN countries**. It captures key indicators of the countries' development status, nutrition status and nutrition preparedness as well as involvement in the SUN movement.
5. Table F2 presents some key data on **ICE case study countries** which was used to inform their selection, as well as the findings which emerged. It includes data on nutrition indicators, coverage indicators, underlying determinants, and summary details on SUN progress and activities.
6. Table F3 shows the **multiple burdens of malnutrition** faced by countries. It shows that countries are facing complex, overlapping, and connected malnutrition burdens, so much so that “the coexistence of different forms of malnutrition is the new normal” (GNR, 2014).
7. Figure F2 and Figure F3 show **nutrition-related donor commitments and disbursements**. Between 2010 and 2012 commitments and disbursements to nutrition-specific interventions from 13 donors increased by 39% and 30% respectively. Nutrition-sensitive commitments fell by 14%, but nutrition-sensitive disbursements by the 10 donors that reported data rose by 19% (GNR 2014).
8. Figure F4 and Figure F5 present examples of the country fiches prepared under SUN in 2013 and 2014, as part of its own internal M&E system.

**Figure F1 Growth and coverage of the SUN Movement**



Source: data from GNR 2014, 2014 SUN Annual Report. Note: Under-5 anthropometric data taken from the most recent country survey, as reported in GNR (not the corresponding date on the x-axis).

**Table F1 Summary Data on a Range of SUN Countries**

*Part (i) – Bangladesh to Malawi*

	End note ref	Bangladesh	Benin	Burkina Faso	Burundi	Cambodia	Cameroon	Chad	Comoros	Costa Rica	Cote D'Ivoire	DR Congo	Republic of Congo	EI Salvador	Ethiopia	Ghana	Guatemala	Guinea	Guinea Bissau	Haiti	India (Maharashtra)	Indonesia	Kenya	Kyrgyz Republic	Lao PDR	Lesotho	Liberia	Madagascar	Malawi	
<b>SUN Status</b>																														
Date of accession	1	2012	2011	2011	2013	2014	2013	2013	2013	2014	2013	2013	2013	2012	2012	2011	2010	2013	2014	2012	2013	2011	2012	2011	2011	2014	2014	2012	2011	
<b>General indicators</b>																														
Population (in millions)	2	151.1	9.5	15.5	9.3	14.9	20.6	11.7	0.7	4.8	19.0	62.2	4.4	6.2	87.1	24.3	14.3	10.9	1.7	9.9	1.24 bn	240.7	40.9	5.3	6.4	12.1	4.2	21.1	15.0	
Per capita Income (in USD)	3	752	752	652	251	1008	1167	1035	831	9386	1244	262	3154	3790	455	1605	3331	492	494	771	1503	3557	943	1155	1417	1075	414	447	268	
World Bank income status	4	LIC	LIC	LIC	LMIC	LIC	LMIC	LIC	LIC	UMIC	LMIC	LIC	LMIC	LMIC	LIC	LMIC	LMIC	LIC	LIC	LIC	LMIC	LMIC	LIC	LIC	LMIC	LMIC	LIC	LIC	LIC	
Fragile State	5	Yes		Yes	Yes		Yes	Yes			Yes	Yes	Yes		Yes			Yes	Yes	Yes			Yes				Yes	Yes	Yes	
<b>Nutrition indicators</b>																														
Percentage of under five stunting	6	41.4	44.7	32.9	57.5	40.9	32.6	38.7	32.1	5.6	29.6	43.5	25	20.6	44.2	22.7	48	31.3	32.3	21.9	23.7	36.4	35.2	17.8	43.8	39	41.8	49.2	47.8	
Percentage of under five wasting	7	15.7	8.4	10.9	6.1	10.8	5.8	15.7	11.1	1	7.6	8.5	5.9	1.6	10.1	1.4	1.1	9.9	5.8	5.2	15.9	13.5	7	2.8	6.4	3.9	2.8			
Global Hunger Index score (2013)	8	19.4	13.3	22.2	38.8		14.5	26.9	33.6	<5	16.1		20.5	6.8	25.7	8.2	15.5	16.9	14.3	23.3	21.3	10.1	18	<5	18.7		17.9	25.2	15.1	
Global Hunger Index rank (2013)	9	58	30	65	78		36	73	76		44		61	13	71	18	42	48	34	67	63	23	51		54		50	70	40	
HANCI Ranking (2013)	10	16	21	9	32		38				33	41			22	10	1	45			12	27				31	5	3		
<b>SUN/Nutrition information and activity</b>																														
Multi-stakeholder platform for nutrition	11	X	X	X	X	X		X		X	X	X		X	X	X	X	X		X		X	X	X	X		X	X	X	
Costed Nutrition Plan	12	X	X	X				X									X	X		X		X	X					X	X	
Nutrition plan reviewed by MQSUN	13	X	X	X													X			X		X	X					X	X	
Nutrition plan assistance requested	14				X		X	X								X						X							X	
MPTF funding	15	X			X									X		X	X	X					X	X	X			X	X	
REACH active	16	X			X			X							X	X														
Represented on Lead Group	17	X																				X								
Business Network Active	18						X										X					X								
Bringing people into a shared space for action (%)	19	56	54	59	35		23	85	21	17	70	47	17	38	65	42	54	38	21	50		44	35	29	39		17	62	75	
Ensuring a coherent policy & legal framework (%)	20	66	46	56	28		36	72	28	20	62	46	24	44	64	36	62	32	24	54		50	44	28	34		22	56	74	
Aligning actions around a CRF (%)	21	73	73	30	34		0	42	23	28	43	37	27	50	65	12	66	29	27	25		48	39	45	21		29	54	61	
Financial tracking & resource mobilization (%)	22	65	50	52	3		4	39	29	19	51	25	23	54	67	0	54	29	19	50		35	44	25	24		19	54	69	

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Part (ii) – Mali to Zimbabwe

	End note ref	Mali	Mauritania	Mozambique	Myanmar	Namibia	Nepal	Niger	Nigeria	Pakistan	Peru	Philippines	Rwanda	Senegal	Sierra Leone	Somalia	South Sudan	Sri Lanka	Swaziland	Tajikistan	Tanzania	Togo	The Gambia	Uganda	Vietnam	Yemen	Zambia	Zimbabwe	
<b>SUN Status</b>																													
Date of accession	1	2011	2011	2011	2013	2011	2011	2011	2011	2013	2010	2014	2011	2011	2012	2014	2013	2012	2013	2013	2011	2014	2011	2011	2014	2012	2010	2011	
<b>General indicators</b>																													
Population (in millions)	2	14.0	3.6	24.0	51.9	2.2	26.8	15.9	159.7	173.1	29.3	96.7	10.8	13.0	5.8	10.2	10.8	20.8	1.2	8.0	44.9	6.6	1.7	34.0	88.8	22.8	13.2	13.1	
Per capita Income (in USD)	3	699	1106	565	824	5786	690	395	2722	1257	6796	2765	620	1023	635	187	943	2923	3042	953	609	574	507	551	1755	1498	1463	714	
World Bank income status	4	LIC	LMIC	LIC	LIC	UMIC	LIC	LIC	LMIC	LMIC	UMIC	LMIC	LIC	LMIC	LIC	LIC	LIC	LMIC	LMIC	LIC	LIC	LIC	LIC	LIC	LMIC	LMIC	LMIC	LIC	
Fragile State	5	Yes	Yes		Yes		Yes	Yes	Yes	Yes			Yes		Yes	Yes	Yes			Yes		Yes		Yes		Yes		Yes	
<b>Nutrition indicators</b>																													
Percentage of under five stunting	6	38.5	22	43.1	35.1	29.6	40.5	43	36.4	45	18.4	30.3	44.3	19.2	44.9	42.1	31.3	14.7	31	26.8	34.8	29.8	23.4	33.7	23.3	46.6	45.8	32.3	
Percentage of under five wasting	7		11.6	6.1	7.9	7.5	11.2	18.7	18.1	10.5	0.6	7.9	3	8.9	9.2	13.2	22.7	21.4	0.8	11.5	6.6	4.8	9.5	4.8	4.4	13.3	5.6	3.1	
Global Hunger Index score (2013)	8	14.8	13.2	21.5		18.4	17.3	20.3	15	19.3	5.5		15.3	13.8	22.8			15.6	14.4	16.3	20.6	14.7	14	19.2	7.7	26.5	24.1	16.5	
Global Hunger Index rank (2013)	9	38	28	64		53	49	60	39	57	6		41	31	66			43	35	45	62	37	33	56	16	72	69	46	
HANCI Ranking (2013)	10	24	37	25	43		6	23	34	28	2		12	14	29					7	36	8	17	15	40	30			
<b>SUN/Nutrition information and activity</b>																													
Multi-stakeholder platform for nutrition	11	X	X	X	X	X	X	X	X	X	X		X	X	X		X	X	X	X	X		X	X	X	X	X	X	X
Costed Nutrition Plan	12	X		X			X	X			X		X	X	X	X					X		X	X		X			
Nutrition plan reviewed by MQSUN	13			X			X	X			X		X	X	X						X		X	X		X			
Nutrition plan assistance requested	14	X	X				X										X										X		
MPTF funding	15	X		X	X		X	X		X				X	X				X						X				X
REACH active	16	X	X	X			X	X					X		X						X			X					
Represented on Lead Group	17			X		X			X		X										X								
Business Network Active	18									X											X							X	
Bringing people into a shared space for action (%)	19	59	44	43	33	54	39	51	50	54	51		75	64	75	17	46	46	21	33	52	13	80	37	34	63	61	33	
Ensuring a coherent policy & legal framework (%)	20	46	42	34	32	34	52	46	46	28	78		70	62	58	22	52	52	24	28	54	26	54	34	20	54	64	58	
Aligning actions around a CRF (%)	21	50	34	43	33	43	42	21	29	29	38		65	55	53	23	52	52	27	27	42	23	29	41	23	42	56	21	
Financial tracking & resource mobilization (%)	22	40	40	39	37	41	61	37	25	31	81		56	62	44	19	59	59	19	19	40	19	43	43	28	21	49	40	

**Explanatory Notes to Table F1 :**

1. Source: SUN Annual Report 2014. Bangladesh and Ethiopia lack an official dated letter of accession.
2. Population data taken from SUN 2013 Country Fiches for those countries included and, for those countries not included, from the World Bank data bank (available at: <http://databank.worldbank.org/data/views/reports/tableview.aspx?isshared=true>)
3. Source: World Bank data bank (available at: <http://data.worldbank.org/indicator/NY.GDP.PCAP.CD>).
4. World Bank definitions used (LIC – Low Income Country, LMIC – Lower-middle Income Country, UMIC – Upper-middle Income Country). Source: World Bank data bank (available at: <http://data.worldbank.org/about/country-classifications/country-and-lending-groups>)
5. Using criteria of Taylor 2013, considered a FCAS is listed as FCAS by one of World Bank, OECD or DFID. Using World Bank FY15 Fragile States List, OCED 2014 Fragile States Report and DFID 2012 Fragile States List.
- 6 & 7. Stunting and wasting data taken from the 2014 GNR
8. Source: IFPRI, 2013 Global Food Policy Report, pp. 114-115). ND indicates that there is no data available.
9. Rank is taken from the World Bank Country Nutrition Profiles (available at: <http://www.worldbank.org/en/topic/health/publication/nutrition-country-profiles>).
10. Hunger and Nutrition Commitment Index (HANCI) ranking. Source: HANCI 2013 Report
- 11 & 12. Source: SUN 2014 Annual Report
13. Source: Lead Group State of the SUN Movement Progress Report, 2014 (p. 10).
14. Lead Group State of the SUN Movement Progress Report, 2014 (p. 11).
15. Source: UNDP Multi-Partner Trust Fund website (available at: <http://mptf.undp.org/portfolio/fund>).
16. Taken from the REACH website.
17. Brazil is also represented on the Lead Group.
18. See Annex J for full discussion of SBN's country presence.
- 19 – 22 Source: SUN 2014 Annual Report.

**Table F2 ICE Case Study Countries: key data**

	End note ref	Bangladesh	Burkina Faso	Ethiopia	Guatemala	Indonesia	Mozambique	Senegal	Tanzania	Remarks
<b>SUN status</b>										
Region	1	SA	FWA	SEA	LAC	ECA	SEA	FWA	SEA	The case study selection ensured a balance of different geographic regions
Date of accession	2	2012	2011	2012	2010	2011	2011	2011	2011	Only countries which joined SUN not later than 2012 were considered, as they were likely to provide more valuable lessons than recent joiners (the e-survey tested case study findings in countries which joined the movement more recently).
<b>General indicators</b>										
Population (in millions)	3	151.1	15.5	87.1	14.3	240.7	24	13	44.9	Deliberate efforts were made to include countries with largest vulnerable populations balanced with some smaller countries.
Per capita Income (in USD)	4	752	652	455	3331	3557	565	1023	609	The selection ensured a balance of countries of different income status (five low income and three lower-middle income).
World Bank income status	5	LIC	LIC	LIC	LMIC	LMIC	LIC	LMIC	LIC	
Fragile State	6	Yes	Yes	Yes						3 of the country case studies are classified as fragile or conflict affected states.
<b>Nutrition indicators</b>										
Number of under five stunted (000s)	7	6291.8	960.9	6232.6	1066.6	8905.8	1879.2	444.9	2942.4	
Percentage of under five stunting	8	41.4	32.9	44.2	48	36.4	43.1	19.2	34.8	The sample includes countries with heavy burdens of malnutrition (namely Bangladesh, Ethiopia and Indonesia), balanced with some smaller-burden countries.
Number of under five wasted (000s)	9	2386	318.3	1424.2	24.4	3303	266	206.2	558	
Percentage of under five wasting	10	15.7	10.9	10.1	1.1	13.5	6.1	8.9	6.6	
Number of under five overweight (000s)	11	288.8	81.8	253.8	108.9	2813.6	344.4	34.8	465	A number of the case study countries are experiencing the double burden of malnutrition, in particular Indonesia, Mozambique and Tanzania.
Percentage of under five overweight	12	1.9	2.8	1.8	4.9	11.5	7.9	1.5	5.5	
WHA target status (under five stunting)	13	●	●	●	●	●	●	●	●	Most countries are unlikely to meet any of the WHA target. Ethiopia and Senegal are likely to meet one (overweight), Guatemala is likely to meet two (overweight and wasting).
WHA target status (under five wasting)	14	●	●	●	●	●	●	●	●	
WHA target status (under five overweight)	15	●	●	●	●	●	●	●	●	
HANCI Ranking (2013)	16	16	9	22	1	12	25	14	7	Political commitment to address hunger and undernutrition varied, with countries falling into high, moderate and low HANCI commitment groupings.
<b>Coverage indicators</b>										
Severe Acute Malnutrition coverage (%)	17	9.8	100	75.4	100		26.7	50.6		
Vitamin A supplementation, full coverage (%)	18	99	99	31	14	73	20		95	Within and across countries the coverage of various nutrition specific initiatives varies, reflecting variation in the state of, and potential for, scaling up nutrition.
Immunization coverage DTP3 (%)	19	96	85	61	96	64	76	92	92	
Iodized salt consumption (%)	20	84	86	19.9		62.3	25.1	43.1	55.7	

*SUN ICE Final Report – Annex F: Supporting Data*

	End note ref	Bangladesh	Burkina Faso	Ethiopia	Guatemala	Indonesia	Mozambique	Senegal	Tanzania	Remarks
<b>Underlying determinants</b>										
Gender inequality index ranking (2013)	21	115	133	121	112	103	146	119	124	Out of 152 ranked countries, none of the country case study countries rank highly in terms of the gender inequality index. All fall in the bottom third of rankings.
Prevalence of undernourishment (% , 2014)	22	16.70	20.70	<b>35.00</b>	<b>14.30</b>	8.70	<b>27.90</b>	16.70	<b>34.60</b>	The GNR considers countries' vulnerabilities across these 5 indicators, where a country is vulnerable if it falls below the 25th percentile. Three of our countries are classified as vulnerable on all 5 indicators, 2 countries are vulnerable on two indicators, and three countries are vulnerable on one indicator.
Health workers (per 1,000 population)	23	0.35	<b>0.04</b>	<b>0.03</b>	0.93	<b>0.20</b>	<b>0.04</b>	<b>0.05</b>	<b>0.01</b>	
Female secondary education enrollment (%)	24	<b>57.10</b>	<b>23.18</b>	<b>11.00</b>	62.20	83.90	<b>23.39</b>	<b>39.10</b>	<b>32.60</b>	
Improved/piped drinking water coverage (% , 2012)	25	84.80	81.70	<b>51.50</b>	93.80	84.90	<b>49.30</b>	<b>74.00</b>	<b>53.30</b>	
Improved sanitation coverage (% , 2012)	26	57.00	<b>18.60</b>	<b>23.60</b>	80.30	58.80	<b>21.00</b>	51.90	<b>12.20</b>	
<b>SUN information and activity</b>										
Multi-stakeholder platform for nutrition	27	X	X	X	X	X	X	X	X	All countries reported to have a multi-stakeholder platform for nutrition, country visits served to assess their functionality.
Costed Nutrition Plan	28	X	X		X	X	X	X	X	MQSUN reviews provided an expert assessment of the quality of nutrition plans.
Nutrition plan reviewed by MQSUN	29	X	X		X	X	X	X	X	
MPTF funding	30	X			X		X	X		Four countries which were MPTF recipients were included to enable an assessment of the contribution of the funds to SUN activities.
REACH active	31	X		X			X		X	To enable an assessment of the interaction of SUN with the REACH initiative, four REACH countries were included in the sample
Represented on Lead Group	32	X				X	X		X	Half of the case study countries are represented on the SUN Lead Group.
Business Network Active	33				X	X			X	SBN was found to have activities in three of the case study countries.
Bringing people into a shared space for action(%)	34	56	59	65	54	44	43	64	52	The 2014 Self Assessments indicated different degrees of progress across the four processes which the country visits were able to validate/otherwise.
Ensuring a coherent policy & legal framework(%)	35	66	56	64	62	50	34	62	54	
Aligning actions around a CRF(%)	36	73	30	65	66	48	43	55	42	The spread also enabled the evaluation to understand how SUN adds value in countries at different ends of the preparedness scale.
Financial tracking & resource mobilization(%)	37	65	52	67	54	35	39	62	40	

**Explanatory Notes to Table F2:**

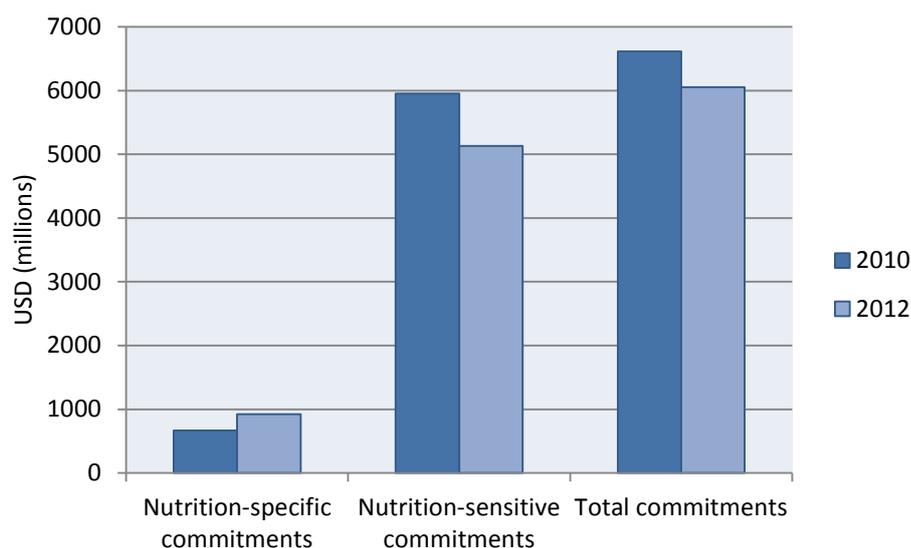
1. Regions as described in the TOR (p.8).
2. SUN Annual Report 2014. Bangladesh and Ethiopia lack an official dated letter of accession.
3. Population data taken from SUN 2013 Country Fiches for those countries included and, for those countries not included, from the World Bank data bank (available at: <http://databank.worldbank.org/data/views/reports/tableview.aspx?isshared=true>)
4. Source: World Bank data bank (available at: <http://data.worldbank.org/indicator/NY.GDP.PCAP.CD>).
5. World Bank definitions used (LIC – Low Income Country, LMIC – Lower-middle Income Country, UMIC – Upper-middle Income Country). Source: World Bank data bank (available at: <http://data.worldbank.org/about/country-classifications/country-and-lending-groups>)
6. Using criteria of Taylor 2013, considered a FCAS is listed as FCAS by one of World Bank, OECD or DFID. Using World Bank FY15 Fragile States List, OCED 2014 Fragile States Report and DFID 2012 Fragile States List.
- 7-15. Source: 2014 GNR
16. Hunger and Nutrition Commitment Index (HANCI) ranking. Source: HANCI 2013 Report
- 17-20. Source: 2014 GNR
21. Source: UNDP Human Development Report. Gender Inequality Index reflects inequality in achievement between women and men in three dimensions: reproductive health, empowerment and the labour market. A higher ranking indicates greater gender equity.
- 22-26. Source: 2014 GNR. The GNR considers countries' vulnerabilities across these 5 indicators, where a country is vulnerable if it falls below the 25<sup>th</sup> percentile of all countries with data. **Bold** indicates where a country is classified as "vulnerable". Underline indicates the most vulnerable indicator for each country.
- 27-29. Source: SUN 2014 Annual Report
24. Year is the most recent survey between 2011 and 2013
30. Source: UNDP Multi-Partner Trust Fund website (available at: <http://mptf.undp.org/portfolio/fund>).
31. Taken from the REACH website.
32. Brazil is also represented on the Lead Group.
33. See Annex J for full discussion of SBN's country presence.
- 34-37. Source: SUN 2014 Annual Report

**Table F3 Multiple Burdens of Malnutrition**

Overlap/ indicator group	Under-five stunting $\geq$ 20%, Under-five wasting $\geq$ 5%, Under-five overweight $\geq$ 7%		
	Number of countries	Total population (millions)	Countries
Stunting only	12	212	Democratic People's Republic of Korea, <b>El Salvador</b> , <i>Guatemala</i> , Honduras, <b>Liberia</b> , Nauru, Nicaragua, Solomon Islands, <b>Togo</b> , <b>Uganda</b> , <b>VietNam</b> , <b>Zimbabwe</b>
Wasting only	6	68	Guyana, Oman, Saudi Arabia, <b>Senegal</b> , <b>Sri Lanka</b> , Suriname
Overweight only	25	603	Algeria, Argentina, Belarus, Belize, Bosnia and Herzegovina, Brazil, Chile, <b>Costa Rica</b> , Dominican Republic, Gabon, Georgia, Kazakhstan, Kuwait, <b>Kyrgyzstan</b> , Mexico, Mongolia, Montenegro, Morocco, Paraguay, <b>Peru</b> , Serbia, Thailand, The former Yugoslav Republic of Macedonia, Tunisia, Uruguay, Uzbekistan
Stunting and wasting only	38	2462	<b>Bangladesh</b> , <b>Burkina Faso</b> , <b>Burundi</b> , <b>Cambodia</b> , <b>Cameroon</b> , Central African Republic, <b>Chad</b> , <b>Congo (Republic of the Congo)</b> , Eritrea, <b>Ethiopia</b> , <b>Gambia</b> , <b>Ghana</b> , <b>Guinea</b> , <b>Guinea-Bissau</b> , <b>Haiti</b> , India, <b>Kenya</b> , <b>Lao People's Democratic Republic</b> , Maldives, <b>Mali</b> , <b>Mauritania</b> , <b>Myanmar</b> , <b>Namibia</b> , <b>Nepal</b> , <b>Niger</b> , <b>Nigeria</b> , <b>Pakistan</b> , <b>Philippines</b> , <b>Somalia</b> , <b>South Sudan</b> , Sudan, <b>Tajikistan</b> , <b>Tanzania</b> , Timor-Leste, Vanuatu, <b>Yemen</b>
Stunting overweight only	7	45	Armenia, Bolivia, Equatorial Guinea, <b>Lesotho</b> , <b>Malawi</b> , <b>Rwanda</b> , <b>Swaziland</b>
Wasting and overweight only	2	70	Moldova, Thailand
Stunting, wasting and overweight	17	468	Albania, Azerbaijan, <b>Benin</b> , Bhutan, Botswana, <b>Comoros</b> , Djibouti, Egypt, <b>Indonesia</b> , Iraq, Libya, <b>Mozambique</b> , Papua New Guinea, Sao Tome and Principe, <b>Sierra Leone</b> , Syria, <b>Zambia</b>
Below cut-off for all three indicators	10	1914	China, Colombia, Germany, Jamaica, Jordan, Republic of Korea, St Lucia, Tuvalu, USA, Venezuela
<b>Total with data</b>	117	5842	
Missing data for at least one of 3	76		
Total	193		

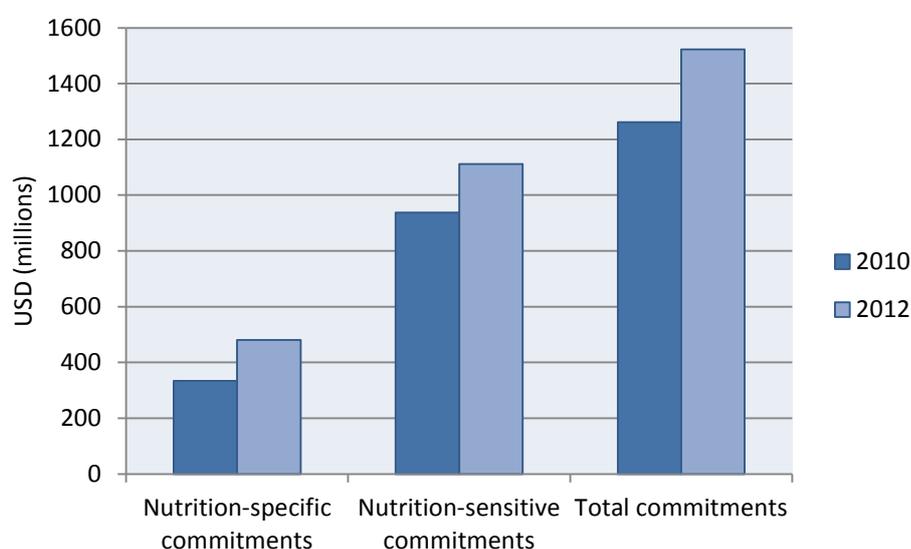
Source: IFPRI 2014b. Emphasis added. **Bold** indicates SUN country. *Italic* indicates ICE Case Study country.

**Figure F2 Nutrition-related commitments of 13 donors**



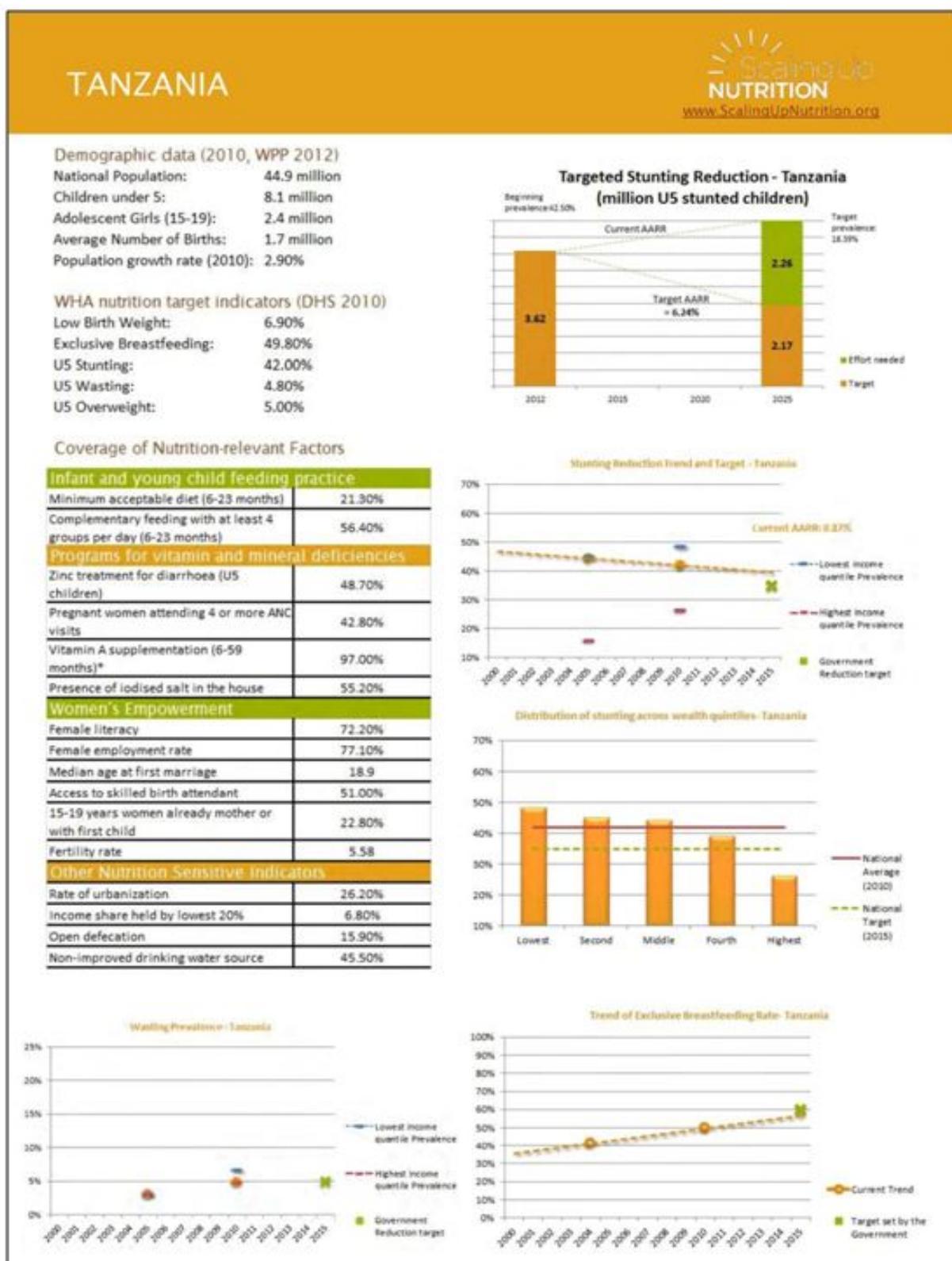
Source: IFPRI 2014b. The 13 donors are Australia, Canada, the European Union, France, Germany, Ireland, the Netherlands, Switzerland, the United Kingdom, the United States, the Bill & Melinda Gates Foundation, the Children’s Investment Fund Foundation, and the World Bank.

**Figure F3 Nutrition-related disbursements of 10 donors**



Source: IFPRI 2014b. Data exclude the United States, the World Bank, and the Children’s Investment Fund Foundation for nutrition-sensitive disbursements.

**Figure F4 Sample Country Fiche (Tanzania 2013)**



Tanzania Country Fiche 2013 (continued)

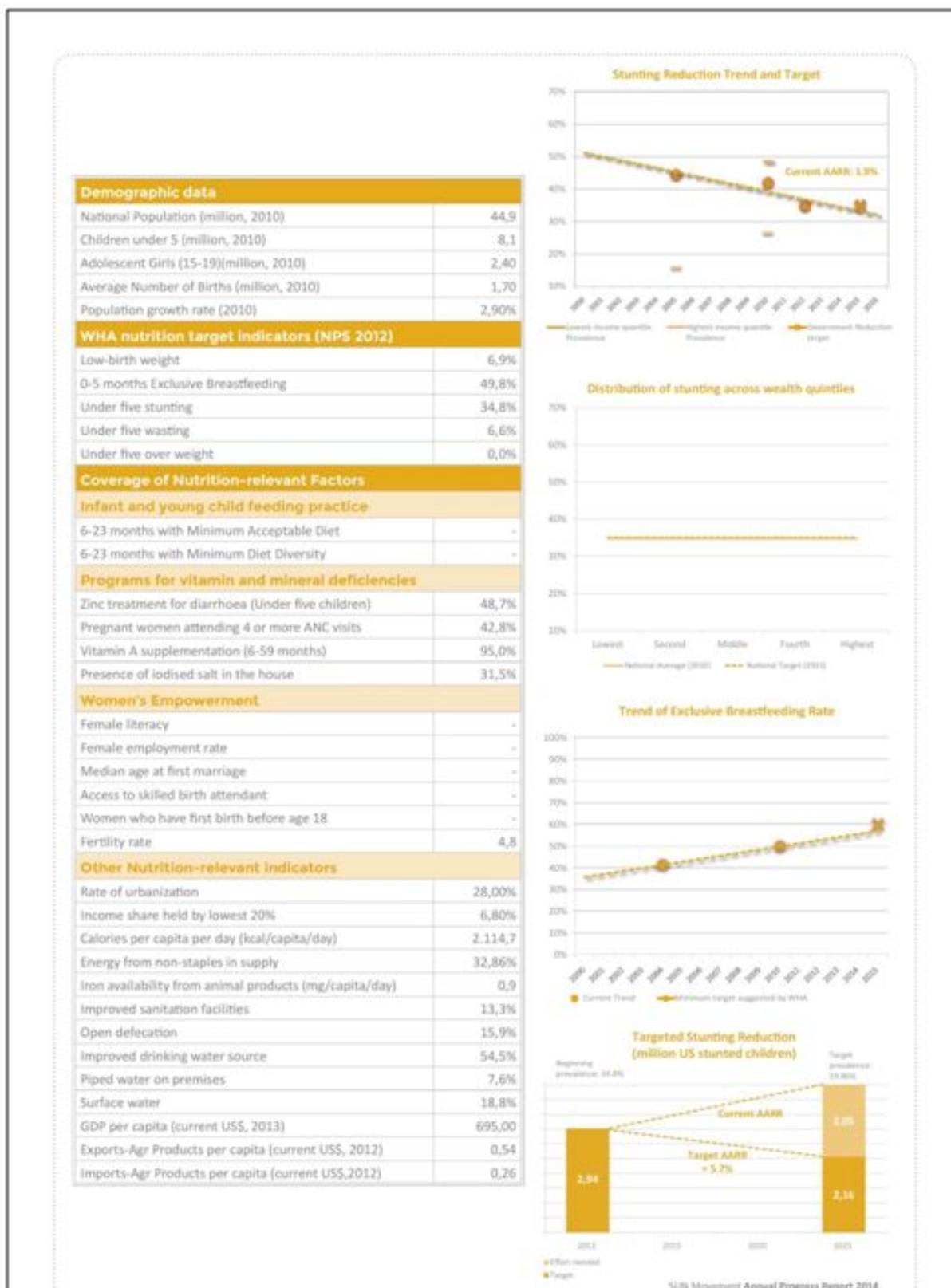
	Indicator 1	Indicator 2	Indicator 3	Indicator 4	Stage of Preparedness
Presence of elements					2 > 3
Quality of process					

**Bringing people together:** Under the guidance of President H.E. Jakaya Mrisho Kikwete, Tanzania has created a new leadership and accountability structure within government to oversee and track progress on nutrition. At the highest level, the new Presidential Task Force provides guidance on a special presidential directive to promote multi-sectoral nutrition intervention at the regional level. The High Level Nutrition Steering Committee continues to regularly gather Permanent Secretary representatives from nine relevant sectors and stakeholders from the Tanzania Food and Nutrition Centre (TFNC), donors, UN organizations, civil society, academia and the private sector. A multi-sector Nutrition Technical Working Group chaired by the Director of TFNC provides strategic direction and supports the High Level Nutrition Steering Committee and serves an important coordination function at the national level. At the sub-national level, new Nutrition Council Steering Committees led by District Nutrition Officers in 140 out of 163 districts provide technical support and assist with the coordination of nutrition activities across sectors. Nutrition-related information is shared between national and district levels via 20 Regional Nutrition Officers (out of 26 regions) and the Prime Minister’s Office for Regional and Local Government. Irish Aid and USAID serve as the SUN donor conveners in Tanzania. They work closely with the Development Partners Group on Nutrition to facilitate alignment and coordinate efforts across bilateral donors, UN agencies and civil society organizations. A REACH Coordinator brings together the nutrition programs funded by UN agencies and provides technical support to the Tanzania Food and Nutrition Centre and the Prime Minister’s Office. REACH has recently completed a “Who Does What Where?” mapping exercise to inform government and other stakeholders on current activities and to highlight underserved areas. The civil society network organization, Partnership for Nutrition in Tanzania (PANITA), created in 2011, now comprises over 300 members and plays an important role in advocacy and communicates nutrition information out to the rural civil society organizations. The Parliamentary group on nutrition, created in 2011, brings together 26 Members of Parliament with a strategic plan (2013 – 2017) to advance nutrition prioritization in development plans. The business community engages in the SUN movement through the National Food Fortification Alliance and other private sector fora.

**Coherent policy and legal framework:** Tanzania’s five year National Nutrition Strategy was approved in 2012, A costed implementation plan was finalized and endorsed in May 2013. The National Food and Nutrition Policy is currently being updated and will be finalized by the end of 2013. In May 2013, Tanzania also launched the national nutrition Social Behavior Change Communication Strategy (SBCC) as well as the national food fortification program. TFNC, Tanzania Bureau of Standards (TBS) and Tanzania Food and Drug Authority (TFDA) jointly monitor compliance and enforcement as per the food fortification regulations and guidelines developed in 2011. The International Code of Marketing of Breast milk Substitutes was recently reviewed and updated. Tanzania has begun data collection on a study that will guide the World Health Assembly (WHA) on appropriate marketing of breast milk substitutes and complementary foods. Nutrition outcomes have been incorporated in an on-going design of the Agriculture Sector Development program Phase II in line with the Tanzania Food Security Investment Plan (TAFSIP).

**Aligning programs around a Common Results Framework:** The National Nutrition Strategy provides a five year framework under which the government and its partners can work together to improve nutrition outcomes and measure results against nine clearly defined targets: Reduce the prevalence of underweight in children aged 0-59 months from 16% to 11%, Reduce the prevalence of stunting in children aged 0-59 months from 42% to 27%, Increase the prevalence of exclusive breastfeeding in children < 6 months from 50% (2010) to 60%, Sustain the prevalence of wasting in children aged 0-59 months below 5% at all times, Sustain the prevalence of thinness among women of reproductive age below the 2005 prevalence of 10% at all times, Reduce the prevalence of vitamin A deficiency among children aged 6-59 months from 24% in 1997 to <15%, Reduce the prevalence of anaemia among pregnant women from 48.4% in 2004/5 to 35%, Reduce the prevalence of anaemia among children aged 6-59 months from 71.8% in 2004/5 to 55%, and Maintain the prevalence of iodine deficiency among children aged 6-12

**Figure F5 Sample Country Fiche (Tanzania 2014)**

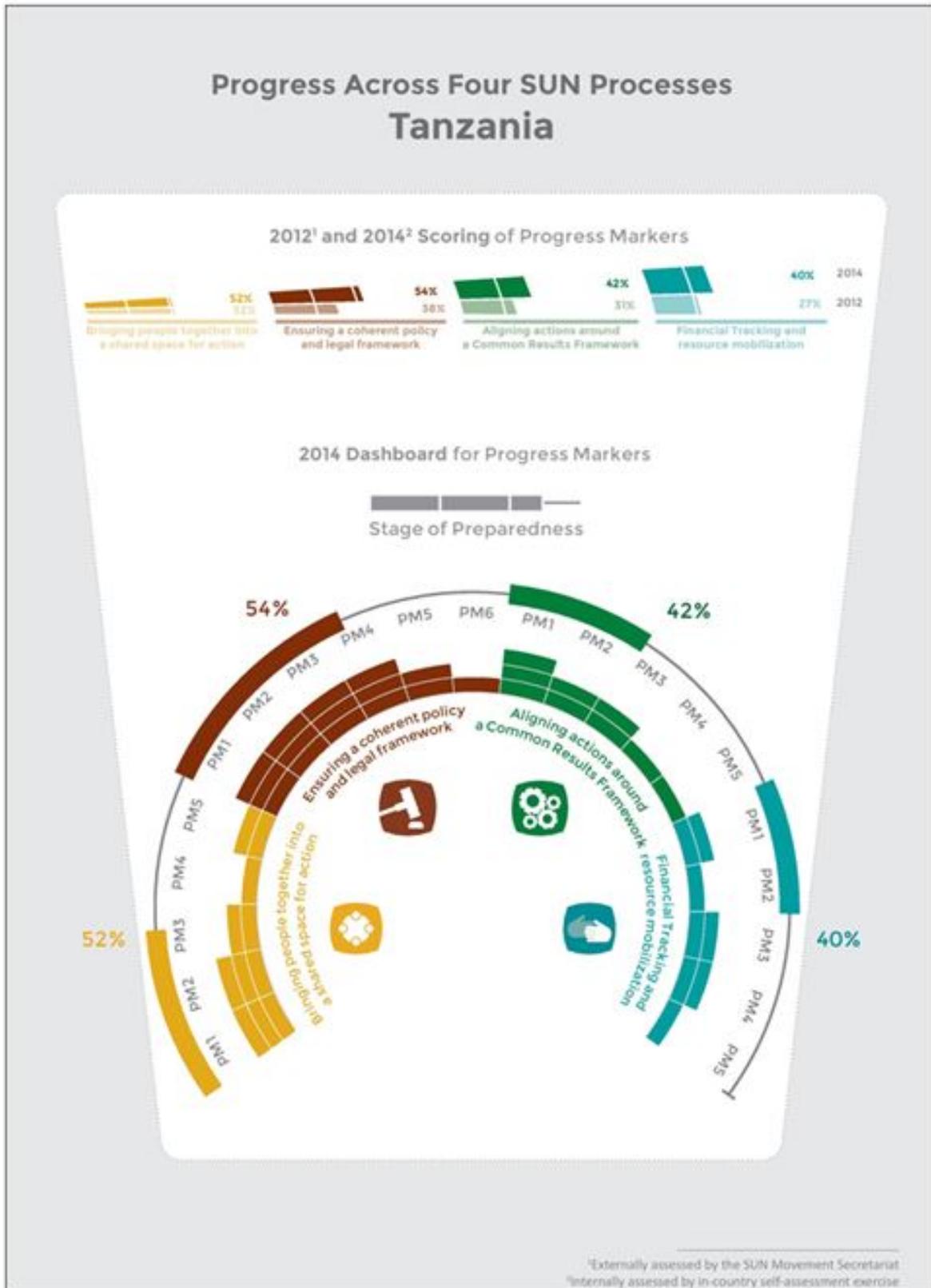


Tanzania Country Fiche 2014 (continued)

<p><b>Bringing people together into a shared space for action</b></p>	<p><b>Ensuring a coherent policy and legal framework</b></p>
<p>There is high-level political attention to nutrition in Tanzania. President Jakaya Mrisho Kikwete participates in the SUN Movement Lead Group. A High Level Steering Committee on Nutrition (HLSCN), convened by the Prime Minister's Office, brings together permanent secretaries from nine relevant sectors, development partners, UN agencies, CSOs, university and business. A multi-sector Nutrition Technical Working Group (NTWG) chaired by the director of the Tanzanian Food and Nutrition Centre (TFNC) supports the HLSCN. Development partners, UN agencies and Civil Society are fully engaged in scaling up nutrition efforts, participate in the multi-stakeholder platform (MSP) and have established their own coordination mechanisms. The business community engages in the SUN Movement through the National Food Fortification Alliance and has recently explored opportunities for improved contribution to nutrition through engagement in different sectors.</p> <p>Dialogue with Parliament has recently been initiated aiming to include nutrition in the programmes of political parties. The Prime Minister is regularly updated on the ongoing activities of the MSP and uses to include nutrition issues in his speeches in the Parliament. Formal nutrition governance structures are in place and membership is clear. The HLSCN meets at least twice a year, while the NTWG does it every month.. A feedback mechanism between national and sub-national nutrition processes exists through the articulation of the Prime Minister's Office, regional administrations and local governments.</p>	<p>Tanzania is in the final process of review of its National Food and Nutrition Policy. The National Nutrition Strategy (NNS) and Plan is also being updated. Nutrition is mainstreamed in several sector policies, strategies and programmes (i.e. the Tanzania Agricultural Investment Plan, the Tanzania Social Action Fund (TASAF's) or the Productive Social Safety Net, etc.). However, advocacy needs to continue to ensure incorporation into all nutrition sensitive policies, strategies, plans and legal frameworks, discuss their coherence in the MSP and broaden political support. More needs to be done especially in the nine sector Ministries that make part of the High Level Steering Committee as well as with the policies and programmes of the MSP network members.</p> <p>Legislation on Breastmilk Substitutes, maternity leave, salt iodation and food fortification are in place. Policy dissemination should go hand in hand with advocacy to ensure operationalization and currently does not reach the public adequately and audiences would need to be broadened.</p>
<p><b>Aligning actions around a Common Results Framework</b></p>	<p><b>Financial Tracking and resource mobilization</b></p>
<p>The country is on track in aligning programs to national nutrition-relevant policies but efforts need to be sustained as new programmes are developed. The National Nutrition Strategy (NNS) has been disseminated with UN support and district level alignment has started. There is a draft Common Results Framework/NNS-IP and implementation agreement which is reflected in Government programmes, but needs to be better understood and used by SUN MSP networks. It is being used within government at the district council level but again it is not fully known by the MSP networks. The Government is starting to organize the implementation of the CRF, but task allocation and coordination of implementation needs to be further developed. Some NGOs are using the NNS-IP as their M&amp;E framework. Guidance of implementation is starting from within the Tanzanian Food and Nutrition Centre. Efforts are underway to measuring coverage of nutrition interventions.</p>	<p>Tanzania is making progress in assessing financial feasibility. A Nutrition Public Expenditure Review (PER) was conducted last year and showed that although a nutrition budget code was established, budget allocation is low and not always used for nutrition activities. The PER has been useful to identify coverage and map funding gaps. Donors and NGOs have codes to track expenditures within their own organizations. The process of tracking, reporting and sharing has not occurred yet. However, the Government has put in place a robust and transparent mechanism to trace finances for all sectors at all levels, in which nutrition is mainstreamed. There is an overall increase in nutrition funding, most coming from donors. Health, agriculture and other sector budgets that contribute to nutrition are increasing. Nutrition is part of the national budget. This process is still on going as there are still many gaps.</p>

SUN Movement Annual Progress Report 2014

Tanzania Country Fiche 2014 (continued)





## Annex G The Survey

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### Introduction

1. In the Inception Report, an e-survey was envisaged to “test the wider relevance and comprehensiveness of the preliminary findings emerging from the country case studies and other analyses... [and] enable the team to reach a wider set of stakeholders than it is possible to interview directly” (Mokoro 2014b, ¶6.16). As an additional objective, the survey has served to solicit stakeholder views on the movement's future.

2. In an effort to strengthen the response rate, the survey was limited to 29 questions covering three broad areas:

- i. Respondent Identification, including organisation affiliation, level of engagement with SUN (global, regional and country), and specific country familiarity.
- ii. Performance of the SUN movement to date, covering issues including understanding of the movement, multi-stakeholder engagement and coordination, multi-sector plans for nutrition, the role of gender in the movement, and governance.
- iii. Future of the SUN movement, including objectives and activities, as well as membership and timeframe of the movement going forward.

3. The questions and response options from the survey instrument are provided at the end of this annex.
4. The survey was administered using SurveyGizmo, a web-based programme selected for its ability to allocate individualised URLs to respondents, thereby enabling the evaluation team to track respondents and automatically generate reminder e-mails, as well as its design functionality (including skip logic, and the ability to allow respondents to save an incomplete survey and return to it later). Off-line copies were provided to those respondents whose organisations prevented them from accessing the SurveyGizmo website.
5. The survey was sent to 711 contacts, which had been provided by the SMS, SUN global network coordinators, and team members. The contact list was weighted towards UN (34%) and civil society (26%) representatives, due to the higher frequency of these actors particularly at the country level. It was decided that rather than limit the number of survey invitations for those stakeholder categories, follow-up would focus on the other groups (Partner Government representatives in particular) to ensure they were sufficiently represented in the responses. The Global Gathering (16<sup>th</sup> – 18<sup>th</sup> November) in particular served as a useful forum for this.
6. The survey was open for two weeks, between 5<sup>th</sup> – 18<sup>th</sup> November, with a reminder sent half way through this period. It was available in English, French and Spanish, and guaranteed anonymity to solicit frank responses. Some initial technical glitches (mainly around the language bar visibility) were identified early on and amended. The survey questions are presented at the end of this annex, and consist largely of multiple choice questions (dichotomous and Likert-scale) in addition to qualitative comment boxes.
7. The following analysis focuses on the quantitative answers. A selection of the comments provided are reproduced here, to illustrate findings emerging from the quantitative results.<sup>76</sup> The full set of qualitative answers, which were very rich in information, have been taken into account by the team when assessing the findings and authoring the overall report.
8. Limited data cleaning was required, consisting primarily of: categorising responses by stakeholder category (government / donor / UN / civil society / private sector / other); reassigning some respondents from “other” to alternative categories;<sup>77</sup> and removing respondents who had clicked their personalised link (thereby activating their response) but not completed any of the questions.

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<sup>76</sup> The comments are not reproduced in full in the interests of brevity. They were organised thematically and a selection made that represented the major recurring themes, whilst ensuring coverage of the three language groups.

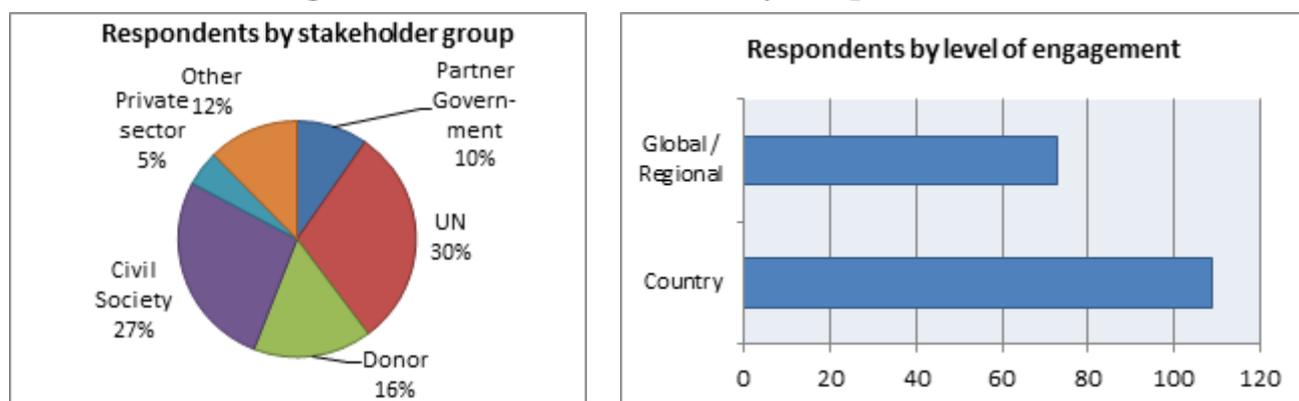
<sup>77</sup>For instance, UN REACH is categorised as UN (noting however that it is not a UN agency), staff from the global CSN network were categorised as civil society.

## Survey respondents

9. The survey received 186 responses, representing a 26% response rate. The number of respondents per question varies because of the skip logic of the survey (whereby the survey programme automatically skips questions which are deemed non-relevant to the respondent, based on their previous answer(s)), and because inevitably some respondents did not complete the full survey.<sup>78</sup> Thus in the following analysis the sample size (n) for each question is noted.

10. Figure G1 demonstrates the profile of survey respondents by level of engagement and stakeholder group. Whilst the evaluation team was satisfied that all stakeholder groups are represented, there remains a bias in the sample towards UN and civil society respondents in particular, which together account for 57% of responses. Accordingly, the analysis has involved systematic disaggregation of results by stakeholder category, to identify any differing trends between them. 60% of survey respondents overall were answering from the perspective of their engagement with SUN at the country level, and 40% from the global/regional level. This balance is favourable given the emphasis on the country-level which is embedded in the movement. Of the country-level respondents, responses corresponded to 46 different SUN countries, and one non-SUN country.<sup>79</sup> Our contacts for non-SUN countries were limited, and thus evidence from these is collected primarily through other means (namely stakeholder interviews).<sup>80</sup> Despite follow-up efforts, private sector respondents are under-represented in the sample, but their views have similarly been captured through interviews at global and country levels. (Annex B includes a list of ICE interviewees.)

**Figure G1 Profile of Survey Respondents**



<sup>78</sup>26 partial responses are included in the results. Respondents who had opened the survey link but not begun to answer the questions were removed from the data set.

<sup>79</sup>SUN countries: Bangladesh, Benin, Burkina Faso, Burma / Myanmar, Burundi, Cameroon, Chad, Comoros, Congo, Democratic Republic of the, Costa Rica, El Salvador, Ethiopia, Gambia, Ghana, Guatemala, Haiti, Kenya, Kyrgyzstan, Laos, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritania, Mozambique, Namibia, Nepal, Niger, Nigeria, Pakistan, Peru, Philippines, Rwanda, Senegal, Sierra Leone, South Sudan, Sri Lanka, Swaziland, Tanzania, Togo, Uganda, Vietnam, Yemen, Zambia, Zimbabwe. Non-SUN country: Venezuela.

<sup>80</sup>Specifically, interviewees spoke about the following non-SUN partner countries: India, Brazil, Timor-Leste, China, various Pacific countries.

## **Analysis**

11. This section presents some analysis of the survey responses. For some questions, responses have been disaggregated by level (global/regional, or country), and stakeholder group (partner government, UN, donor, civil society, private sector or other). Which disaggregation is presented depends on variations observed and which perspective the evaluation team felt was most interesting or relevant. In some instances, overall results for the sample as a whole are shown.

12. Mean responses are calculated for those questions which adopted a Likert scale structure.<sup>81</sup> Where there are four responses – two positive and two negative, - the data are coded from -2 to 2 (for example, strongly disagree = -2, disagree = -1, agree = 1, and strongly agree = 2). For some questions, a 5-point scale is adopted (to mirror a question in the 2011 Stewardship Study (Isenman et al 2011)), and in these instances the data are coded 1-5. “Don’t know” responses are always excluded from the calculation of means.

13. Box G1 provides some guidance on how to interpret the charts which appear in this annex.

### *i. Areas of focus to date*

14. In the Stewardship Study respondents were asked to rate seven proposed SUN functions on a scale of 1 (not very important) to 5 (essential). The ICE survey provided an opportunity to ask a similarly structured question in order to determine whether respondents felt that the SUN had in practice focused on the areas highlighted as priorities three years previously. The answers to the ICE survey question are summarised in Figure G2 below. Table G1 shows the ranking of the seven functions, firstly according to the degree of prioritisation afforded to them, as envisaged in 2011; and secondly according to the degree of perceived activity around them, from the start of SUN, up until present day (2014).

15. In the Stewardship Study survey, the two highest ranking of the proposed functions, each of which received a mean rating of close to “essential” (>4), are i) provide global leadership, political energy, and a leaders' forum; and ii) catalyse financial resource mobilization. In the ICE survey, providing global leadership, political energy and a leaders' forum was the area where respondents felt the movement had been most active (also ranking first overall), with means across all stakeholder groups approaching “very active” (>4).

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<sup>81</sup> The use of parametric statistics such as means for ordinal data is an issue of contention in the field of statistics, with some deeming it inappropriate (see for instance Kuzon et al 1996). However, the debate is not closed, and Norman 2010 shows that four- or five-point or longer Likert scales can safely be regarded as continuous data for many purposes, thus making them suitable for parametric statistics. Means are used here as a way of presenting disaggregated data in a single presentation that can be easily understood by a wide audience. However, in view of these potential limitations, and given the ICE's prevailing commitment to triangulation, no conclusions are drawn on the basis of survey results alone.

16. Ensuring high-level political support is an important enabler for scaling up nutrition; as one respondent noted in the ICE survey “big efforts have been made to promote high level political support for nutrition, which can help make progress in different areas of action for nutrition”. However, it is not sufficient on its own, and survey respondents felt the movement had been less active on other fronts. This includes catalysing financial resources, which despite being the number 2 priority in the Stewardship Study, received mean responses across most groups<sup>82</sup> of less than 4 in the ICE survey, ranking 5 out of 7 in terms of level of activity.

17. The areas where the movement is considered to have been least active are (i) in providing technical expertise and training, and (ii) in undertaking research and showing best practices, where notably, the “other” category of stakeholders, which includes academia and research community, provided a mean rating of fairly inactive (2.8). For both these categories, mean responses overall were close 3, and they were ranked 6<sup>th</sup> and 7<sup>th</sup> respectively. Both areas were deemed of lower priority in the 2011 Stewardship Study survey also (ranked 7<sup>th</sup> and 5<sup>th</sup>).

18. One area where the movement is now perceived to be more active than may have been expected earlier is in empowering, facilitating, and supporting country-level progress. This was deemed a mid-level priority in the Stewardship Study (ranked 4<sup>th</sup>), but it received the second highest mean response in the ICE survey, meaning stakeholders perceive it to be an area of significant activity (with an overall mean response >4). However, there was marginally more perceived activity in country-level support from the global-level respondents (with a mean response of 4.4) than the country-level respondents themselves (where the mean response was 3.9). Respondents’ comments served to underscore the variation in progress between countries, which they closely connected with the extent of Government ownership and leadership.

19. One area which didn’t appear in the Stewardship Study survey, but which the evaluation team added to this question in order to test perceptions of progress to date, was tracking of financial resources for nutrition. Regarding this, all respondents felt that progress had been positive, but limited (mean responses <3.5). In the qualitative responses, one respondent argued that “tracking financial resources has not been that strong despite the energies put in [to it].” The role of SUN in directly tracking resources will be a key question going forward.

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<sup>82</sup>With the exception of private sector, which provided a mean response of 4.3.

### Box G1 Interpreting the e-survey charts

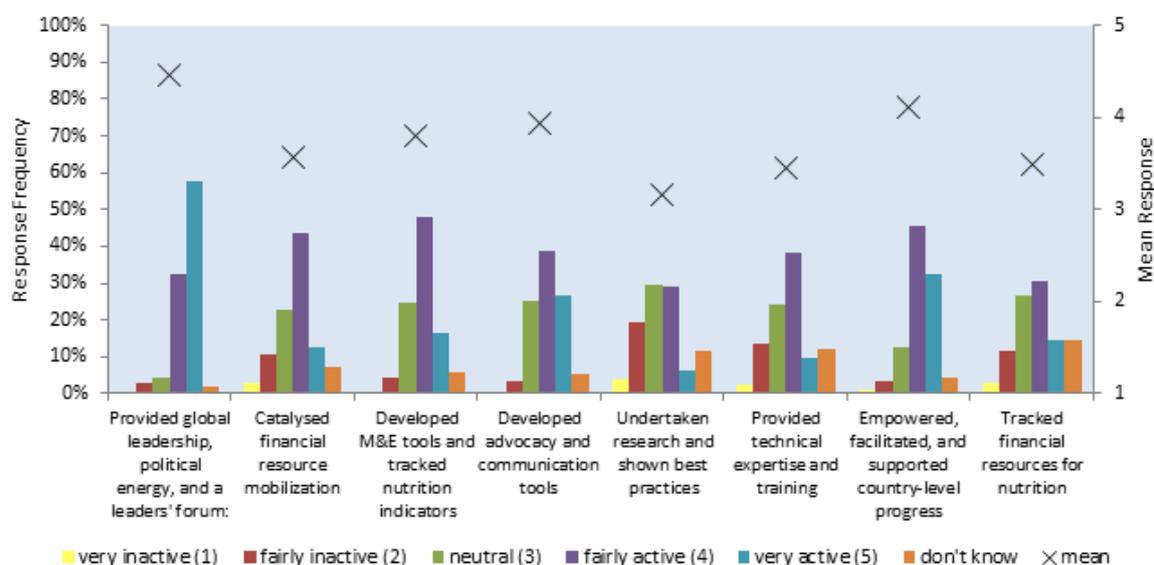
The combination column and scatter charts in this annex are presented primarily for accountability purposes; i.e. as a means of presenting the background data set which supports the analysis provided in the accompanying text, in a more accessible format than lengthy tables.

To interpret the charts, readers should note:

- The columns show the percentage of respondents that gave a particular response, and relate to the scale on the left-hand-side x-axis.
- The columns are always in the order of the key below the chart; their different colours/shades are an additional aid to interpretation.
- The number of responses (n) for each group appears below each set of columns; in most cases, therefore, the number of people giving each response can be easily inferred from the percentage scale.
- It is also easy to see whether the distribution of responses is very polarised or quite regular (one of the issues underlying academic discussion of the reliability of means).
- The crosses demonstrate the mean response to the question, and relate to the scale on the right-hand-side x-axis. To interpret what the mean response equates to, see the value in brackets given in the key (bearing in mind potential methodological limitations noted in footnote 81).

**Figure G2 Areas of focus of the SUN movement to date**

**Q: In your personal experience, to what extent do you feel that SUN has been active in the following areas:**



**Table G1 Areas of focus for the SUN movement: ranking comparison between the Stewardship Study and ICE Survey<sup>83</sup>**

Area of Focus	Ranking (by means)	
	Stewardship Study (2011) <i>(potential functions of SUN looking forward)</i>	ICE Survey (2014) <i>(level of activity to date)</i>
Provide global leadership, political energy, and a leaders' forum:	1	1
Catalyse financial resource mobilization	2	5
Develop M&E tools and tracked nutrition indicators	3	4
Develop advocacy and communication tools	6	3
Undertake research and shown best practices	5	7
Provide technical expertise and training	7	6
Empower, facilitate, and support country-level progress	4	2

**Table G2 Areas of focus of the SUN movement to date: selected qualitative responses**

Comment	Affiliation	Country
<i>Country-level progress</i>		
At the country level things have been slower to move.	Donor	Sierra Leone
Country-level progress seems to be largely on political mobilization, not sure whether it has yet resulted in programming at scale, but perhaps it is too soon to expect that.	Other	
At country level the impact of SUN is varied	Donor	
SUN Movement in the country depends upon country leadership – at the government level – which is totally lacking	Civil Society	Bangladesh
<i>Tracking resources</i>		
More interaction on the tracking of financial resources especially from the Government side would have been more useful	UN agency	Ethiopia
There is still need to strengthen the M&E systems at country level to track indicator and progress	Donor	
I feel the element of tracking financial resources has not been that strong despite the energies put in resource mobilization	Civil Society	Uganda
The SUN Movement is changing, and I think these are some major questions about how much more should it directly track resources for nutrition, and play more of a role in matching up countries' costed plans with potential investors.	Other	
<i>High-level political support for nutrition</i>		
Big efforts have been made to promote high level political support for nutrition, which can help make progress in different areas of action for nutrition.	Other	

<sup>83</sup> Tracking of financial resources for nutrition is excluded from this table as it was included in the ICE survey but not in the Stewardship Report. If included in the ICE rankings, it would have ranked 6<sup>th</sup> in terms of degree of activity to date.

ii. Communications

20. As illustrated in Figure G3, overall respondents felt the communications from the SUN movement were fairly clear (with a positive mean response, but <1), particularly regarding the structure of the movement (81% of respondents felt these communications were “clear” or “very clear”). Communications around the ways of working of the movement, such as Communities of Practice, were considered marginally less clear, in particular for those stakeholders at the global level (61% of whom felt they were “clear” or “very clear”). That said, some respondents who were familiar with the movement at global and country level, felt that whilst the structure and the roles of key stakeholders at the global level are well understood, it has been challenging to clarify the structure and the roles at the national level. There were no significant variations in responses between stakeholder groups.

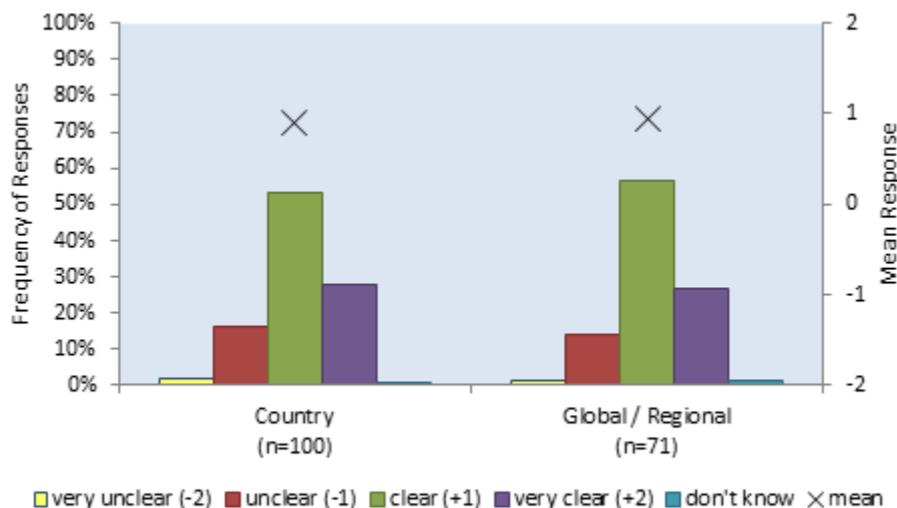
21. Communicating messages about what the SUN movement is and how it works, in a dynamic context where the movement is frequently adapting its ways of working, is a key challenge. As one stakeholder noted, “it is not clear that all stakeholders have been able to keep up-to-date on the changes.”

22. Some respondents reported difficulty in accessing information on SUN. One noted “the information is available but it is not easy to find it and there is a need for improved showcasing of information and establishment of portal of existing resources well thought through to support country efforts”. In particular, it was felt that despite adopting an open door approach to membership, to those outside the movement, it was not very clear “how you get in and what is expected if you want to join”. A number of stakeholders advocated a single overview document for new or potential SUN members.

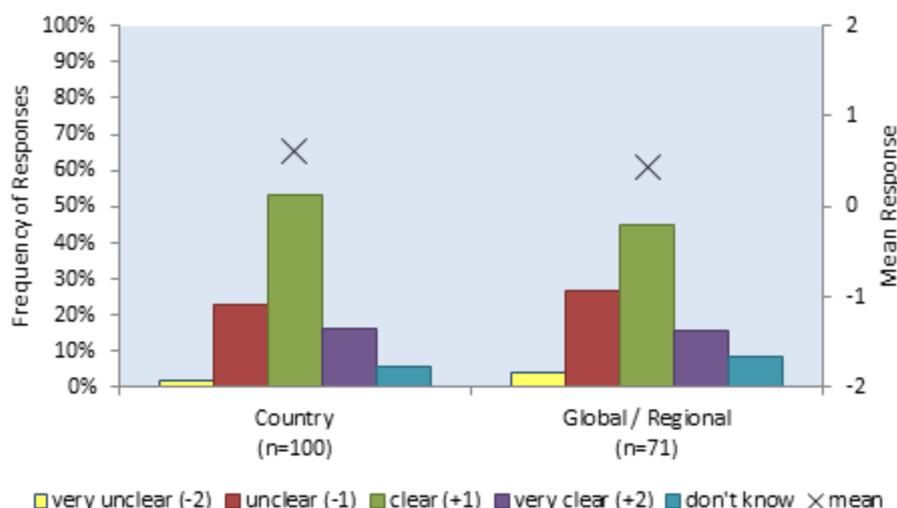
**Figure G3 Clarity of communications from the SUN movement**

**Q: In your experience, how clear have communications from the SUN Movement been around..**

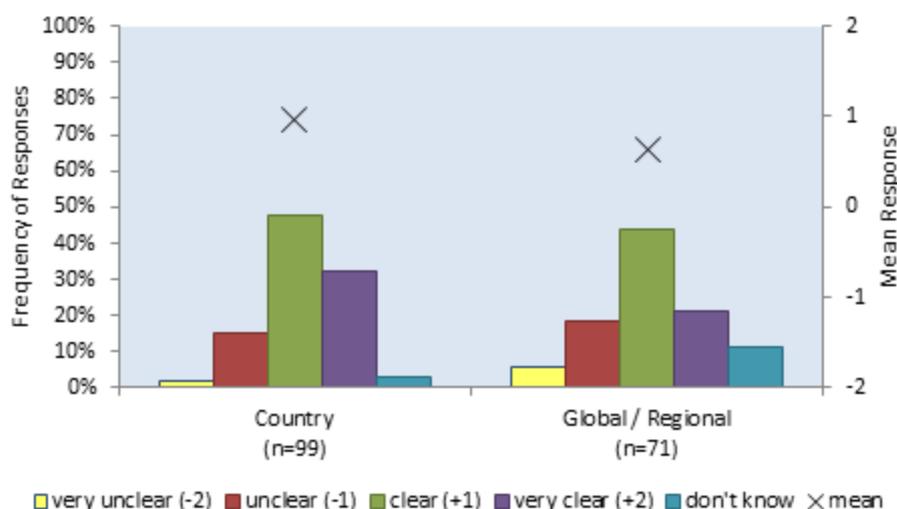
...the structure of the Movement (e.g. stakeholder roles and coordination mechanisms):



... the ways of working of the Movement (e.g. Communities of Practice, M&E frameworks, self-assessments):



... technical messages about nutrition and nutrition interventions (including nutrition specific and nutrition-sensitive approaches):



**Table G3 Clarity of communications from the SUN movement: selected qualitative responses**

Comment	Affiliation	Country
<i>Technical messages on nutrition sensitive vs. specific</i>		
SUN played a very crucial role in breaking the 'Lancet' hegemony in international nutrition. Still much focus remains solely on nutrition specific interventions, e.g. in the area of costing	UN agency	
Technical messages on nutrition specific aspects are well prepared/advanced. Nutrition sensitive approaches need more attention.	Bilateral donor agency	

<b>Comment</b>	<b>Affiliation</b>	<b>Country</b>
<i>Clarity at the country vs global level</i>		
The information from the global secretariat has been clear; at country level, there has been a lot more confusion and lack of clarity.	Bilateral donor agency	Sierra Leone
The structure and the roles of key stakeholders at the global level is quite clear. It has been challenging to clarify the structure and the roles at the national level.	UN agency	Laos
I would have liked some more practical guidance from the SUN Movement including country Policy Brief. There has been inherent confusion about and between the role and responsibilities of the different agencies on nutrition from SUN to REACH and others.	Bilateral donor agency	Mozambique
Despite being clear, [communications] sometimes tend to be generic as well, and lack flexibility for contextualization	UN agency	Bangladesh
<i>Access to information</i>		
The information is available but it is not easy to find it and there is a need for improved showcasing of information and establishment of portal of existing resources well thought through to support country efforts	Other	
It is still not transparent for outsiders how "you get in" and what is expected if you want to join.	UN agency	
The structure and ways of working are rather "hidden" and it is not easy to access	International NGO / CSO	
The website is good in many ways but lacks a simple overview of how the Movement works	Donor	
It would be good to have an all you need to know document when you first are introduced to SUN.	Private Sector entity	
<i>Communicating in the dynamic context of the SUN Movement</i>		
The SUN Movement has evolved rapidly, and it is not clear that all stakeholders have been able to keep up-to-date on the changes.	Other	
The messages have changed a lot over time (especially about stakeholder roles and coordination); the idea of a "movement" has been amorphous and difficult to define – [the SMS has] changed the description of the movement from meeting to meeting, and says different things to different stakeholders	Other	

### *iii. Multi-stakeholder engagement*

23. Overall the SUN movement is perceived to have been fairly successful in achieving broader engagement from most of the stakeholder groups (with mean responses >1), namely donors, civil society, UN, and partner governments (see Figure G4 below). Between 75% and 85% of respondents felt that SUN’s engagement with each of these groups has been “fairly successful” or “very successful”. With the exception of UN engagement, perceptions of other stakeholder groups’ engagement are marginally more positive at the global-level than they are at country-level.

24. In terms of donor engagement, some respondents felt more could be done to enlarge the current group of donors, which was noted to be static. The need to go beyond simply convening donors, and make substantive progress in terms of

implementing the Paris Declaration principles of harmonization, alignment and mutual accountability, was also expressed.

25. Engaging civil society is an aspect where the movement has been seen to make notable progress in particular countries; in some responses, national civil society alliances are credited with spearheading SUN processes in-country. Some countries referred to MPTF funding as a valuable resource in establishing civil society platforms for SUN.

26. For the UN engagement, the picture is less clear. Whilst the mean response indicates the movement has been “fairly successful” (1.12 and 0.90 from country and global level respondents respectively), the qualitative responses highlight some important obstacles. Some lamented the slow progress amongst UN agencies in adopting a collective approach to nutrition, as one respondent noted “the sum total remains disappointingly far less than the sum of its parts”. Others raised the need to expand UN cooperation beyond the five “usual suspects” (WHO, FAO, WFP, UNICEF, IFAD). UN REACH was reported to be a useful mechanism for coordinating UN efforts at country level, however the interaction between REACH and SUN movement wasn’t addressed directly in this survey, instead it was a point of interrogation in the interviews and country case studies (see Annex J section (c)).

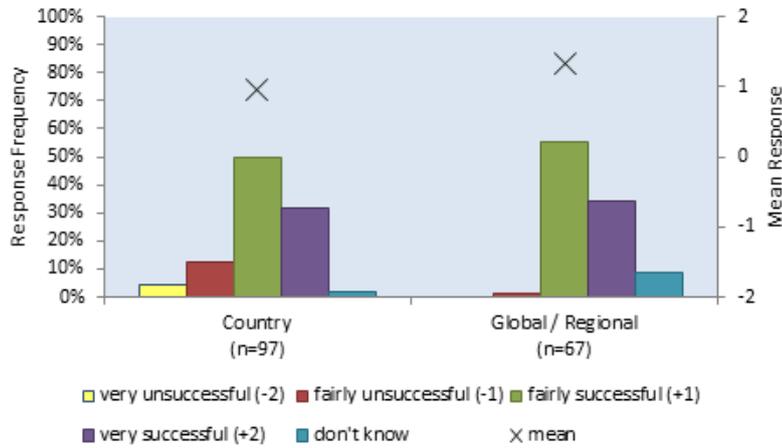
27. In terms of partner government engagement, a number of respondents cited the rapid growth of member countries as a clear indication of progress on this front. However, the depth of partner government engagement varies by country, and the difficulty in ensuring engagement beyond the ministry which is responsible for nutrition and/or where the SUN focal point is located, was raised by many.

28. The private sector is an exception to this pattern of (albeit limited) success in broadening engagement. Only 40% of respondents felt that SUN’s engagement with this group has been “fairly successful” or “very successful”. Judging from the qualitative responses, how respondents assess this low engagement of the private sector appears to differ. Some may regard it as problematic. As one respondent put it “almost all the emphasis of SUN has been on public sector mobilization and response to nutrition. Yet, almost all aspects of the food and nutrition chain are private (production, distribution, processing, marketing and consumption)... SUN is unlikely to achieve much forward movement towards sustainability in better nutrition until and unless this is changed.” But others may well hold the opposite view. Another respondent commented that the involvement of the private sector was “too high”. A key reason for such divergent views is the issue of conflict of interest. This is addressed in more detail below (see Figure G6).

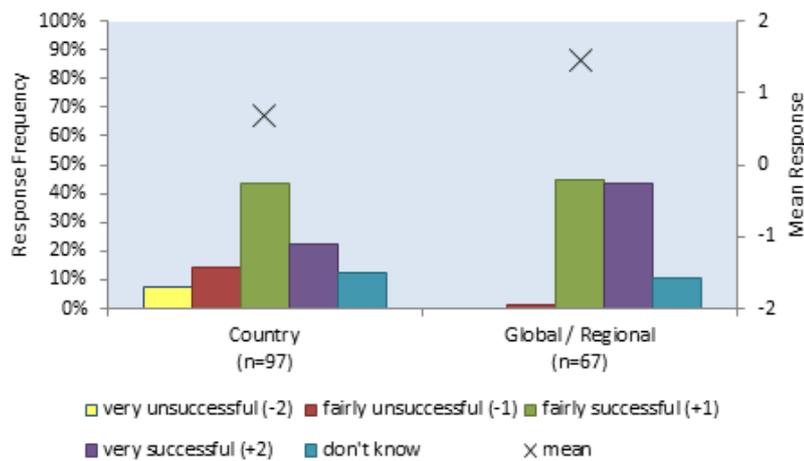
**Figure G4 Multi-stakeholder engagement**

**Q: How successful has the SUN movement been in achieving broader engagement in nutrition from these stakeholder groups:**

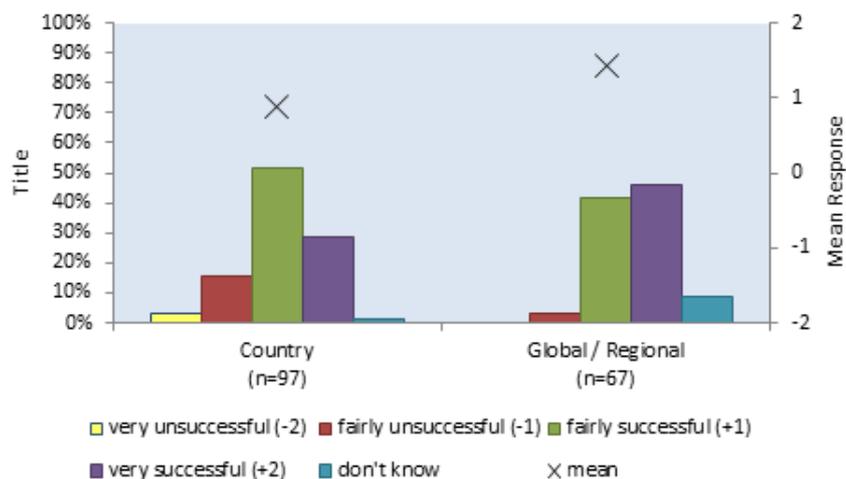
Civil society



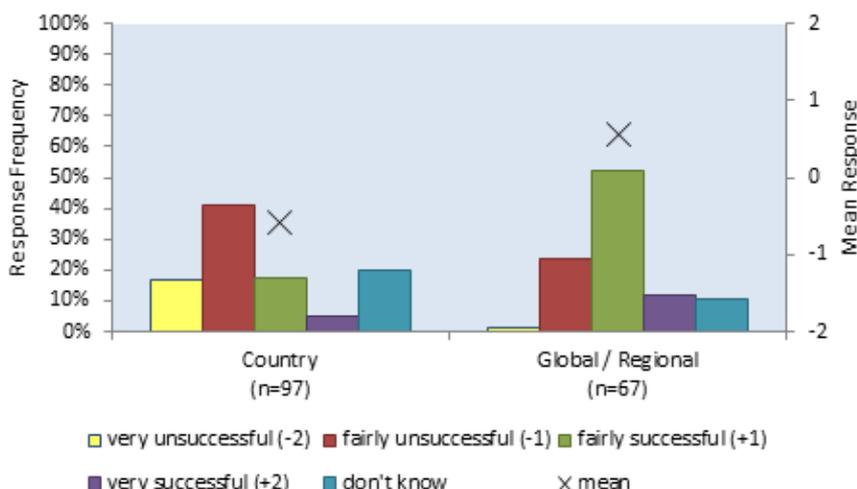
Donors



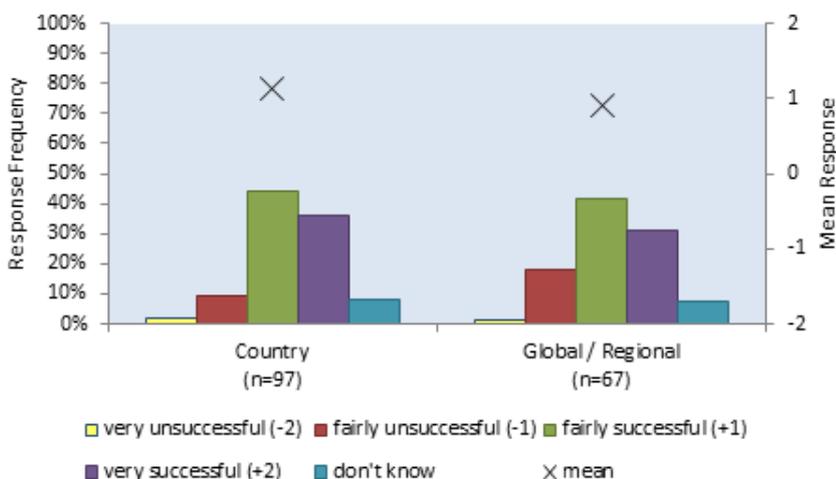
Partner Governments



Private Sector



United Nations



**Table G4 Multi-stakeholder engagement: selected qualitative responses**

Comment	Affiliation	Country
<i>Donor Engagement</i>		
More could be done to encourage new donors	Multilateral donor agency	
Good engagement but quite a static group of donors	Donor	
Need to improve communications between CSA and the donor network.	International NGO / CSO	Burma / Myanmar
[Donor engagement] is a great mystery to me as in [civil society] we hardly hear news about the donor network	International NGO / CSO	
The donor network of SUN has helped to increase attention to nutrition in donor agencies in general. It has not, however, made much progress towards implementation of the Paris Declaration principles of harmonization, alignment and mutual accountability.	Other	

<b>Comment</b>	<b>Affiliation</b>	<b>Country</b>
As above it's great to see donors attempting to align and coordinate funding streams – there is room for improvement but I think that can be deemed a success	Other	
<i>Civil Society Engagement</i>		
Civil Society has rapidly increased its membership and scope of work within six months.	International NGO / CSO	Burma / Myanmar
The Coalition UCCO-SUN has been established and has gained the recognition of the Government and other SUN sectors as Spear heading the advocacy initiatives in the country	National NGO / CSO	Uganda
Stakeholders are hearing about SUN only from the CSA for SUN	National NGO / CSO	Bangladesh
A major success of the SUN movement has been the way in which it has brought together Civil Society at global and country level around nutrition.	Other	
<i>UN Engagement</i>		
Would like to see more besides WFP and a bit of UNICEF	International NGO / CSO	Sri Lanka
UNICEF, FAO, WFP all engaged but other agencies not involved yet	Bilateral donor agency	Sierra Leone
Some UN agencies are not yet adequately engaged e.g. UNDP	Other	Ghana
FAO, WHO, WFP UNICEF: more is possible!	Other	
The REACH initiative has helped engagement	Other	
UN agencies have strongly supported the movement through REACH	National NGO / CSO	Mali
Global network not sharing too much information as we are not a REACH country	UN agency	Cameroon
The UN has largely continued to demonstrate a lack of coherence in its collective approach to nutrition. The sum total remains disappointingly far less than the sum of its parts.	Other	
Out of the 5 SUN networks, the UN is the one that is clearly struggling with its institutional and operational setup.	Bilateral donor agency	
Total confusion!	Bilateral donor agency	Mozambique
<i>Partner Government Engagement</i>		
54 countries have committed to nutrition which is an excellent result.	UN agency	
I think the movement has grown quicker than anticipated and it's great to see high level engagement.	Other	
The number of SUN countries is a clear metric on this. The evidence, however, seems to be that few countries (governments) are making serious fiscal commitments to nutrition. There is a long way to go.	Other	
Participation by ministries other than health and agriculture still quite poor, little additional funding made available	Bilateral donor agency	Sierra Leone
Despite government commitment, very limited comprehensive involvement of government sector other than Health	International NGO / CSO	Senegal
Other government structures are not very involved.	National NGO / CSO	Niger

<b>Comment</b>	<b>Affiliation</b>	<b>Country</b>
Active follow-up with SUN government focal points via conference calls, organization of annual events and emails contributed to active engagement of the Government in the movement. At the moment, the engagement in Laos primarily stays with one ministry.	UN agency	Laos
<i>Private Sector Engagement</i>		
Too high involvement	National NGO / CSO	Tanzania
Private sector visibly missing	UN agency	Zimbabwe
Almost all the emphasis of SUN has been on public sector mobilization and response to nutrition. Yet, almost all aspects of the food and nutrition chain are private (production, distribution, processing, marketing and consumption). ..The dominant private sector issue in SUN has been "conflict of interest" which has been interpreted and applied to mean that the value proposition of making a profit comprises a conflict of interest. SUN is unlikely to achieve much forward movement towards sustainability in better nutrition until and unless this is changed.	Other	
This is a focus for 2015 but also a difficult one to engage on especially with lack of current COI processes in countries at present	Other	

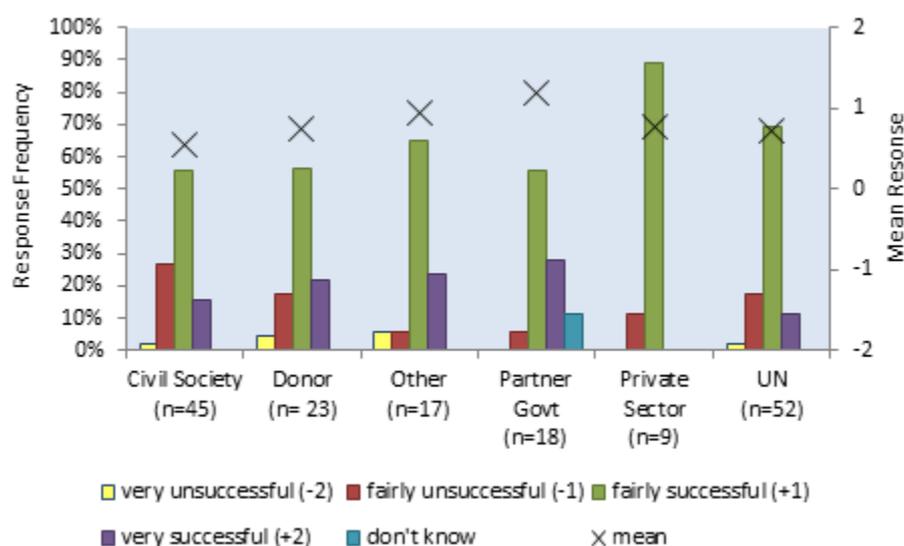
*iv. Multi-stakeholder coordination*

29. With respect to the coordination of these various stakeholders (see Figure G5 below), overall the SUN movement is judged to have had some success, albeit limited, with 63% and 16% of respondents answering “fairly successful” and “very successful” respectively, and a positive mean response from most stakeholder groups approaching 1. Partner governments on average felt coordination had been more successful (with a mean response of 1.19) than other groups, in particular civil society (with a mean response of 0.56). Little variation between responses at the global and country level was noted.

30. The qualitative responses shed some light on why stakeholders have been cautious in their assessment of progress. It was noted that SUN is a “big tent” in which stakeholders from different sectors and different organisations can meet, however moving from information exchange to true collaboration and joint programming has been less successful. In the opinion of some respondents, this would require additional efforts at the country level, and dedicated capacity and resources. That considered, some individuals remarked on the substantial progress that has been made in nutrition coordination in the last five years, even if there remains some way to go. The regular SUN calls (including country network calls and network facilitator calls), were considered valuable for stakeholder coordination.

**Figure G5 Multi-stakeholder coordination**

**Q: How successful has the SUN movement been in strengthening coordination between different nutrition stakeholders:**



**Table G5 Multi-stakeholder coordination: selected qualitative responses**

Comment	Country	Affiliation
<i>Coordination progress</i>		
SUN has provided a framework around which all stakeholders can work. The creation of a 'big tent' for nutrition has been a major achievement.		Other
The SUN is the only institution that has established a multi-stakeholder and sector framework for nutrition.	Niger	National NGO / CSO
We now have a common language at least.		Multilateral donor agency
Country [and] network- facilitator calls are helpful to improve information sharing and coordination. This is also true for the Global Gathering and regional meetings.		Bilateral donor agency
The global gathering and the telephone conferences helps us to share ideas and trade in experiences.		Partner Government
SUN strongly encourages coordination but, in and of themselves, SUN efforts have not resulted in stronger coordination between the stakeholders, mainly because it does not work in country and it is largely through in country efforts that coordination can be strengthened.	Mozambique	Other

Comment	Country	Affiliation
SUN has helped to increase communication and exchange of information between different constituency groups, but there has been no serious progress in coordination as measured by genuine collaboration, joint programming, shared strategies and delineation of mutual accountabilities,		Other
<i>Coordination baseline</i>		
Although improvements are possible and necessary, the situation we have today is a tremendous progress compared to the situation 5 years ago!		Other
Baseline coordination before SUN was very low. It is improved but still has a ways to go.		Other
<i>Coordination Capacity</i>		
Need to do more and there should be a dedicated person to focus on coordination work.	Burma / Myanmar	International NGO / CSO
Coordination centre not yet well capacitated to bring people together	Zimbabwe	UN agency

v. *Conflict of Interest*

31. As demonstrated in Figure G6, there was little consensus amongst stakeholders as to whether there are conflicts of interest that adversely affect SUN’s work. Responses were split amongst all stakeholder groups, and similarly by level of respondent (32% and 46% of respondents answered in the affirmative at country and global levels respectively).

32. The most commonly cited conflicts of interest concerned the engagement of the private sector and their potential role in policy development; however, some felt these were overstated and conceptually misunderstood. Other potential conflicts of interest mentioned included the role of the UN agencies as facilitators of policy development and policy implementers, the potential for donors to impose their agendas on Governments, and the concern that Governments, as convenors and implementers, may not be objective in evaluating progress in scaling up nutrition.

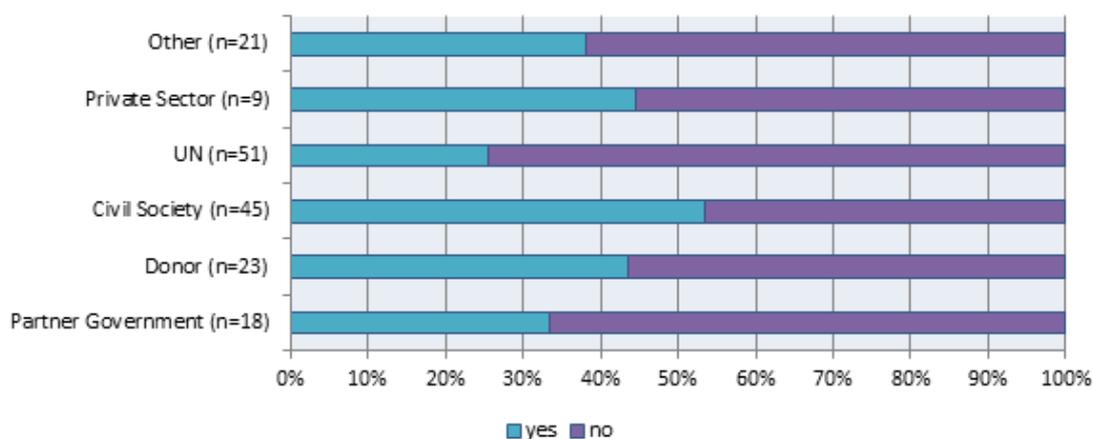
33. Of those respondents who felt there were conflicts of interest operating, mean responses around the success of the movement in managing those conflicts were close to 0 (neutral), for both global and country-level respondents, and amongst most stakeholder categories.<sup>84</sup> Some felt that the recent work by the SMS in this area,<sup>85</sup> including learning exercises, was useful. Others felt there were gaps in the approach, or that it was too early to pass judgement.

<sup>84</sup>With the exception of private sector, whose mean response was 1 (fairly successful); however the sample of private sector entities answering this question was small.

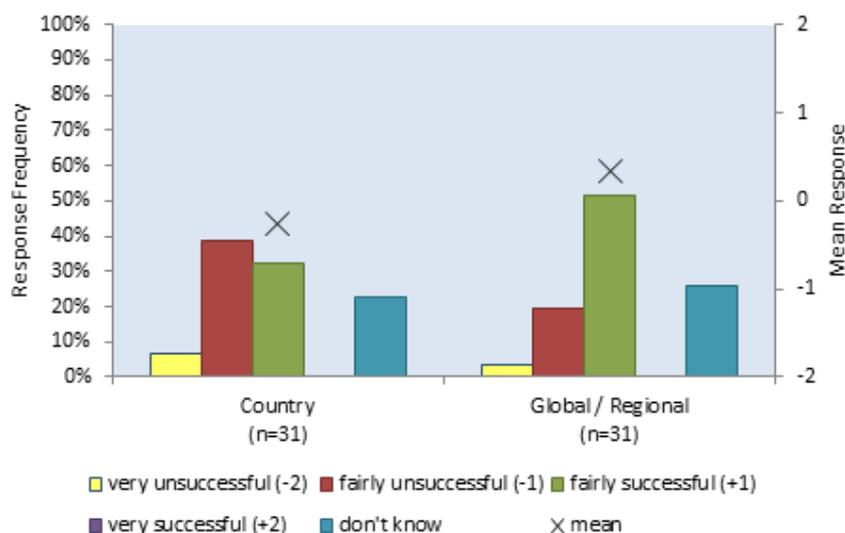
<sup>85</sup>Described in Annex L.

**Figure G6 Conflicts of interest**

**Q: In your opinion, are there any conflicts of interest that adversely affect SUN’s work?**



**Q: How successful do you think the SUN movement has been in managing potential conflicts of interest?**



**Table G6 Conflicts of interest: selected qualitative responses**

Comment	Affiliation	Country
<i>Conflict of interest around private sector engagement</i>		
I realise we need the Business Sector but also have qualms and worries that they may influence public policy for their profit gains.	International NGO / CSO	
I'm aware of the concerns articulated by civil society in relation to the role the private sector plays within the SUN movement. However, since the private sector needs to be brought to the table, I prefer this to happen in an environment where there is ample "counterweight" from CS and the UN.	UN agency	

<b>Comment</b>	<b>Affiliation</b>	<b>Country</b>
Cooperation among stakeholders including business partners does necessarily face conflicts of interest. Consequently there must be an agreement, who has which role and the government must lead a key role.	Other	
There are perceived conflicts of interest, but greatly exaggerated. For some reason, businesses are particularly singled out for having suspect motives, but in fact NGOs, governments, foundations, and other stakeholders are not innocent of personal motives shaped by material and ideological interests	Other	
Big food industries clearly play a role in exacerbating malnutrition and sometimes have poor ethical practices. Stronger adapted and country developed COI processes and accountability mechanisms need to be put in place as a matter of urgency.	Other	
Some CSOs equate private sector with 'evil food industry,' which is a greatly over-simplified and narrow version of the private sector.	Bilateral donor agency	
<i>Other potential COIs</i>		
Donors taking over leadership in several countries instead of government	UN agency	
Conflicts of interest with the major UN agencies on food aid, which do not favour a reduction of international assistance for the benefit of local food production.	Private Sector entity	
Government as a convenor and implementer may not be objective in evaluating progress, and bringing together UN partners with their own agendas if not properly handled may lead to the convenor singing to the tune of the UN agency who is the loudest or has the most resources to offer to government	UN agency	Zimbabwe
<i>SUN's response to COI</i>		
The COI draft guidelines of SUN is still weak on the conflict of industry in the baby formula industry which is very disappointing given this should be a key position for SUN.	UN agency	Kenya
Conflict of Interest issues are being taken seriously and the SMS is supporting this through enhanced learning exercises.	Bilateral donor agency	
The first conflict of interest learning exercise was held in Accra Ghana and this helped us to structure the methods of operation	Partner Government	
SUN is not a global decision-making entity, nor does it allocate resources, favours or advantages. Viewed through that optic, the concern over conflict of interest in SUN is quite misguided and uninformed by reality.	Other	

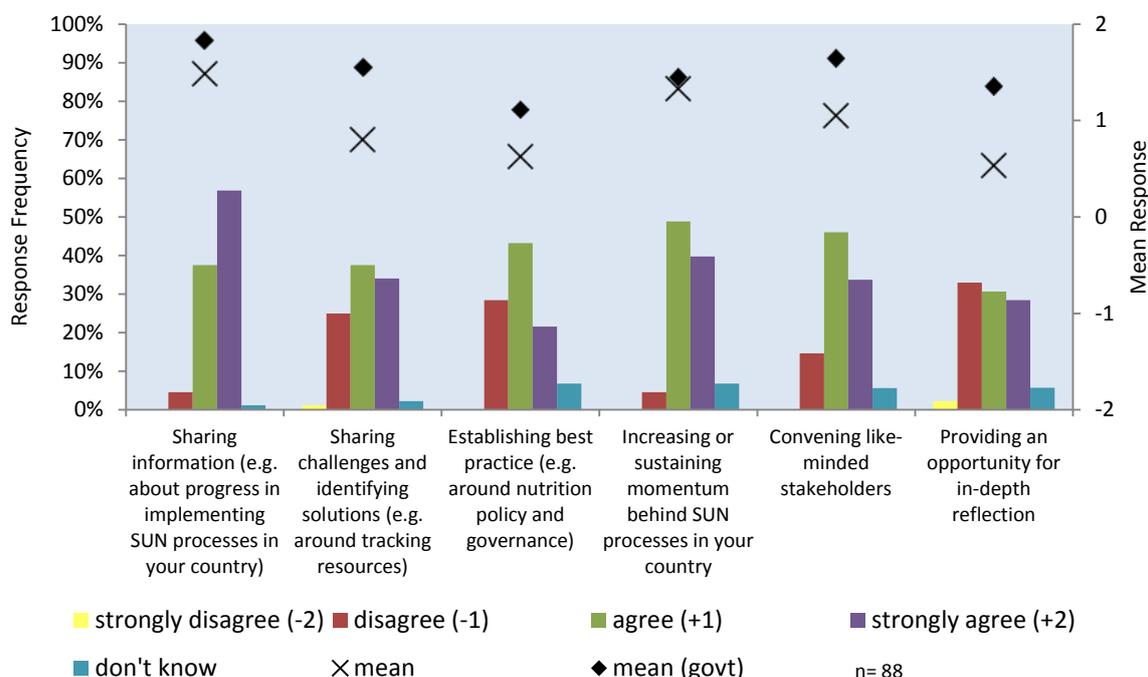
vi. Network calls

34. The respondents who identified themselves as being regularly involved with country network calls identified three functions of the calls as being particularly useful (mean response >1), namely (in order of usefulness): (i) information sharing, (ii) increasing or sustaining momentum behind SUN processes in country, and (iii) convening like-minded stakeholders. 94%, 89% and 80% of stakeholders either “agreed” or “strongly agreed” that the calls were useful for these purposes, respectively. The calls were deemed to have had more limited usefulness with regards to providing an opportunity for in-depth reflection (with 59% in agreement), and establishing best practice (with 65% in agreement). Interestingly, partner government respondents, primary “users” of the network calls in question, consistently rated the usefulness of the calls more positively than other stakeholder groups, who are likely to have been engaged as observers or facilitators (see Figure G7). Overall, 80% of respondents felt the network calls were worth the effort required (in terms of preparation and participation) (Figure G8).

35. The comments provided some suggestions about how the country calls could be strengthened. These included, choosing a country-identified thematic focus for the discussion rather than using it to provide standardised (and lengthy) updates on country progress, supporting countries to adequately prepare for the calls, limiting their duration and frequency, and employing video-conferencing technology.

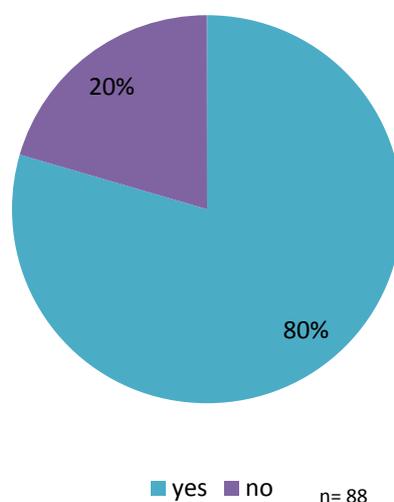
**Figure G7 Functions of country network calls**

**Q: To what extent do you agree with the following observations, based on your own experience? The SUN Country network calls are useful for...**



**Figure G8 Overall judgement on country network calls**

**On balance, are the network calls worth the effort required? (in terms of preparation and participation)**



**Table G7 Overall judgement on country network calls: selected qualitative responses**

Comment	Affiliation	Country
<i>Technology</i>		
I'm aware internet connections are a limiting factor, but if it was possible to use Adobe Connect or a similar platform for the calls it would allow for more interaction between the participants of the call and for the use of visual material	UN agency	
Conference calls are laborious. Teams from different countries do not listen. Communication is poor.	International NGO / CSO	Madagascar
Alternative arrangements may also be considered, with webex connections – that allow visual interaction – and/or blogs to discuss specific topics, with sharing of documents/PowerPoints	UN agency	
Shift from telephone calls to Skype calls or video conference	UN agency	Rwanda
<i>Duration and frequency</i>		
The calls are too long. I suggest talking to countries individually and occasionally gather several countries sharing the same context to share experiences.	UN agency	Madagascar
Make calls less frequent [and] instead , have a 5 day SUN meeting each year where details of each country's progress are discussed .	Other	
Too long. Too many countries involved. Sensing lack of enthusiasm.	UN agency	Bangladesh

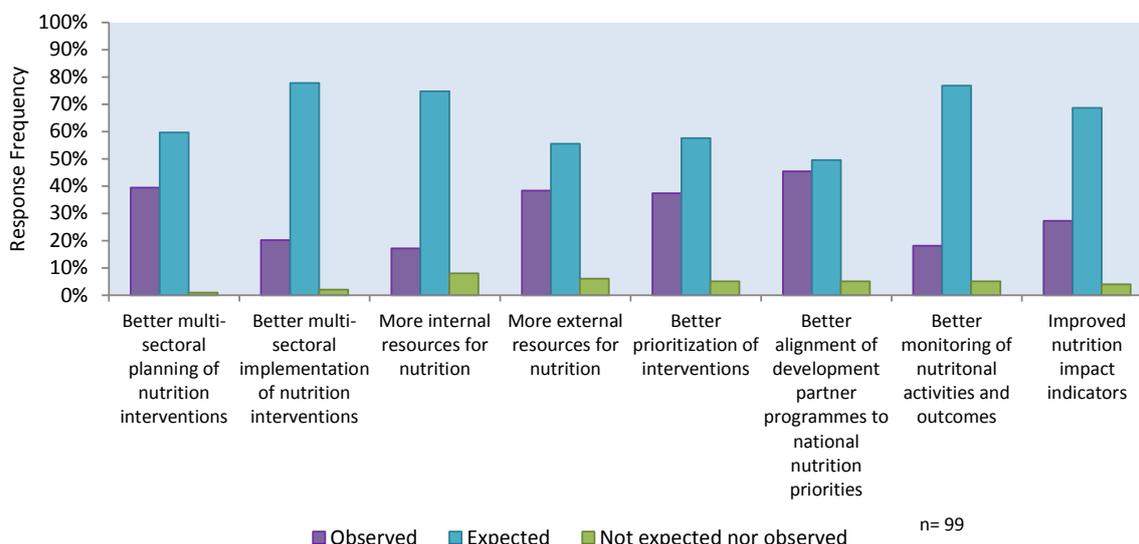
<b>Comment</b>	<b>Affiliation</b>	<b>Country</b>
<i>Format &amp; moderation</i>		
Countries don't always really address the topic of discussion properly, maybe more guidance can be provided in advance on how they should prepare, e.g. really getting them to focus on concrete actions/results	Bilateral donor agency	Sierra Leone
Choosing a thematic focus (like for example social protection in one of the more recent calls) for each call can add value. Another idea could be for countries to take turn in presenting their nutrition efforts (programmes, strategies and institutions) in more detail.	UN agency	
They are focussing on global policy level and to a large extent 'far away' from the reality on the ground which the movement was there for.	Bilateral donor agency	Mozambique
The calls could be improved by letting countries stick to the agenda topics instead of giving routine updates all the time. Countries sometimes do not understand the theme for the calls. The calls should be timed as it is sometimes very long.	Partner Government	Sierra Leone
The calls are good for information sharing but they do not allow for in depth reflection nor identifying best practices nor solutions. I also don't believe country teams always have time to read all the documents sent beforehand and thus properly prepare.	Other	Mozambique
[In the] absence of SMS senior leadership, less experienced staff are now chairing the calls from SMS, [resulting in the] loss of interest from senior officials in country.	Other	
I think it would be empowering that for each call the countries will identify their moderator/ chair who will lead the discussion (e.g. for a francophone call, Senegal will be selected to moderate, the next call it could be Mali, etc.). The SUN Secretariat could still do the logistics.	UN agency	
Generally only the SUN country focal person is the one who speaks, and comments are toned down. It is difficult to get together before the calls to truly work on what needs to go across. The real problems in the country are not addressed – it responds mainly to what the global secretariat wants.	National NGO / CSO	Bangladesh
While the need to provide ample time for each country is recognized, the way the call is managed could be more effective by allowing only one spokesperson per country for instance	UN agency	Congo, Democratic Republic of the
The thinking behind the calls is valid, however, based on my experience I find that despite efforts made by conveners to ensure that countries do not go off track, it still happens. Some countries use the call to "showcase" rather than report on issues at hand.	Civil Society	Sierra Leone
The calls have been extremely useful. [They] created a space for discussion between the Government and other networks in particular UN on critical nutrition issues.	UN agency	Laos

vii. *Multi-sectoral nutrition plans*

36. Respondents familiar with a multi-sectoral plan for nutrition were asked to review a series of potential benefits of multi-sector plans, and indicate whether they had personally observed the benefit, expected to observe it, or otherwise. For each potential benefit proposed, over 90% of respondents answered that they had already observed it, or expected to in the future, and less than 10% of respondents felt it was unlikely the benefits would materialise (see Figure G9 below). This was true from global and country level respondents alike. It was also echoed in nearly all stakeholder groups, with some few but notable exceptions.<sup>86</sup> Civil society respondents were marginally less confident that multi-sector plans would result in more internal resources for nutrition from the Government budget, better prioritization of interventions, or monitoring of nutritional activities and outcomes (12% selecting “benefit not expected nor observed” in each case). 13% of partner government respondents felt that more external resources for nutrition (including aid, NGO and private sector financing) was unlikely.

**Figure G9 Benefits of multi-sectoral plans for nutrition**

**Q: From the list below, please identify which benefits, if any, are already happening or expected to result from the multi-sectoral plan for nutrition with which you are (most) familiar**



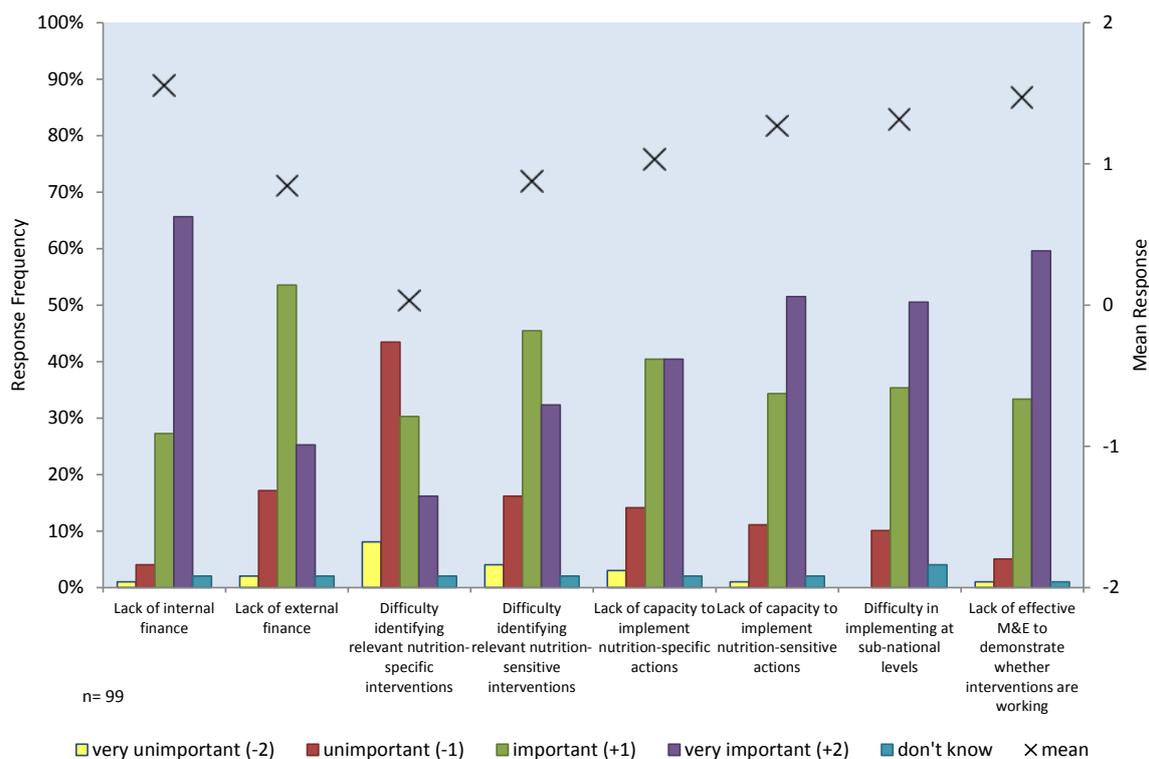
37. The responses serve to demonstrate the weight of expectation on multi-sector plans, with “expected but not yet observed” the most popular response. From the responses, some of the benefits can be considered further along in terms of having realised expectations. The following effects were “observed” by over 35% of

<sup>86</sup>Note: disaggregated results are not displayed in Figure G9, which presents the picture for the respondents overall. However, key differences are documented in the narrative.

respondents: better alignment of development partner programmes to national nutrition priorities, better multi-sectoral planning, and more external resources for nutrition. Of particular noteworthiness, 60% of Government respondents reported observing better prioritization of interventions as a result of a multi-sector plan, and 59% of UN respondents reported observing better alignment of development partner programmes to national nutrition priorities.

**Figure G10 Implementation barriers for multi-sectoral plans for nutrition**

**Q: Please identify the principal challenges in implementing the multi-sectoral plan for nutrition, by rating the importance of the issues in the list below.**



38. Respondents were then asked to identify the principal challenges in implementing the multi-sectoral plan for nutrition, by assessing the importance of a series of potential implementation barriers (Figure G10).<sup>87</sup> Overall, the most significant barriers (with means >1 – approaching “very important”) were (in order of significance): (i) lack of internal finance (resources from the Government budget), (ii) lack of effective monitoring and evaluation to demonstrate whether interventions are working, (iii) difficulty in implementing at sub-national levels, and (iv) lack of capacity to implement nutrition interventions (specific and sensitive). Between 81% and 93% of respondents felt these obstacles were either “important” or “very important”.

<sup>87</sup>Note: disaggregated results are not displayed in Figure G10, which presents the overall picture for the respondents overall. However key differences are documented in the narrative.

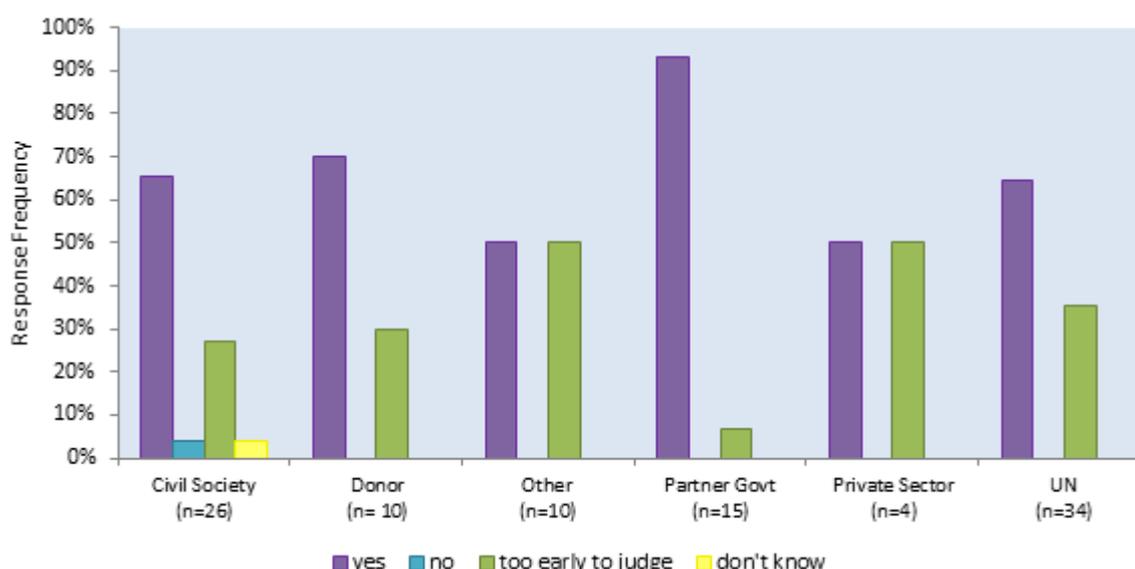
important”. Difficulty identifying relevant nutrition-specific interventions was considered the least important barrier, with a mean response close to 0 and over half the respondents (52%) considering it “unimportant” or “very unimportant”. There was notably variety in opinion regarding lack of external finance (including aid, NGO and private sector financing), with 93% of partner governments considering it “important” or “very important” (with a mean response of 1.27), compared to 70% of donors (who provided a mean response of 0.5).

39. The comments received in this question were useful in further detailing the challenges around multi-sector plans. They revealed that whilst formulating a multi-sector plan is useful in bringing partners around an agreed multi-sectoral agenda, the crux of the challenge lies in maintaining momentum around implementation (and related financing that that requires). Progress in this respect varies between countries, in some countries respondents felt it was too early to judge whether the multi-sector plan approach has gained traction.

40. Most respondents (68%) felt the multi-sector plans were worth the time and effort that went into preparing them, with government stakeholders particularly confident in this response (93%). Almost no respondents felt it wasn’t worth the effort, but a significant portion (30% overall) felt it was too early to tell (Figure G11).

**Figure G11 Overall judgement on multi-sectoral plans for nutrition**

**Q: Given the benefits and challenges noted above, in your view has the multi-sector plan been worth the time and effort that went into preparing it?**



**Table G8 Overall judgement on multi-sectoral plans for nutrition: selected qualitative responses**

Comment	Affiliation	Country
More needs to be done to ensure the decentralisation happens; the funding is dedicated and then disbursed on time to the districts.	Other	
It was very worth the effort...there is a re-awakened need to prioritize nutrition actions - increasingly by district local governments. Given that this is where budgets originate, we shall increasingly see districts prioritising and budgeting for nutrition and this will trickle to the national budget.	National NGO / CSO	Uganda
I believe that it is the only way forward but it is complex and will take time to get this to work effectively (learn from HIV)	Bilateral donor agency	Mozambique
Countries would benefit from having an intermediate accountability framework to assess the degree to which the plan has buy-in and is being implemented/ followed by different sectoral stakeholders. Change and getting to scale with implementation takes time and it is too early to judge whether this approach will gain traction.	Other	
Has been instrumental in ensuring all partners sit together, plan together and gradually implement together.	Civil Society	Sierra Leone
Has definitely been the main reason for the reducing chronic child malnutrition rate experienced by Peru from 2007 to date.	UN agency	Peru
Without the strategic plan for the development of food and nutrition in Benin, no progress would have been possible to date.	Partner Government	Benin
The plans are important to set the basis for multi-sectoral actions. However, they are not sufficient in themselves if they are not of good quality, have buy-in from government and partners, and are unclear on how they will be funded and implemented.	International NGO / CSO	
The plan has certainly been pivotal to create the momentum. While it is relatively easy to create the momentum, it is that much more difficult to keep up with its roll out, with discussions with Government and with its monitoring.	Multilateral donor agency	Yemen
Depends on the starting point in each country, in some cases the NNP is gathering dust as another plan is driving decisions	Donor	

*viii. Gender*

41. In an effort to prepare respondents to assess the role of the SUN movement in promoting the consideration of gender, stakeholders were first asked to identify the most important gender issues they have come across in their nutrition related-work. Answers covered a broad spectrum of activities, (as one respondent noted, gender should affect all aspects of the nutrition programming), including but not limited to: female empowerment, the double role of women in production and household environments, nutrition of pregnant and breast-feeding women and maternity leave allowances, women's access to land, credit and education, and female representation in nutrition coordination mechanisms. Largely, the responses focused on female

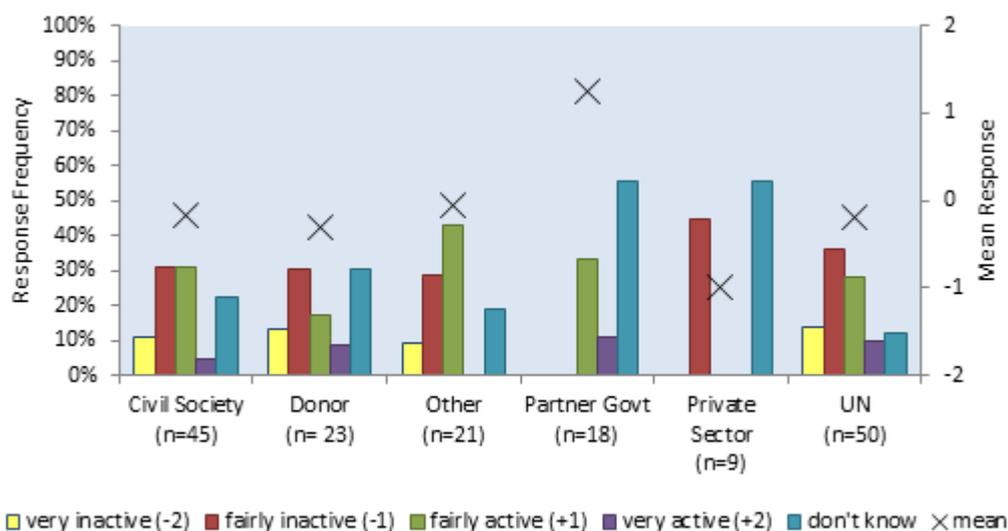
issues, however some did note the need to address men in gender consideration to sustain nutrition efforts in the long run.

42. Overall, only 35% of respondents felt the SUN movement had been active (fairly, or very) in promoting a discussion of gender issues related to nutrition. Opinions vary between stakeholder groups, with partner governments noting it to be fairly active (with mean response of 1.25), but all other stakeholder categories judging it to have been marginally inactive (mean responses <0). The qualitative responses reveal that a lot of respondents felt that whilst gender is routinely referred to in SUN’s global messaging and strategies, this isn’t yet translating into prioritisation of action on gender in countries.

43. Respondents highlighted a number of gender issues they felt the SUN movement could focus more on. In terms of female-focused initiatives, more efforts were called for in the areas of female empowerment, and nutrition for pregnant women and mothers (in particular treating anaemia). Some noted the need for gender sensitivity across all programming and for more guidance on how this could be achieved. A large number of respondents called for more action on involving of men and boys in nutrition programming, and bringing them into the fold as gender champions. Some identified the need to adopt a rights-based approach to addressing gender issues in scaling up nutrition.

**Figure G12 Promotion of gender issues**

**Q: To what extent has the SUN movement been active in promoting a discussion of gender issues related to nutrition?**



**Table G9 Promotion of gender issues: selected qualitative responses**

Comment	Country	Affiliation
<b><i>To what extent has the SUN movement been active in promoting a discussion of gender issues related to nutrition?</i></b>		
The SUN movement has always taken account of the specific needs related to gender in its global strategies and in the form of messages, however there is not enough action aimed at gender	Niger	National NGO / CSO
The documents provide guidance and evidence on how it is important otherwise the real practical action is yet to happen	Kenya	Civil Society
Some token language in the roadmap but no prioritisation of action on gender		Donor
Gender issues have not been specifically standing out, not more than by other stakeholders, actors in the nutrition arena.		UN agency
Documenting and sharing best practices would be a useful next step.		Other
The discussion has still been too much on women and women empowerment only and has not involved enough the male side of society		International NGO / CSO
The role of women has been an issue in every debate. The same applies as far as the risks for young women in reproductive age is concerned.		Donor
<b><i>Which gender issues, if any, should the SUN movement focus more on?</i></b>		
<i>Female-focused interventions</i>		
Breastfeeding is the single most important thing and does not need a lot of resources except policy clarity and gender awareness in a social change perspective		UN agency
Focus on the empowerment of the women at the grass-roots level as they are the major contributors to the wellbeing of the children in the families	Uganda	National NGO / CSO
Consider the woman as a real player in food production and not just as the main victim of malnutrition		Private Sector entity
Agricultural practices and how they affect pregnant women and child feeding and especially breastfeeding practices	Tanzania	National NGO / CSO
Maternity legislation		International NGO / CSO
Women empowerment in regards to educating the girl child, ending teenage pregnancy and ending early childhood marriages.	Sierra Leone	Partner Government
There seems to be very little investment in adolescent and maternal nutrition (unresolved high level of anaemia for example) so advocacy is needed to push for cost effective and evidence based interventions at the specific and sensitive level.		Other
[Enhancing] women's voices in the SUN movement itself (partly down to culture and structure)		Other
Family planning, linking SUN to Every Woman Every Child and similar initiatives. Awareness of the nexus between food, WASH, household energy and time to care for children. Stop blaming women for IYCF practices, look at what is driving behaviour!		Donor

Comment	Country	Affiliation
<i>Men &amp; boys</i>		
The involvement of men and boys in nutrition programming, including nutrition education. We can't just focus all our efforts on women and girls.		International NGO / CSO
Role of men and boys in nutrition	Kenya	International NGO / CSO
Male involvement and looking at the cultural set-up of patrilineal and matrilineal systems as they affect implementation of the interventions.	Malawi	UN agency
We are all too often forgetting that also the behaviour of men needs to be adjusted in order to give space and respect to the position of women. We cannot assume that women in the rural villages alone can lead that battle.		International NGO / CSO
<i>Gender-sensitive nutrition programming</i>		
Advice on gender sensitive nutrition programming would be welcome	Sierra Leone	Bilateral donor agency
Gender specific recommendations for nutrition sensitive interventions		Bilateral donor agency
It's more a case of ensuring that gender sensitivity is woven into the work of the SUN movement.		Other
<i>RBA</i>		
SUN movement should make human rights a focus, then automatically gender would be taken into account. Human rights is mentioned, but it is window dressing. It should become inherent to the SUN movement in a concrete and practical sense.		UN agency
All of [the gender issues need attention] in order to succeed. With a focus on the linked causes of under nutrition and how gender plays a role in all of these – e.g. climate changes affect women and men differently and hence has knock-on effects on nutrition. Women who can access their rights are more resilient to climate change and can better support the nutrition of their families.		Other

*ix. Governance*

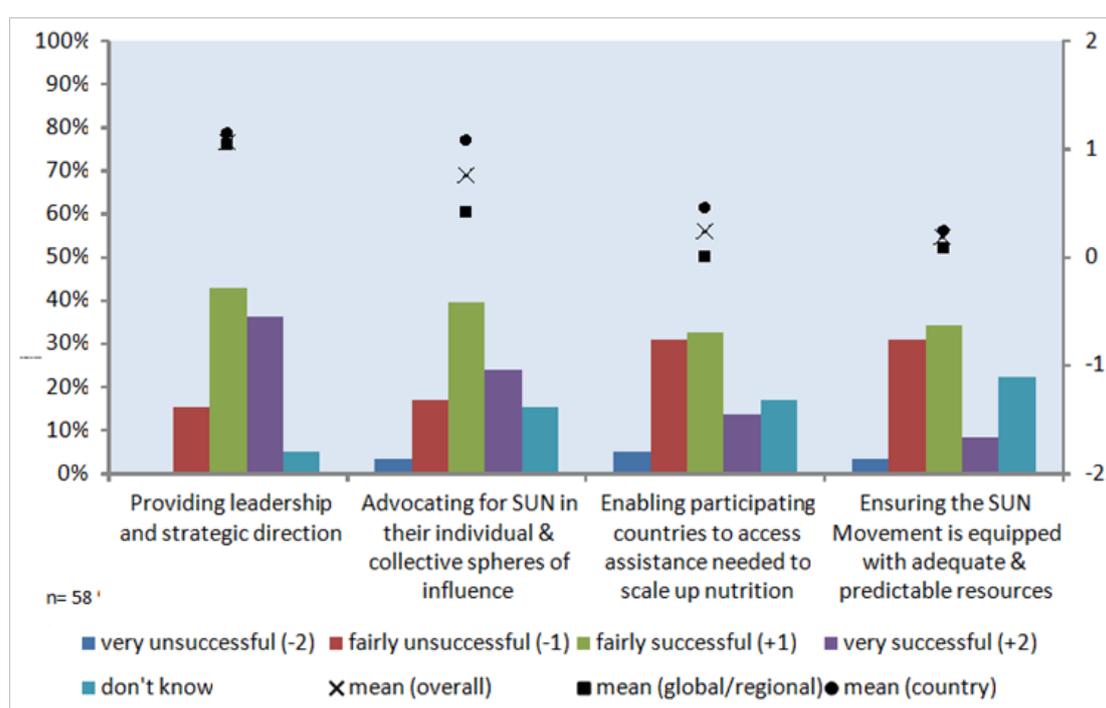
44. Survey findings regarding the efficacy of the SUN Lead Group are presented in Figure G13 below. Note that only 58 respondents had sufficient experience of dealing with the LG to qualify them to answer.

45. These respondents overall felt the LG had demonstrated most success in providing leadership and strategic direction for the SUN movement (mean response 1.05, with 79% of respondents feeling LG had been “fairly successful” or “very successful” on this point). However, as demonstrated in some of the qualitative responses, some consider the Lead Group too far from the nexus of action at the country level, operating as (in the words of one respondent) “an entity where statements are made but provides little concrete direct support nor strategic guidance to the movement”. Respondents felt the LG had had some, more limited success in advocating for SUN in their individual and collective spheres of influence (mean response 0.76, with 64% of respondents feeling LG had been “fairly

successful” or “very successful”), however the engagement and commitment of individual members was seen to vary extensively. Respondents noted limited success (with mean responses close to 0) in enabling participating countries to access assistance needed to scale up nutrition, and ensuring the SUN movement is equipped with adequate and predictable resources, with only 46% and 35% of feeling LG had been “fairly successful” or “very successful” in these two activities, respectively. Notably, perceptions from country-level respondents were marginally more positive than those from global / regional level.

**Figure G13 Performance of the Lead Group**

**Q: Please rate the performance of the Lead Group in the following roles, which were set out in the SUN movement strategy:**



**Table G10 Lead Group performance: selected qualitative responses**

Comment	Affiliation	Country
The Lead Group is too much distant from the rest of the SUN movement. There is not enough interaction... I do not really see the guiding role of the Lead Group.	Donor	
The Lead Group in my experience has operated as an entity where statements are made but provides little concrete direct support nor strategic guidance to the movement.	Other	
Most members of the Lead Group are inactive and they have not been called upon in most cases to use their voice – in their own countries as well as more widely. Participation of LG members has been very uneven.	Other	
Some members, including the chair, have been active but on the whole I feel it has not fulfilled its potential	Donor	
They have been able to instil commitment in Governments but have not yet been able to help countries access resources for scale up.	National NGO / CSO	Tanzania

46. 99 respondents had had personal dealings with the SMS, qualifying them to answer questions on the SMS' performance (see Figure G14 below). Overall perceptions of SMS performance were positive, and respondents commended the leadership and professionalism. In particular there was relatively strong agreement (with mean response >1, and over 75% of respondents answering "agree" or "strongly agree") that the following services were useful: (i) SMS communications, (ii) facilitating communication between different parts of the movement, (iii) tracking and reporting on progress, (iv) providing technical nutrition knowledge. There was more limited agreement around value of some other contributions, in particular the SMS's contribution to resource mobilisation and tracking (mean responses of 0.44 and 0.55 respectively; and 59% and 47% of respondents answering "agree" or "strongly agree"). These are recognised to be difficult areas, where SMS has made some contribution, but "more work needs to be done to understanding financing gaps and opportunities".

47. When disaggregating by stakeholder group, some notable patterns emerge. Disregarding private sector responses (on account of small sample size), partner Governments consistently rate the SMS performance higher than most other stakeholder groups (by agreeing more strongly with the positive performance statements), apart from with regards to support for tracking of nutrition resources.<sup>88</sup> The "other" category, which includes a number of SMS staff themselves, tends to rate the SMS performance less favourably (although still positive) than other groups (by expressing weaker agreement with positive performance statements). An exception to this is on the issue of technical knowledge on nutrition, where the "other" stakeholders presented a mean response that was higher than most other groups (besides government).<sup>89</sup>

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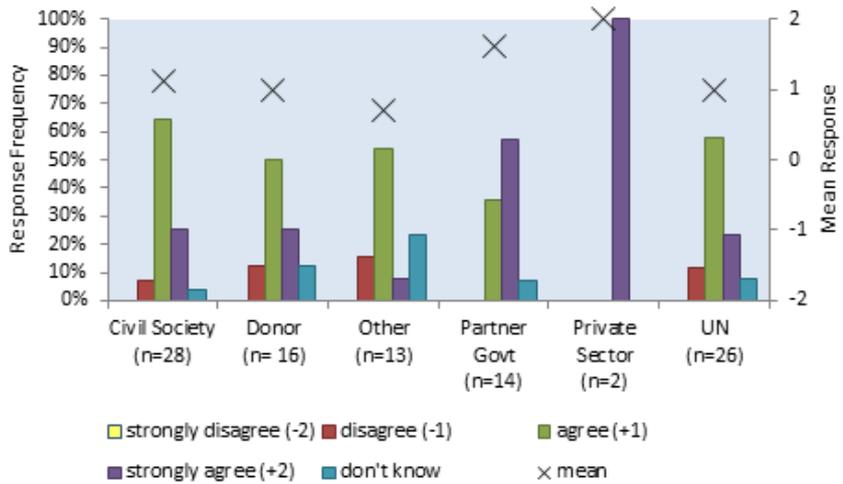
<sup>88</sup>Partner Governments' mean response to "the SMS is supporting effective tracking of resources for nutrition" was 0.33; the mean response from all respondents overall was 0.55 – reflecting stronger agreement.

<sup>89</sup> "Other" stakeholders' mean response to "the SMS is knowledgeable on technical issues related to nutrition" was 1.22 (agree). The overall mean was 1.19; with Governments' mean response being 1.54 and donors' being 0.85.

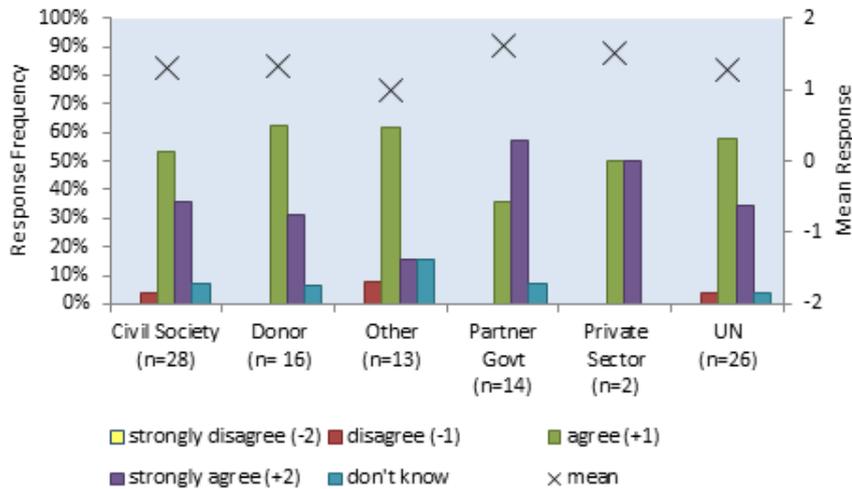
**Figure G14 Performance of the SMS**

**Q: Please indicate the extent to which you agree with the following perspectives on SMS' performance:**

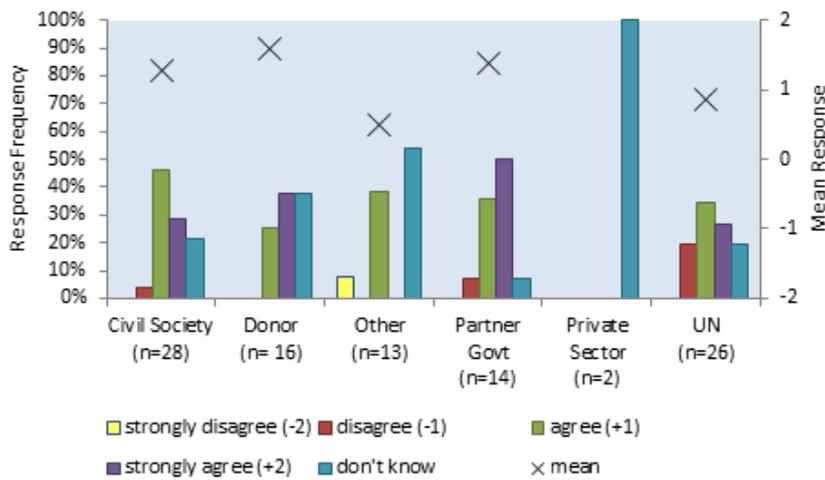
The SMS tracks and reports progress in SUN countries in a way that is useful for you:



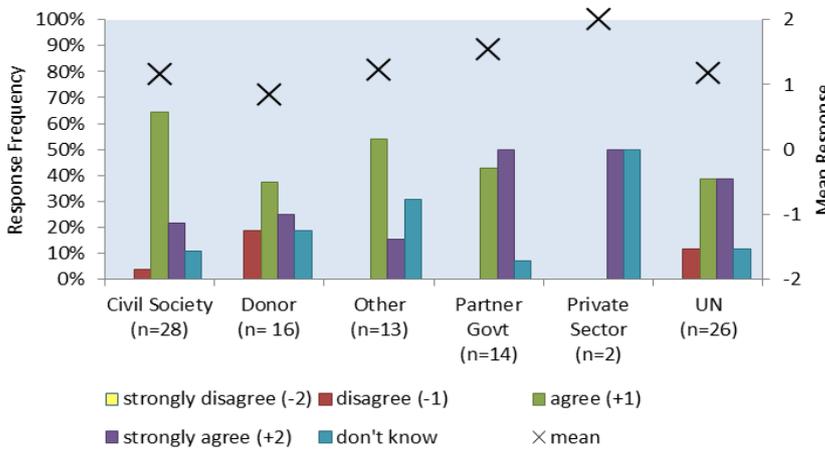
The communications produced by the SMS are useful:



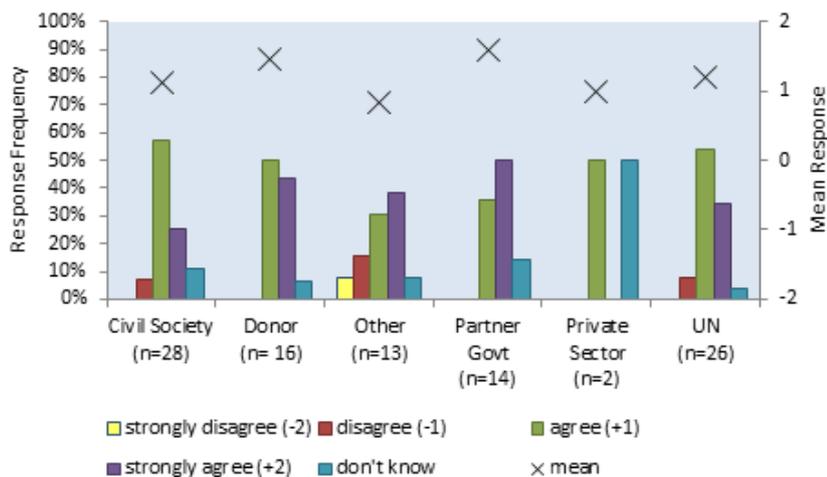
The SMS is responsive to your requests for technical support:



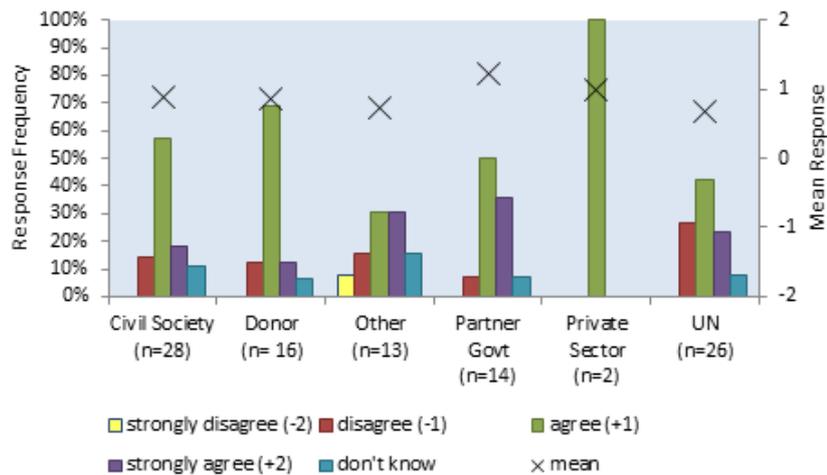
The SMS is knowledgeable on technical issues related to nutrition:



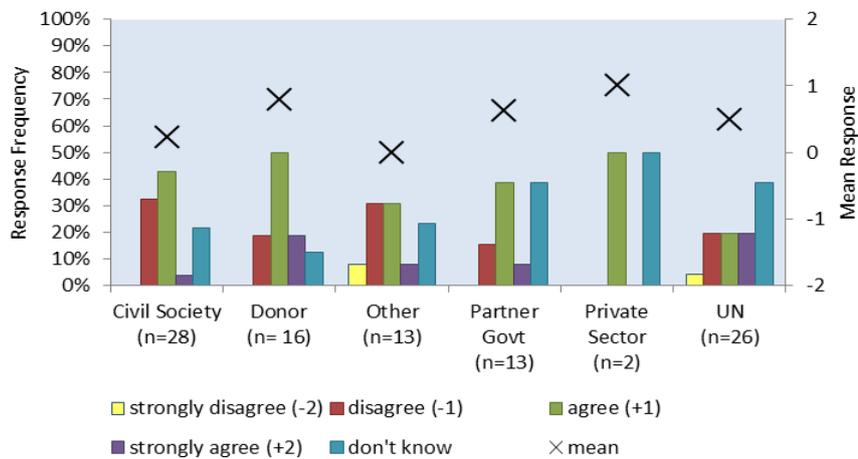
The SMS facilitates communication between you and other parts of the SUN movement:



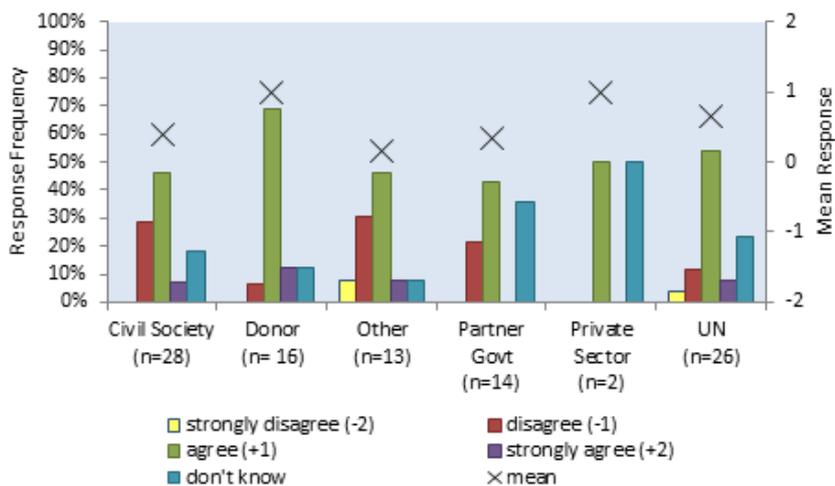
The SMS facilitates learning between you and other parts of the SUN movement:



The SMS is contributing to efforts to mobilise resources for nutrition:



The SMS is supporting effective tracking of resources for nutrition:



**Table G11 Performance of the SMS: selected qualitative responses**

Comment	Affiliation	Country
Great efforts are made by SMS to meet all the needs and concerns related to information, communication, experience sharing, resource mobilization, etc.	National NGO / CSO	
Leadership in the SMS is very strong, team-oriented and responsive. David is very charismatic and contributed personally a lot to the success of the movement. Question is how to ensure this in the future. On the other hand the team is very professional and dedicated.	Bilateral donor agency	
Have been very impressed with their professionalism and commitment to further the nutrition agenda – a pity that DN had to serve yet another emergency at this crucial time!	Research Institute / academia	
There is a need to improve mobilization of resources and tracking of resources. They aren't clear at country level.	International NGO / CSO	Kenya
I think the use of SMS is useful on the program side but not for resource mobilisation or tracking	National NGO / CSO	Tanzania
Resource tracking for nutrition is very difficult. SMS is contributing but more work needs to be done to understanding financing gaps and opportunities.	Other	
The SMS puts out periodic updates through the newsletters but these are more advocacy/good news stories than what we now need which is clear and evidenced progress of change and results. I'd personally like to see more objective lesson learning and dissemination as it feels that we are now at a crucial juncture to move beyond movement soft touch information to more concrete outcomes.	Other	
The communication of roles and responsibilities within the SMS could be improved. I found it hard to have an "official" entry point with the SMS, but rather went directly to the people I know (or through colleagues who know people in the SMS).	UN agency	

*x. Areas of focus going forward*

48. In an effort to solicit opinions of what activities the SUN movement should do more or less of in the future, the survey posed a list of potential functions which respondents were requested to rate on a scale of a scale of 1 (should do a lot less of this) to 5 (should do more of this as a priority), where the midpoint (3) constituted continuing at current levels (see Figure G15 below).<sup>90</sup> The first seven of these options repeated those from the similar question in the survey of the 2011 Stewardship Study (Isenman et al 2011) to enable analysis of how stakeholders' priorities for the movement have evolved, whilst the last three were added as issues which had been raised as potential areas for SUN to focus on during the course of the ICE.

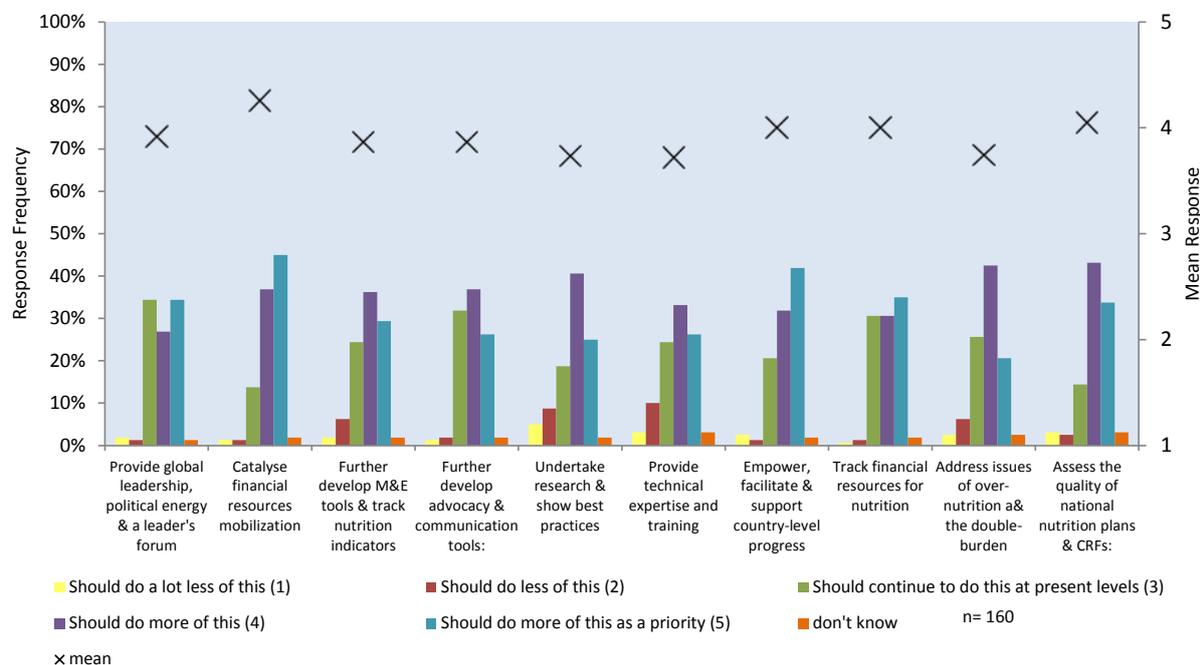
<sup>90</sup>In a departure to most of the other questions in the survey, a five point likert scale was adopted for this question in order to mirror the related question in the stewardship report, which had a similar answer structure. Thus the data were coded 1-5 for the purposes of calculating the mean. "Don't know" answers were excluded from the calculation.

49. As in the Stewardship Study survey, mean responses against all functions exceeded 3 – i.e. it was felt the movement should be doing more of each than it currently was. This was true of responses from global and country-level respondents and within each stakeholder group. In fact in the majority of cases the mean response from each stakeholder group against each function exceeded 3.5, which serves to underscore the difficulty of prioritisation.

50. In the qualitative responses, the need to work in partnership with other entities in the nutrition landscape was highlighted. This would involve identifying a clear niche for the movement, and continuing to deliver certain activities directly (such as advocacy and catalysing resources), whilst bringing in other partners to undertake activities which they are better placed to deliver (including undertaking research, and providing technical assistance). In terms of new areas of activity, over-nutrition was considered an unavoidable component of a holistic approach to addressing malnutrition, but some responses cautioned against taking “the eye off the ball on acute and chronic under-nutrition.”

**Figure G15 Future areas of focus for the SUN movement**

**Q: Which of the following activities would you like the SUN movement to do more / less of in the future?**



**Table G12 Future areas of focus for the SUN movement:  
selected qualitative responses**

<b>Comment</b>	<b>Country</b>	<b>Affiliation</b>
<i>Resource Mobilisation</i>		
The SUN movement is neither a donor nor a research institution. It must remain a movement and as a catalyst for mobilizing resources at all levels including in the Member States to strengthen nutrition. Potentially effective interventions exist and are waiting to be scaled to produce effects and impact. ...The SUN should facilitate the alignment of stakeholders at the country level, the correct orientation of resources and monitoring of resource trajectory to positively impact the nutritional status of the most vulnerable groups.		National NGO / CSO
<i>Advocacy</i>		
In the future, the SUN movement should not stop at advocacy; there is an urgent need to catalyse countries to move to program implementation		International NGO / CSO
I think the above is generally what should be done in nutrition, and it should be recognized there are stakeholders in the countries already working on or planning to work on these issues so it is not just SUN as such. I think for the SUN movement the priority should be keeping the momentum going for nutrition (political attention, resource mobilization, tracking).	Mozambique	UN
<i>Accountability</i>		
In addition to determining future priorities it is also important that the movement consider who within the movement is accountable for their delivery. This could be collective or individual stakeholders.		Other
Ensure the establishment of accountability mechanisms in countries and a global accountability mechanisms for nutrition + position themselves on global issues like the role of Big Food in nutrition and engaging in partnerships with controversial bodies like Nestle, Coca Cola, Pepsi & global trade, food waste, biodiversity and other key global processes influencing the in-country contexts		Civil Society
<i>Over nutrition and the double burden</i>		
While I do accept the focus on undernutrition we also have to state that nutrition is a serious issue all over the planet. Furthermore overnutrition affects more and more countries in the world.		Donor
On double-burden – important to frame nutrition as a global issue that includes all aspects of malnutrition – but in terms of direct actions, be careful not to take eye off the ball on acute and chronic under-nutrition. But the window to do something to create more sustainable and nutrition-enhancing food systems may be closing fast, so we'd better be focusing on that!		Research Institute / academia
<i>Relationship to other entities in nutrition architecture</i>		
Not in splendid isolation but in collaboration with others: ICN2, FAO, WHO, UNICEF, GAIN, AIM, WFP, CFS etc.		Other

<b>Comment</b>	<b>Country</b>	<b>Affiliation</b>
If SMS is to move deeper into nutrition governance, the potential duplication /complementarity with REACH support should be considered for the future.		Other
SUN – and SMS shouldn't duplicate what others are doing – but should help them to do what they do – and should do – better. And as long as SUN is a 'coalition of the willing who signed up' rather than a broader tent, need to be careful that it doesn't undermine capacity that should be in more permanent structures.		Research Institute / academia
<i>Research</i>		
Research on best practices should include operational research on integrated programming for nutrition		International NGO / CSO
Let the SUN movement be about action and not more research... we need to do so much more to deliver the scientifically proven nutrition specific actions so call to the SUN movement to focus on 'delivery' rather on undertaking 'research' as this is best left to the many other groups better equipped to do this.		International NGO / CSO
I believe that another organisation could work with the SMS to undertake research and best practice as well as provide technical expertise and training.		Private Sector entity
<i>Technical Assistance</i>		
Training and technical expertise should be provided through consultants/national experts in a decentralized manner (regional approach).		Bilateral donor agency
I think the global SUN movement should do more on resources and M/E and advocacy tools and less of capacity building at the country level in form of training. Research should be done within country programs	Tanzania	National NGO / CSO
The SMS should rely on the expertise of SUN movement partners rather than establishing streams of work on all of the above areas. It should have a catalytic function and not supplant the work of its partners		UN agency

51. Whilst bearing in mind the consistent high priority given to all the proposed functions across different stakeholder groups, Table G13 below presents a ranking of the different proposed functions by stakeholder group. These were then compiled to produce a ranking of the options overall.<sup>91</sup> Catalysing financial resource mobilization received the top ranking across the highest number of groups.<sup>92</sup> It was also perceived to be a top priority (2<sup>nd</sup> overall) in the 2011 Stewardship Study (see Table G1), but as noted above (§15), this is an area where the movement was deemed to have been less active so far, with minimal perceived activity. Next in the list of ranked priorities are empower, facilitate, and support country-level progress; assess the quality of national

<sup>91</sup>The function with the lowest sum of ranks is considered the highest ranked function overall (all stakeholder groups are weighted equally).

<sup>92</sup>However, while it was the first or second ranked priority for all other stakeholders, it was ranked only 8<sup>th</sup> by donors. For donors the top priority was “Assess the quality of national nutrition plans and CRFs”.

nutrition plans and common results frameworks; and track financial resources for nutrition; which all received fairly similar overall scores. Notably the latter two of these are areas not envisaged in the initial Stewardship Study, demonstrating how the thinking around the movement and the priorities of its members are evolving.

52. Care should be taken not to interpret the functions at the lower end of the overall ranking as low priorities for the movement’s members. Even in the case of “undertake research and show best practices” (ranked 10<sup>th</sup>), mean responses from all stakeholder groups exceeded 3 (should do more of this).<sup>93</sup>

**Table G13 Future areas of focus for the SUN movement: rankings**

	Provide global leadership, political energy, and a leader’s forum	Catalyse financial resource mobilization:	Further develop M&E tools and track nutrition indicators:	Further develop advocacy and communication tools:	Undertake research and show best practices:	Provide technical expertise and training:	Empower, facilitate, and support country-level progress:	Track financial resources for nutrition:	Address issues of over-nutrition and the double-burden:	Assess the quality of national nutrition plans and CRFs
Civil Society	8	1	2	4	10	7	6	2	9	4
Donor	3	8	3	6	5	9	2	10	7	1
Other	5	1	6	10	7	8	3	4	9	2
Partner Government	5	1	6	4	9	2	6	2	9	6
Private Sector	5	2	5	8	10	9	1	2	7	2
UN	4	1	10	5	8	9	2	3	6	7
Sum of ranks	30	14	32	37	49	44	20	23	47	22
<b>Overall Rank</b>	<b>5</b>	<b>1</b>	<b>6</b>	<b>7</b>	<b>10</b>	<b>8</b>	<b>2</b>	<b>4</b>	<b>9</b>	<b>3</b>

*xi. Membership going forward*

53. Respondents were asked their views on the appropriate pace for country membership growth for the movement going forward (see Figure G16). Overall no clear consensus emerged; 53% felt it should be more inclusive (i.e. seeking to rapidly scale up the number of member countries), but 31% felt it should be more selective (i.e. applying tighter screening and stricter membership criteria). A significant portion (16%) selected “don’t know”. Minimal variation between stakeholder groups or levels of respondents was observed.

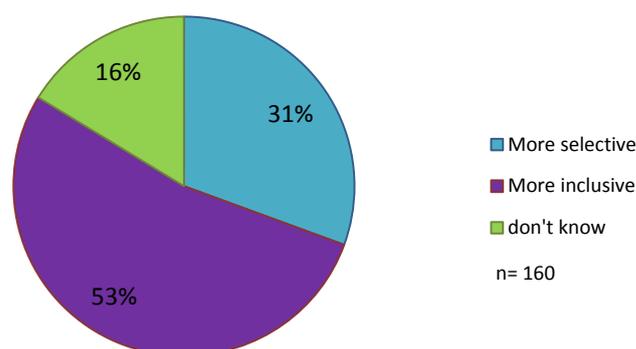
54. The qualitative responses demonstrate the range of arguments on either side of this issue. Arguments made for greater inclusivity include that larger membership would create more room for country to country learning, would provide a larger platform for the movement’s advocacy efforts, would be politically more acceptable and truer to the original intentions of SUN as a “movement”. At the same time, those

<sup>93</sup>However, in the case of undertaking research and demonstrating best practice, the qualitative responses indicate that some respondents feel the focus of the SMS should be on showing best practice, and it should leave the research to other institutions, in particular research bodies.

arguing for more exclusivity point to the difficulty in demonstrating progress and maintaining accountability for results when working with a large and expanding group of countries. Many felt it should focus on those countries who have demonstrated a longstanding commitment to scaling up nutrition, and a number of respondents commented on the need to introduce criteria for staying in the movement, in order to hold countries to account for their commitments expressed upon joining.

**Figure G16 Future SUN movement membership**

**Q: With regards to country membership, do you think the SUN movement going forward would benefit from being more inclusive (i.e. seeking to rapidly scale up the number of member countries) or more selective (i.e. applying tighter screening and stricter membership criteria)?**



**Table G14 Future SUN movement membership: selected qualitative responses**

Comment	Country	Affiliation
<i>Arguments for greater inclusivity</i>		
The SUN movement must be as representative as possible and not a closed club of experts	Madagascar	International NGO / CSO
No one who wishes to join can be excluded! This would be unacceptable and harm the reputation of the movement.		Other
It is a country-led network, where countries can push and inspire each other. So the more the better.		Other
Double burden, middle income countries, fragile and conflict affected states all need to feel welcome and included. Currently, these issues/contexts sit outside to a large extent. To be a global movement, it must increase the level of inclusivity.		Other
The movement must attract the largest number of countries and exercise its advocacy so that eventually the situation of malnutrition evolves.	Niger	Donor

<b>Comment</b>	<b>Country</b>	<b>Affiliation</b>
<i>Arguments for greater exclusivity</i>		
By being more inclusive the SUN movement could not follow the activities of all countries. It is necessary that countries that want to accede to SUN movement express their will and provide supporting evidence.	Burundi	National NGO / CSO
SUN should ensure that the commitments made by countries are actually translated in concrete action, otherwise it will lose credibility.		UN agency
For it to be meaningful, countries should be pushed to prove that they are actually committed to nutrition and getting results.	Sierra Leone	Bilateral donor agency
There is a need to streamline the SUN initiatives in the different countries to ensure effective ownership before we broaden the membership	Uganda	National NGO / CSO
I would like to see SUN movement membership as an award for being active, pioneer or example of successful country intervention in nutrition, and not every country which has a nutrition problem	Kyrgyzstan	UN agency
The SUN should be given the opportunity to accept the countries that play the game, and give more attention to countries that fail, over and above countries who pretend and do not play the game		Private Sector entity
If SUN at country level is about demonstrating that multi-stakeholder partnerships and strong political advocacy can rapidly advance the agenda and bring better nutrition on a broad scale, better to focus on a few concerned countries rather than lots of countries signing up without any real commitment to doing something and without sufficient global and regional technical capacity to support it		Research Institute / academia
Management is easier if fewer people are involved. Get a core group functioning well, and then expand outwards.	Zambia	International NGO / CSO
In order to deliver impact the movement needs to demonstrate progress with some countries and then scale up to others.		Other
Neither the secretariat nor the UN system have enough resources to support so many SUN member countries; the prospect of demonstrating real [progress] in a limited number of "early riser" countries has been lost		Other
I can see arguments for both. I feel at this stage there is an argument for being more selective and really tracking commitments and following up on progress. However, political realities do not always allow for this. There is a danger that if the movement expands more rapidly accountability will be weaker given current capacities to follow up on progress.		Other
There should be a criteria for selection. Aim should not be to increase number of countries but it should be need-based and Government must be committed and clearly engaged to scale up and improve nutrition of its people		Civil Society
Some of the member countries are not really serious about the SUN. If they were there should be [a] fall in [the number of] member countries. The SUN is initially thought to be an avenue to mobilise resources, attend global meetings etc.	Gambia, The	UN agency
<i>Criteria for remaining in the movement</i>		
Maybe we need an exit plan for those countries that don't deliver on what they promise.		International NGO / CSO

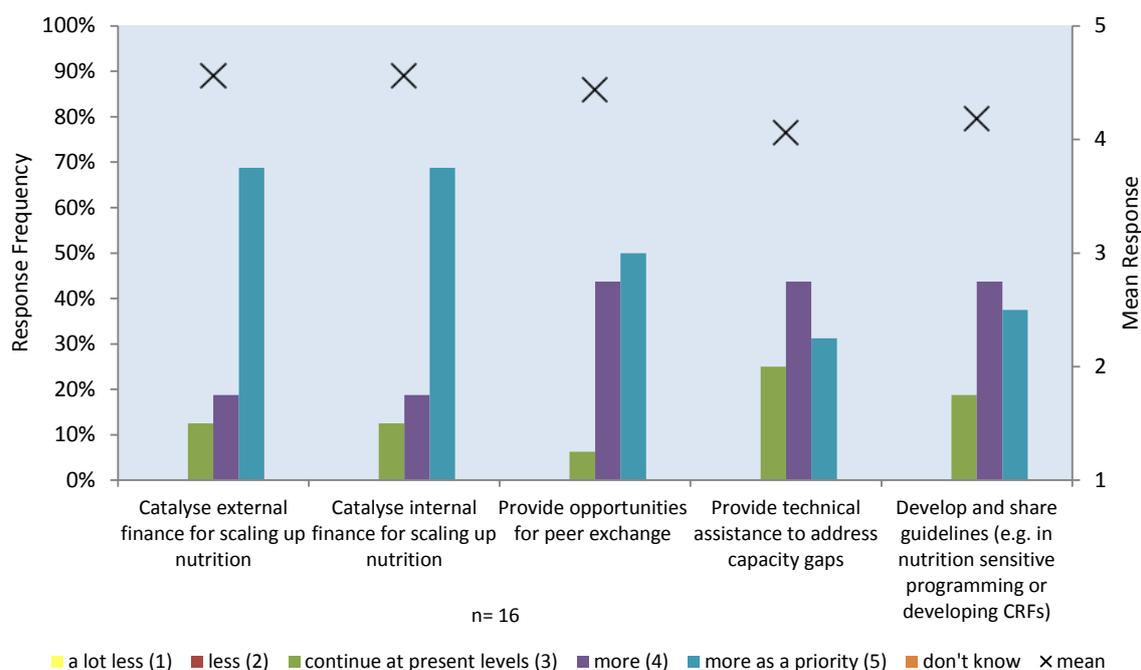
<b>Comment</b>	<b>Country</b>	<b>Affiliation</b>
There are benefits to being very inclusive but at some point countries need to show progress in terms of programs, indicators, etc. Otherwise the SUN country status is meaningless.		International NGO / CSO
I agree with the 'opt-in' approach but I also think that there need to be criteria for remaining in the movement – commitment and progress are essential. It cannot just be a paper promise.		Other
As a movement, I do not think SUN can exclude countries that want to join. I do think there needs to be tighter definition of what commitments countries need to join SUN, and then holding countries to those commitments.		Other
In fact, I would say both, inclusive at the beginning, to initiate an interest, and then, a second level, when countries have started to be really into it.		Private Sector entity

*xii. Country level support going forward*

55. The question on the nature of country-level support going forward was purposely restricted to partner country governments only. This, teamed with the fact that the question came towards the end of the survey, meant that the sample size was notably small (n=16). With this significant limitation in mind, firm conclusions should not be drawn from this data. However some tentative observations can be made. For example, none of the respondents selected “a lot less”, “less”, or “don’t know” against any of the types of support proposed, which again serves to underline the importance given to potential SUN functions by partner governments. In particular, the majority of respondents felt that a lot more support was required in catalysing internal and external finance for scaling up nutrition, and providing opportunities to exchange experiences with other countries facing similar issues (see Figure G17 below).

**Figure G17 Country support going forward**

**Q: Which of the following types of support would you like to see more of in a future phase of the SUN movement to support the scaling up of nutrition in your country?**

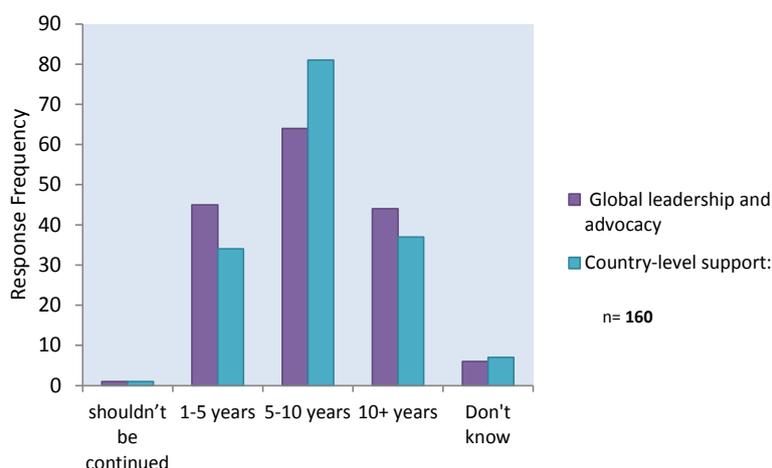


*xiii. Lifespan going forward*

56. As a closing question, respondents were asked to identify what they felt would be an appropriate lifespan for the SUN going forward (Figure G18). Global level leadership and advocacy was differentiated from country-level support. The most popular response was 5-10 years, for both aspects, but was a clearer preference in terms of country-level support. No clear variation was observed between stakeholder groups or level of respondent. In their qualitative responses, some respondents suggested linking the SUN movement’s life span to existing time frames, such as those around the WHA targets or SDGs. The need for another evaluation later on in the lifespan of the SUN movement was also raised.

**Figure G18 Future lifespan of SUN**

**Q: What indicative lifespan would you envisage for the next phase of the SUN movement, in terms of:**



**Table G15 Future lifespan of SUN: selected qualitative responses**

Comment	Affiliation	Country
Providing global leadership and advocacy should be nurtured now and enable countries to own the process. Support at country level should continue for the next decade as some SUN networks haven't been established.	International NGO / CSO	Kenya
In line with the 'learning process' approach – something should continue beyond 5 years, but would like to see stronger focus on learning and reflection and building the system in the next five years	Research Institute / academia	
Nutrition impact is slow, so global advocacy and national support should continue for long term.	National NGO / CSO	Tanzania
I think there will always be a role for something like SUN in terms of global leadership and advocacy. I suggest a slightly shorter time frame for country level support primarily because I think this needs to be re-evaluated and re-tooled as the movement grows and evolves. Here I am thinking more in terms of every 3 year assessments of how well SUN is working at the country level. Without this I am afraid that SUN will become like other institutions -- with survival instincts -- and not a vibrant movement.	Other	
10 years from now will be sufficient to have all countries that want to join the movement to have received the support required. Leadership and advocacy will however continuously be required even beyond 10 years if we are to keep nutrition on top of the agenda	National NGO / CSO	Uganda
As long as the Scaling Up Nutrition Initiative will be captured in the post 2015 agenda and maintain the Global agenda for about ten years then the country level implementation can be sustained for longer than 10 years	National NGO / CSO	Uganda
SUN should have a mandate through to the achievement of the WHA 2025 nutrition targets at least.	Other	
I'd tie the country and global level efforts with the 2025 targets. We know that short term financing or visioning just isn't long enough to make meaningful in-roads into reducing malnutrition.	Other	

## The e-Survey Instrument

### 1. Respondent Identification

1) Please provide your name. (This is for follow-up purposes only. Answers to the questionnaire will be treated as confidential; quotes used, if any, will be anonymous.)

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2) Which category most closely reflects your primary affiliation between 2010 and 2014?\*

- Partner Government
- Partner Government – non-SUN country member (recipient of official development assistance, but not a member country of the SUN movement)
- Bilateral donor agency (donor country aid agency e.g. DFID, USAID)
- Multilateral donor agency (including multilateral development banks (e.g. World Bank, regional development banks), and regional groupings (e.g. EU))
- UN agency
- National NGO / CSO
- International NGO / CSO
- Private Sector entity
- Research Institute / academia
- Other: \_\_\_\_\_

*Logic: Hidden unless: Question "Which category most closely reflects your primary affiliation between 2010 and 2014?" #2 is one of the following answers ("Partner Government", "Bilateral donor agency (donor country aid agency e.g. DFID, USAID)", "Multilateral donor agency (including multilateral development banks (e.g. World Bank, regional development banks), and regional groupings (e.g. EU))", "UN agency", "National NGO / CSO", "International NGO / CSO", "Private Sector entity", "Research Institute / academia", "Other")*

3) Has your engagement with the SUN movement been *primarily* global (or regional), or with respect to a specific country?\*

- Global / Regional       Country

Comments:

*Logic: Hidden unless: Question "Which category most closely reflects your primary affiliation between 2010 and 2014?" #2 is one of the following answers ("Partner Government – non-SUN country member (recipient of official development assistance, but not a member country of the SUN Movement)")*

4) Has your engagement with nutrition been *primarily* global (or regional), or with respect to a specific country?\*

- Global / regional
- Country

*Logic: Hidden unless: (Question "Has your engagement with the SUN Movement been primarily*

*global (or regional), or with respect to a specific country?" #3 is one of the following answers ("Country") OR Question "Has your engagement with nutrition been primarily global (or regional), or with respect to a specific country?" #4 is one of the following answers ("Country")*

5) Which country do your responses apply to? (This should be the country within which you have most engagement with scaling up nutrition). If relevant, please also identify any additional countries in which you have been working on these issues, and in future questions use the comment boxes to highlight cases where your answers differ between countries.

Primary country:

Comments:

**2. Performance of the SUN Movement to date**

*i) Understanding of the SUN Movement*

6) In your experience, how clear have communications from the SUN Movement been around:\*

	Very unclear	Unclear	Clear	Very clear	Don't Know
The structure of the Movement (e.g. stakeholder roles and coordination mechanisms)	()	()	()	()	()
The ways of working of the Movement (e.g. Communities of Practice, M&E frameworks, self-assessments)	()	()	()	()	()
Technical messages about nutrition and nutrition interventions (including nutrition specific and nutrition sensitive approaches)	()	()	()	()	()

Comments:

7) In your personal experience, to what extent do you feel that SUN has been active in the following areas: (Note: this is not a question on what the SUN Movement *should* be focusing on, nor *how well* it has performed in these functions).\*

	Very inactive	Fairly Inactive	Neutral	Fairly Active	Very Active	Don't know

Provided global leadership, political energy, and a leaders' forum	( )	( )	( )	( )	( )	( )
Catalysed financial resource mobilization	( )	( )	( )	( )	( )	( )
Developed M&E tools and tracked nutrition indicators	( )	( )	( )	( )	( )	( )
Developed advocacy and communication tools	( )	( )	( )	( )	( )	( )
Undertaken research and shown best practices	( )	( )	( )	( )	( )	( )
Provided technical expertise and training	( )	( )	( )	( )	( )	( )
Empowered, facilitated, and supported country-level progress	( )	( )	( )	( )	( )	( )
Tracked financial resources for nutrition	( )	( )	( )	( )	( )	( )

Comments:

*ii) Multi-stakeholder engagement and coordination*

*Logic: Hidden unless: (Question "Has your engagement with the SUN Movement been primarily global (or regional), or with respect to a specific country?" #3 is one of the following answers ("Country") AND Question "Which category most closely reflects your primary affiliation between 2010 and 2014?" #2 is not one of the following answers ("Partner Government – non-SUN country member (recipient of official development assistance, but not a member country of the SUN Movement)")*

8) How successful has the SUN movement been in achieving broader engagement in nutrition from these stakeholder groups in your country? Please elaborate.

	Rating					Comments
	Very unsuccessful	Fairly unsuccessful	Fairly successful	Very successful	Don't know	
Civil society	( )	( )	( )	( )	( )	
Donors	( )	( )	( )	( )	( )	
Government	( )	( )	( )	( )	( )	
Private Sector	( )	( )	( )	( )	( )	
UN	( )	( )	( )	( )	( )	

*Logic: Hidden unless: (Question "Has your engagement with the SUN Movement been primarily global (or regional), or with respect to a specific country?" #3 is one of the following answers ("Global / Regional") OR Question "Which category most closely reflects your primary affiliation between 2010 and 2014?" #2 is one of the following answers ("Partner Government – non-SUN country member (recipient of official development assistance, but not a member country of the SUN Movement)"))*

9) How successful has the SUN movement been in achieving broader engagement in nutrition from these stakeholder groups globally? Please elaborate.

	Rating					Comments
	Very unsuccessful	Fairly unsuccessful	Fairly successful	Very successful	Don't know	
Civil society	( )	( )	( )	( )	( )	___
Donors	( )	( )	( )	( )	( )	___
Government	( )	( )	( )	( )	( )	___
Private Sector	( )	( )	( )	( )	( )	___
UN	( )	( )	( )	( )	( )	___

*Logic: Hidden unless: (Question "Has your engagement with the SUN Movement been primarily global (or regional), or with respect to a specific country?" #3 is one of the following answers ("Country") AND Question "Which category most closely reflects your primary affiliation between 2010 and 2014?" #2 is not one of the following answers ("Partner Government – non-SUN country member (recipient of official development assistance, but not a member country of the SUN Movement)"))*

10) How successful has the SUN Movement been in strengthening coordination between different nutrition stakeholders in your country?\*

( ) Very unsuccessful    ( ) Fairly unsuccessful    ( ) Fairly successful    ( ) Very successful    ( )

Don't know

Comments:

*Logic: Hidden unless: (Question "Has your engagement with the SUN Movement been primarily global (or regional), or with respect to a specific country?" #3 is one of the following answers ("Global / Regional") OR Question "Which category most closely reflects your primary affiliation between 2010 and 2014?" #2 is one of the following answers ("Partner Government – non-SUN country member (recipient of official development assistance, but not a member country of the SUN Movement)"))*

11) How successful has the SUN Movement been in strengthening coordination between different nutrition stakeholders globally?\*

Very unsuccessful     Fairly unsuccessful     Fairly successful     Very successful     Don't know

Comments:

12) In your opinion, are there any conflicts of interest that adversely affect SUN's work? Please elaborate.\*

Yes     No

Comments:

*Logic: Hidden unless: Question "In your opinion, are there any conflicts of interest that adversely affect SUN's work? Please elaborate." #12 is one of the following answers ("Yes")*

13) How successful do you think the SUN Movement has been in managing potential conflicts of interest?\*

Very unsuccessful

fairly unsuccessful

fairly successful

very successful

don't know

no such conflict of interest

*Logic: Hidden unless: Question "Which category most closely reflects your primary affiliation between 2010 and 2014?" #2 is not one of the following answers ("Partner Government – non-SUN country member (recipient of official development assistance, but not a member country of the SUN Movement)"))*

14) Have you been regularly involved in the telephone conference calls associated with the SUN country network?\*

Yes     No

*Logic: Hidden unless: Question "Have you been regularly involved in the telephone conference calls associated with the SUN country network?" #14 is one of the following answers ("Yes")*

15) To what extent do you agree with the following observations, based on your own experience? The

SUN Country network calls are useful for...

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know
Sharing information (e.g. about progress in implementing SUN processes in your country)	()	()	()	()	()
Sharing challenges and identifying solutions (e.g. around tracking resources)	()	()	()	()	()
Establishing best practice (e.g. around nutrition policy and governance)	()	()	()	()	()
Increasing or sustaining momentum behind SUN processes in your country	()	()	()	()	()
Convening like-minded stakeholders	()	()	()	()	()
Providing an opportunity for in-depth reflection	()	()	()	()	()

*Logic: Hidden unless: Question "Have you been regularly involved in the telephone conference calls associated with the SUN country network?" #14 is one of the following answers ("Yes")*

16) On balance, are the network calls worth the effort required? (in terms of preparation and participation) Please suggest how they could be improved.\*

Yes  No

Comments:

*iii) Multi-sector plans for nutrition*

*Logic: Hidden unless: Question "Has your engagement with the SUN Movement been primarily global (or regional), or with respect to a specific country?" #3 is one of the following answers ("Country")*

17) Does a multi-sectoral plan for nutrition exist in your country?\*

Yes  No

*Logic: Hidden unless: Question "Has your engagement with the SUN Movement been primarily global (or regional), or with respect to a specific country?" #3 is one of the following answers ("Global / Regional")*

18) Are you familiar with any national multi-sectoral plans for nutrition?\*

Yes (please specify which)  No

Comments:

*Logic: Hidden unless: (Question "Does a multi-sectoral plan for nutrition exist in your country?" #17 is one of the following answers ("Yes") OR Question "Are you familiar with any national multi-sectoral plans for nutrition?" #18 is one of the following answers ("Yes (please specify which)"))*

19) From the list below, please identify which benefits, if any, are already happening or expected to result from the multi-sectoral plan for nutrition with which you are (most) familiar. Please elaborate in the comment box.

	Benefit not observed nor expected	Benefit expected but not yet observed	Benefit Observed
Better multi-sectoral planning of nutrition interventions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better multi-sectoral implementation of nutrition interventions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
More internal resources for nutrition (from the Government budget)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
More external resources for nutrition (including aid, NGO and private sector financing)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better prioritization of interventions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better alignment of development partner programmes to national nutrition priorities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better monitoring of nutritional activities and outcomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improved nutrition impact indicators (e.g. targets for stunting, wasting etc)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

*Logic: Hidden unless: (Question "Does a multi-sectoral plan for nutrition exist in your country?" #17 is one of the following answers ("Yes") OR Question "Are you familiar with any national multi-*

*sectoral plans for nutrition?" #18 is one of the following answers ("Yes (please specify which)")*

20) Please identify the principal challenges in implementing the multi-sectoral plan for nutrition, by rating the importance of the issues in the list below.

	Very unimportant	Unimportant	Important	Very important	Don't know
Lack of internal finance (resources from the Government's budget)	( )	( )	( )	( )	( )
Lack of external finance (including aid, NGO and private sector financing)	( )	( )	( )	( )	( )
Difficulty identifying relevant nutrition-specific interventions (defined as those which address the immediate determinants of nutrition, such as adequate food and nutrient intake)	( )	( )	( )	( )	( )
Difficulty identifying relevant nutrition-sensitive interventions (defined as interventions which are designed to address the underlying determinants of nutrition (e.g. access to health services) – and which incorporate specific nutrition goals and actions).	( )	( )	( )	( )	( )
Lack of capacity (technical and/or personnel) to implement nutrition-specific actions	( )	( )	( )	( )	( )
Lack of capacity (technical and/or personnel) to implement nutrition-sensitive actions	( )	( )	( )	( )	( )
Difficulty in implementing at sub-national levels	( )	( )	( )	( )	( )
Lack of effective monitoring and evaluation to demonstrate whether interventions are working	( )	( )	( )	( )	( )

*Logic: Hidden unless: (Question "Does a multi-sectoral plan for nutrition exist in your country?" #17 is one of the following answers ("Yes") OR Question "Are you familiar with any national multi-*

*sectoral plans for nutrition?" #18 is one of the following answers ("Yes (please specify which)")*

21) Given the benefits and challenges noted above, in your view has the multi-sector plan been worth the time and effort that went into preparing it? Please elaborate.\*

Yes    No    Don't know    Too early to judge

Comments:

*iv) Gender*

22) What are the most important gender issues you have come across in your nutrition related-work?

23) To what extent has the SUN movement been active in promoting a discussion of gender issues related to nutrition? Please provide concrete examples where possible.\*

Very inactive

Fairly inactive

Fairly active

Very active

Don't know

Comments:

24) Which gender issues, if any, should the SUN Movement focus more on?

*v) Governance*

25) Have you had any dealings with the SUN Movement Lead Group?\*

Yes

No

*Logic: Hidden unless: Question "Have you had any dealings with the SUN Movement Lead Group?" #25 is one of the following answers ("Yes")*

26) Please rate the performance of the Lead Group in the following roles, which were set out in the SUN Movement strategy:\*

	Very un-successful	Fairly un-successful	Fairly successful	Very successful	Don't know
Providing leadership and strategic direction for the SUN Movement	<input type="checkbox"/>				
Advocating for SUN in their individual and collective spheres of influence	<input type="checkbox"/>				

Enabling participating countries to access assistance needed to scale up nutrition	()	()	()	()	()
Ensuring the SUN Movement is equipped with adequate and predictable resources	()	()	()	()	()

Comments:

27) Have you had any dealings with the SUN Movement Secretariat (SMS)?\*

Yes

No

*Logic: Hidden unless: Question "Have you had any dealings with the SUN Movement Secretariat (SMS)?" #27 is one of the following answers ("Yes")*

28) Please indicate the extent to which you agree with the following perspectives on SMS' performance:\*

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know
The SMS tracks and reports progress in SUN countries in a way that is useful for you	()	()	()	()	()
The communications produced by the SMS are useful	()	()	()	()	()
The SMS is responsive to your requests for technical support	()	()	()	()	()
The SMS is knowledgeable on technical issues related to nutrition	()	()	()	()	()
The SMS facilitates communication between you and other parts of the SUN Movement	()	()	()	()	()
The SMS facilitates learning between you and other parts of the SUN Movement	()	()	()	()	()
The SMS is contributing to efforts to mobilise resources for nutrition	()	()	()	()	()
The SMS is supporting effective tracking of resources for nutrition	()	()	()	()	()

Comments:

**3. Future of the SUN Movement**

*i) Future objectives of the SUN Movement*

29) Which of the following activities would you like the SUN Movement to do more / less of in the future?

	Should do a lot less of this	Should do less of this	Should continue to do this at present levels	Should do more of this	Should do more of this as a priority	Don't know
Provide global leadership, political energy, and a leaders' forum	( )	( )	( )	( )	( )	( )
Catalyse financial resource mobilization	( )	( )	( )	( )	( )	( )
Further develop M&E tools and track nutrition indicators	( )	( )	( )	( )	( )	( )
Further develop advocacy and communication tools	( )	( )	( )	( )	( )	( )
Undertake research and show best practices	( )	( )	( )	( )	( )	( )
Provide technical expertise and training	( )	( )	( )	( )	( )	( )
Empower, facilitate, and support country-level progress	( )	( )	( )	( )	( )	( )
Track financial resources for nutrition	( )	( )	( )	( )	( )	( )
Address issues of over-nutrition and the double-burden	( )	( )	( )	( )	( )	( )

Assess the quality of national nutrition plans and common results frameworks	()	()	()	()	()	()
--	----	----	----	----	----	----

Comments:

*ii) SUN Membership going forward*

30) With regards to country membership, do you think the SUN Movement going forward would benefit from being more inclusive (i.e. seeking to rapidly scale up the number of member countries) or more selective (i.e. applying tighter screening and stricter membership criteria)? Please elaborate.\*

More selective       More inclusive       Don't know

Comments:

*Logic: Hidden unless: Question "Which category most closely reflects your primary affiliation between 2010 and 2014?" #2 is one of the following answers ("Partner Government")*

*iii) Country Level support*

*Logic: Hidden unless: Question "Which category most closely reflects your primary affiliation between 2010 and 2014?" #2 is one of the following answers ("Partner Government")*

31) Which of the following types of support would you like to see more of in a future phase of the SUN Movement to support the scaling up of nutrition in your country?

	A lot less required	Less required	Continue at present levels	Some more required	A lot more required	Don't know
Catalyse external finance for scaling up nutrition	()	()	()	()	()	()
Catalyse internal finance for scaling up nutrition	()	()	()	()	()	()
Provide opportunities to exchange experiences with other countries facing similar issues	()	()	()	()	()	()
Provide	()	()	()	()	()	()

technical assistance to address identified capacity gaps						
Develop and share guidelines (for issues such as nutrition sensitive programming or developing common results frameworks)	( )	( )	( )	( )	( )	( )

Comments:

iv) Time horizon

32) What indicative lifespan would you envisage for the next phase of the SUN Movement, in terms of:\*

	1-5 years	5-10 years	10+ years	shouldn't be continued in the next phase	Don't know
Global leadership and advocacy	( )	( )	( )	( )	( )
Country-level support	( )	( )	( )	( )	( )

Comments:



## **Annex H Mapping the International Nutrition Landscape**

### **Mapping of nutrition institutions**

1. Table H1 provides a summary matrix of the primary functions of a selection of the key institutions which together form part of the global nutrition architecture. It does not go into detail (a more detailed mapping was produced before arriving at this summary, but is not presented here in the interests of brevity), nor is it expecting to be fully comprehensive, but rather covers those institutions which the ICE team came upon frequently during the course of the evaluation. Significantly, UN agencies are excluded; for a discussion of their respective mandates see the UN Network discussion in Annex J.

### **International agreements and declarations around nutrition and food security**

2. The rest of this annex provides a sequential account of significant international agreements and declarations around nutrition and food security, and the bodies and processes that they have spawned. It should be noted that the listed agreements originate from broadly two conceptually distinct communities, those who address nutrition from a food security standpoint and those who address it from a public nutrition standpoint.<sup>94</sup> Broadly these agreements have occurred in parallel, with some exceptions where the communities have come together (e.g. for ICN1).

3. The international agreements covered in this annex are listed in Table H2 below. The timeframe of reference begins with the first International Conference on Nutrition (1992) and ends with the second (2014).

4. Together with Table H1, these serve to underscore the complexity and dynamism of the international nutrition arena. They also present a picture of a sector which is far from rationalised; whilst each new initiative, body or coalition was established in reaction to a perceived need or gap, there are very few instances of existing ones being terminated, or substantially reformed. The result is a complex and continually evolving myriad of entities, with overlapping mandates and activities, displaying varying degrees of collaboration, and all competing for resources and international attention.

5. For an account of how the SUN Movement fits into this space and the sequence of nutrition-related events, please refer to Chapter 2 of the main report.

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<sup>94</sup> Whilst food security specialists will focus on nutrition in terms of the earlier stages of the food chain (production, access, and utilisation), public health nutritionists approach it from the other direction, beginning with symptoms of the problem, i.e. cases of malnutrition, and then look for treatments (specific and sensitive interventions).

**Table H1 Mapping of Nutrition Entities**

Name	Year Est.	Type of Entity							Primary Function(s)									
		Convening body	Donor programme	NGO	Private sector	Research Institute	Singular commitment	Umbrella org / coordinator	Advocacy	Capacity building	Consensus Building	Coordination	Gross-learning/ best practice	Facilitating partnerships	Funding for Nutrition	Monitoring & accountability	Technical Assistance	Research
World Health Assembly	1948	x								x								
Consultative Group on International Agricultural Research (CGIAR)	1971					x		x			x							x
Committee on World Food Security	1974	x								x	x	x			x			
International Food Policy Research Institute (IFPRI)	1975					x												x
UN System Standing Committee on Nutrition (UNSCN)	1977							x	x						x			x
The International Baby Food Action Network (IBFAN)	1979			x					x				x		x			
International Conference on Nutrition	1992	x							x	x								
Emergency Nutrition Network (ENN)	1995	x		x		x						x						x
PROCASUR	1996			x								x						
Food and Nutrition Technical Assistance (FANTA)	1998		x											x			x	
Global Alliance for Improved Nutrition (GAIN)	2002			x	x						x		x	x			x	
Alliance Against Hunger and Malnutrition (AAHM)	2003	x							x		x				x			
The Comprehensive Agriculture Development Programme (CAADP)	2003		x											x	x	x		
Global Nutrition Cluster	2006							x			x							
The Global Forum on Food Security and Nutrition (FSN Forum)	2007	x										x						
Renewed Efforts Against Child Hunger and Undernutrition (REACH)	2008							x	x	x	x				x			
Right to Food Watch Consortium	2008							x	x						x			x
L'Aquila Food Security Initiative (AFSI)	2009						x			x								
Feed the Future	2009		x							x				x	x			
EU Nutrition Advisory Service	2009		x															x
SUN Movement	2010	x						x	x	x	x	x	x	x	x	x		
1000 days partnership	2010						x	x	x	x			x					
Strengthening Partnerships, Results & Innovations in Nutrition Globally (SPRING)	2011		x							x				x	x	x		
MQSUN	2012		x															x
Zero Hunger Challenge	2012						x		x	x								
New Alliance for Food Security and Nutrition	2012		x							x			x	x				
Nutrition for Growth Compact	2013						x		x	x			x	x	x			
Global Network for the Right to Food and Nutrition	2013	x							x			x						
Global Panel on Agriculture and Food Systems for Nutrition	2013					x		x										x

**Table H2 List of Nutrition Initiatives Summarised**

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1. First International Conference on Nutrition, Rome, Italy, December 1992	250
2. World Food Summit, Rome, Italy, November 1996	252
3. World Food Summit: five years later, Rome, Italy, June 2002	253
4. Meeting of the UN Chief Executives Board, Berne, Switzerland, April 2008	254
5. High-level Conference on World Food Security, Rome, Italy, June 2008	255
6. G8 Summit, Hokkaidō, Japan, July 2008	256
7. High Level Meeting on Food Security for All, Madrid, Spain, January 2009	257
8. G8 Summit, L'Aquila, Italy, July 2009	259
9. G20 Summit, Pittsburgh, USA, September 2009	260
10. World Summit on Food Security, Rome, Italy, September 2009	261
11. World Bank Spring Meetings, Washington DC, USA, April 2010 (birth of SUN Movement)	262
12. Sixty-third World Health Assembly, Geneva, Switzerland, May 2010	263
13. G8 Summit, Muskoka, Canada, June 2010	264
14. Change a Life, Change the Future event, New York, USA, September 2010	265
15. Sixty-fourth World Health Assembly, Geneva, Switzerland, May 2012	267
16. G8 Summit, Camp David, USA, May 2012	268
17. Rio + 20 Conference on Sustainable Development, Rio de Janeiro, Brazil, June 2012	270
18. G20 Summit, Los Cabos, Mexico, June 2012	272
19. Nutrition for Growth Summit, London, UK, June 2013	273
20. G8 Summit, Lough Erne, Northern Ireland, June 2013	274
21. G7 Summit, Brussels, Belgium, June 2014	275
22. G20 Summit, Brisbane, Australia, November 2014	276
23. Second International Conference on Nutrition, Rome, Italy, November 2014	276

## **1. First International Conference on Nutrition, Rome, Italy, December 1992**

### **Key Outputs**

#### *Documents Adopted*

#### **World Declaration and Plan of Action for Nutrition:**

- The *World Declaration on Nutrition* includes a pledge to “to eliminate hunger and to reduce all forms of malnutrition” within the decade. Calls for declaration of international decade of nutrition. Recognises the links between nutrition and water, sanitation and hygiene (WASH), health, education, agriculture and gender disparity. Calls for cooperation among Governments, DPs, NGOs, private sector, communities and individuals.
- The *Plan of Action for Nutrition* contains recommendations on policies, programmes and activities for governments (in partnerships with others) to achieve the objectives of the World Declaration on Nutrition. Includes commitment to develop National Plans of Action for Nutrition (NPANs) for the international community to align resources behind.

#### *Bodies founded*

None noted.

#### *Processes Established*

**National Plans of Action for Nutrition (NPANs)** to be produced “not later than the end of 1994”, based on the principles and strategies enunciated in the World Declaration and Plan of Action, as well as an analysis of the country situation and developed with the active participation of all ministries, local government, NGO and private sector. To be accompanied with inter-sectoral mechanisms for implementation, and M&E.

**WHO Global Database on National Nutrition Policies and Programmes**<sup>95</sup> was developed in 1993 as a tool to monitor the implementation of the World Declaration and Plan of Action on Nutrition.

### **Status and Evolution of Outputs**

Regional review meetings to evaluate the progress and experiences of countries in implementing World Declaration and Plan of Action took place in 1996 – 1997 and again in 1999 – 2001.

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<sup>95</sup> Now named the Global database on the Implementation of Nutrition Action (GINA) <https://extranet.who.int/nutrition/gina/en/home>

*Development of NPANs:*

Between 1993 – 2001, 75.4% of 191 countries had finalised or prepared a NPAN.

A 1994 questionnaire on ICN country progress found that 54 countries (28%) had finalised, prepared or strengthened an NPAN, 71 countries were still under preparation, whilst 19 had not made any progress and there was no information for 46 countries. 72 countries (38%) reported successful efforts in mobilising additional government resources for NPAN, 36 countries (19%) reported successful efforts in mobilising additional NGO resources for NPAN. 106 (56%) countries have national inter-sectoral mechanisms established for ensuring the implementation, monitoring and evaluation of the national plan of action. 77 (40%) reported coordination mechanism among UN agencies.

FAO report (1995) states that the “NPAN process has been invaluable in advancing nutrition issues to the forefront of national development agendas and in meeting the overall goals of the ICN”.

*Constraints on NPANs:*

2001 inter-country ICN follow-up workshop identified the following constraints: absence or non-functional national food and nutrition policy; weak advocacy; inadequate effort by governments and partners to mobilise resources for the development and implementation of the NPANs; inadequate technical and institutional capacity to plan and implement food and nutrition programmes; minimal government budgetary allocation and inadequate external support; increasing poverty among the population and limitations on budget allocation by governments.

*Global Database on National Nutrition Policies and Programmes:*

This was further elaborated and launched as the Global database on the Implementation of Nutrition Action (GINA) in November 2012.

**Sources and links**

FAO 1995, *The International Conference on Nutrition: Reaffirming FAO's commitment to improving nutrition*. F6.12 D3

FAO and WHO 2001, *Report for Inter-Country Workshop: A Follow-Up to the International Conference on Nutrition*. F6.12 D6

ICN 1992, *International Conference On Nutrition: Final Report of the Conference*. F6.12 D2

WHO 2013 *Global Policy Review* F6 D12

WHO 2013 *Nutrition policies: from 1992 ICN to 2014 ICN2* F6.12 D7

WHO 2013. *The 1992 International Conference on Nutrition: How it was prepared, what was achieved and lessons learned*. PPT presentation given at UNSCN Meeting. F6.12 D4

WHO 2014. *Global database on the Implementation of Nutrition Action (GINA)*. Available at <https://extranet.who.int/nutrition/gina/en/home>

## **2. World Food Summit, Rome, Italy, November 1996**

### **Key Outputs**

#### *Documents Adopted*

#### **Rome Declaration and Plan of Action on World Food Security:**

- In the **Rome Declaration** member states pledged to “reducing the number of undernourished people to half their present level no later than 2015.” It sets forth seven commitments which lay the basis for achieving sustainable food security for all. These cover an enabling environment, ensuring access to nutritious food, supporting food production, supporting free international trade, emergency prevention and preparedness, supporting optimal allocation of public and private investments, and monitoring implementation of plan of action.
- The **Plan of Action** spells out the objectives and actions relevant for practical implementation of these seven commitments.
- Committee on World Food Security (CFS) will have responsibility to monitor the implementation of the Plan of Action.

#### *Bodies founded*

- None noted.

#### *Processes Established*

- **Food Insecurity and Vulnerability Information and Mapping Systems (FIVIMS)** was established following the WFS of 1996. It was created to respond to a global concern on the need for information on populations who are vulnerable and at risk, to identify causes and to take appropriate and timely measures.

### **Status and Evolution of Outputs**

#### *Rome Declaration*

A background paper to the 2002 World Food Summit (WFS) noted limited progress in implementing the Rome Declaration commitments: “some 58 developing countries registered a decrease in the proportion of their population classed as undernourished between 1990-92 and 1997-99. However, the proportional decrease in many of these countries has not been sufficient to offset the effect of population growth. Hence only 32 countries have reduced their number of undernourished in absolute terms. In reporting to the CFS, however, no country is claiming that reductions are due to actions taken in response to World Food Summit.”

The commitments of the WFS were reaffirmed 5 years later in 2002 WFS. The WFS target of reducing the number of the undernourished by half by 2015 was reaffirmed by the Millennium Declaration and as Target 1.C of the MDGs.

### **Sources and links**

WFS 1996, *Rome Declaration on World Food Security and World Food Summit Plan of Action* F6.16.1 D1

FAO 2002 *World Food Summit five years later: Mobilising the political will and resources to banish world hunger: technical background documents.* F1.16.2 D1.

## **3. World Food Summit: five years later, Rome, Italy, June 2002**

### **Key Outputs**

#### *Documents Adopted*

#### **Declaration of the World Food Summit: five years later**

- This called on the international community to fulfil an earlier pledge (Rome declaration) to cut the number of hungry people to about 400 million by 2015.
- Also called for reversal of the overall decline of agriculture and rural development in the national budgets of developing countries, in assistance provided by developed countries, and in lending by the international financing institutions; and for voluntary contributions to the FAO Trust Fund on Food Safety and Food Security.

#### *Bodies founded*

- The declaration called for the establishment of an **International Alliance Against Hunger** to join forces in efforts to eradicate hunger.

#### *Processes Established*

- An intergovernmental working group was set up to prepare a set of **guidelines on the implementation of the right to food.**

### **Status and Evolution of Outputs**

#### *WFS Targets*

Estimates for the 2006-2008 period set the number of people in the developing regions who are undernourished at 15.5% of the world population compared to 16.8% in 1995-1997 (however the volume of people had increased).

The WFS target of reducing the number of the undernourished by half by 2015 was reaffirmed by the Millennium Declaration and as Target 1.C of the MDGs

### *International Alliance Against Hunger*

The International Alliance Against Hunger was formally established as the **Alliance Against Hunger and Malnutrition** (AAHM) by FAO, WFP and IFAD and Biodiversity on World Food Day 2003. AAHM facilitates and supports the creation of National and Regional Alliances Against Hunger and Malnutrition. It is still active.

### *Guidelines on the implementation of the right to food*

The Inter-Governmental working group's guidelines resulted in the Right to Food Guidelines, adopted by the 127<sup>th</sup> Session of the FAO Council November 2004.

### **Sources and links**

AAHM 2013. *The Alliance Against Hunger and Malnutrition*. Leaflet, 2013. F6 D6

FAO 2004. *Voluntary Guidelines to Support the progressive realization of the right to adequate food in the context of national food security* F6.16.2 D3

WFS 2002. *Declaration of the World Food Summit: five years later* F6.16.2 D2

The Alliance Against Hunger and Malnutrition: <http://www.theaahm.org/>

## **4. Meeting of the UN Chief Executives Board, Berne, Switzerland, April 2008**

### **Key Outputs**

#### *Documents Adopted*

- **Chief Executives Board communiqué.** This document established the need for immediate action, and medium-long term measures to address root causes of food insecurity.

#### *Bodies founded*

- **High Level Task Force (HLTF) on Global Food Security** established to promote a comprehensive and unified response to the challenge of achieving global food security in the wake of the extraordinary rise of global food prices in early 2008.
- This brought together, under chairmanship of UN Secretary General, the heads of 22 UN and Bretton Woods organisations that were addressing the ongoing crisis.

#### *Processes Established*

- HLTF respond to request to develop a **Comprehensive Framework for Action** (CFA).

## **Status and Evolution of Outputs**

During 2008 food security crisis **HLTF** was meeting every 2 months. HLTF continues to exist but is meeting less frequently. It was a key player in establishing the L'Aquila Initiative on Food Security, and is a co-convenor of ICN2. The Scaling Up Nutrition (SUN) Movement Secretariat (the Secretariat) has been built out of the HLTF Coordination Team.

The **CFA** which was finalised in July 2008 is a framework that sets out the joint position of HLTF members, and aims to be a catalyst for action by providing governments, international and regional organisations, and civil society groups with a menu of policies and actions from which to draw appropriate responses.

## **Sources and links**

UN Chief Executives Board, 2008 *Chief Executives Board communiqué Berne, Switzerland, 29 April 2008*. F6-17D1

## **5. High-level Conference on World Food Security, Rome, Italy, June 2008**

### **Key Outputs**

#### *Documents Adopted*

#### **Declaration of the High-Level Conference on World Food Security**

- The conference reaffirmed the objective of achieving food security for all through an ongoing effort to eradicate hunger in all countries, with an immediate view to reducing by half the number of undernourished people by no later than 2015 (Rome Declaration, reaffirmed in Declaration of the World Food Summit: five years later).
- Additional actions were committed, including to increase food security assistance for developing countries (but no specific target was set). It also includes calls for increased food production, fewer trade restrictions and increased agricultural research.

#### *Bodies founded*

- No new bodies were founded (FAO was given responsibility to monitor progress along with other existing relevant organisation and the HLTF).
- The idea of a **Global Partnership for Agriculture, Food Security and Nutrition** was proposed by the French President, Nicolas Sarkozy, to enlarge the existing UN High Level Task Force (HLTF) on the Global Food Security Crisis to government, civil society and private sector. However the idea wasn't taken forward until G8 in Hokkaido and the follow-up high-level meeting in Madrid (see below).

### *Processes Established*

- None noted.

### **Status and Evolution of Outputs**

Progress since the Rome High-Level Conference was analysed at the High Level Meeting on Food Security for All in Madrid 2009. It was felt that although food prices had fallen, and a lot had been done to address food insecurity, more was required. With an expected increase of 40 million in 2008, the world had reached 963 million people who were malnourished.

### **Sources and links**

High-Level Conference On World Food Security 2008, *Declaration of the High-Level Conference on World Food Security: The Challenges of Climate Change and Bioenergy*. F6 D-13

## **6. G8 Summit, Hokkaidō, Japan, July 2008**

### **Key Outputs**

#### *Documents Adopted*

**Leaders' Statement on Global Food Security**, which sets out a series of commitments including:

- Reverse the overall decline of aid and investment in the agricultural sector, and supporting developing country initiatives, including the Comprehensive Africa Agriculture Development Programme (CAADP);
- Support CAADP's goal of 6.2% annual growth in agricultural productivity; promote agricultural research and development, in particular via the Consultative Group On International Agricultural Research (CGIAR) and the Alliance for a Green Revolution in Africa (AGRA);
- Assist in the development of food security early warning systems;
- Support country-led development strategies in adapting to the impact of climate change, promote good governance in developing countries with particular emphasis on their food security and market policies; and
- Mainstream food security objectives into the development policies of donors and recipient countries.

#### *Bodies founded*

- G8 Leaders tasked a **G8 Experts Group on Global Food Security** to monitor the implementation of G8 commitments, support the work of the HLTF, and cooperate with other interested parties to shape the Global Partnership for Agriculture and Food Security and report progress to the 2009 Summit.

- The summit also provided a decisive political impulse towards the establishment of a Global Partnership for Agriculture, Food Security and Nutrition.

#### *Processes Established*

None noted.

#### **Status and Evolution of Outputs**

G8 Experts on Global Food Security met four times and developed a report aimed at collectively monitoring the status of G8 commitments undertaken since Hokkaido summit, up to L'Aquila G8 Summit (2009). Amongst its findings:

- USD 13.45 billion has been disbursed since January 2008 to July 2009, exceeding the USD 10 billion Hokkaido Toyako commitment.
- G8 Partners have proactively promoted and facilitated the setting up of the Global Partnership for Agriculture and Food Security.
- G8 have promoted CAADP objectives of increasing agricultural annual growth rates to 6.2% with particular emphases placed on fostering smallholder agriculture, markets and trade, inclusive rural growth and contributing to the CAADP trust fund.
- G8 have increased their financial support to CGIAR centres.
- G8 have supported the improvement of agricultural statistics systems and food security early warning systems, for example, the Integrated Phase Classification for Food Security.
- G8 Countries have been supporting the mainstreaming of food security into national development policies and strategies.
- Doha Round negotiations are at an impasse.

#### **Sources and links**

G8 2008, *G8 Leaders Statement on Global Food Security, G8 Hokkaido Yoako Summit, 2008.*

Available at: [www.mofa.go.jp/policy/economy/summit/2008/doc/doc080709\\_04\\_en.html](http://www.mofa.go.jp/policy/economy/summit/2008/doc/doc080709_04_en.html)

G8 Experts Group on Global Food Security 2009. *G8 Efforts towards Global Food Security.* F6 D14

## **7. High Level Meeting on Food Security for All, Madrid, Spain, January 2009**

#### **Key Outputs**

##### *Documents Adopted*

**Final report**, establishing the following outcomes:

- States should adopt National strategies for the realization of the right to food.

- The need for addressing all aspects of food security, including social protection systems and the elimination of competition distorting subsidies.
- The need to make social and economic development of rural areas a primary policy objective.

#### *Bodies founded*

- Provided an opportunity to move forward with consultations to develop a **Global Partnership for Agriculture, Food Security and Nutrition** (sometimes referred to as Global Partnership for Agriculture and Food Security – GPAFS), which would widen and improve the coordination under the HLTF, by creating a platform in which governments, international agencies, civil society and the private sector could join.
- The proposal was not received without criticism, particularly from CSOs who felt this would give too big a role to the multilaterals, and a formal seat at the table for private sector and foundations, marginalising other voices. Further consultations were agreed.

#### *Processes Established*

- Consultative process on options for a **Global Partnership for Agriculture, Food Security and Nutrition**, open to all stakeholders and overseen by a representative contact group was established. It was to use a sound methodology based on best practice, participation and feedback from stakeholders and identify examples of ongoing partnerships.

### **Status and Evolution of Outputs**

The Global Partnership for Agriculture, Food Security and Nutrition was seemingly established soon after the Madrid meeting, but it is unclear what if any consultation post Madrid led into it.

### **Sources and links**

Auer 2010, *Global Partnership for Agriculture and Food Security: Actors, missions and achievements*. Rural 21 Vol 44 Nr 5 2010 F6 D16

De Schutter 2009. *The High-Level Meeting on Food Security For All Madrid, 26-27 January 2009: Taking The Right To Food Seriously – Analysis By The Special Rapporteur On The Right To Food, Olivier De Schutter*. January 2009.

## **8. G8 Summit, L'Aquila, Italy, July 2009**

### **Key Outputs**

#### *Documents Adopted*

#### **L'Aquila Joint Statement on Global Food Security:**

- Reiterated commitment to increase aid to agriculture and food security, empower smallholder farmers, support country-led plans, promote better coordination, and strengthening global and local governance for food security including support for HLTF.
- Also pledged to advance the implementation of the GPAFS.
- Committed to provide resources in support of CAADP and other similar regional and national plans.

#### *Bodies founded*

- None noted.

#### *Processes Established*

- The **L'Aquila Food Security Initiative** (AFSI) promised financial commitments by the G8 to invest USD20 billion over three years for AFSI purposes. The effort was endorsed by 27 countries and 15 international organisations.

### **Status and Evolution of Outputs**

In the months following the G8 the USD20 billion commitment became less definite and eventually it turned out that only about one-third (USD6 billion) of the AFSI pledge represents additional money above planned spending.

A 2012 AFSI report notes “AFSI donors have fully committed their pledges, representing, in the aggregate, 106% of the total pledge (many donors regarded their pledge as a minimum level). Thus, the AFSI donors have collectively not only fully committed but gone beyond the original USD22.24 billion pledge... All in all, and compared to other pledges AFSI donors are well-positioned in delivering the L'Aquila pledge, which is fully committed, with disbursements well on track.”

However an OECD report points out that there was no surge in aid to FS and nutrition following AFSI “total ODA [official development assistance] for FNS [food and nutrition security] averaged around USD12.6 billion p.a. for the 2008-10 period, compared to the L'Aquila pledge average of USD 7.4 billion p.a. 2009-11.”

At the G20 meeting in September 2009, a trust fund for this money was set up called the Global Agriculture and Food Security Programme (GAFSP) (see below).

An IFPRI study on Managing for Development Results (M4DR) within AFSI concludes that it is an important initiative in combating low agricultural productivity, chronic hunger, and pervasive undernutrition. However it concludes that it is still early to assess the impact of AFSI, because these are efforts that target mid-term to long-term changes.

### **Sources and links**

G8 2010, *Muskoka Accountability Report*. F6.10 D6

IFPRI 2014, *Aid Effectiveness How Is the L'Aquila Food Security Initiative Doing?* F6.10 D1

OECD 2012, *Aid for Security and Nutrition* F6.10 D5

## **9. G20 Summit, Pittsburgh, USA, September 2009**

### **Key Outputs**

#### *Documents Adopted*

#### **Leaders' Statement:**

- Of relevance here was the focus on reforming the mission, mandate and governance of multilateral development banks. This included, *inter alia*, a call on the World Bank to play a leading role in responding to problems whose nature requires globally coordinated action, such as climate change and food security.

#### *Bodies founded*

- Called on the World Bank to develop a new trust fund to support the AFSI. This was intended to help support innovative bilateral and multilateral efforts to improve global nutrition and build sustainable agricultural systems, including programs like those developed through the CAADP.
- The Bank responded by creating the **Global Agriculture and Food Security Programme** (GAFSP). GAFSP was set up in April 2010 with commitments of USD 900 million pledged by the USA, Canada, Spain, South Korea and the Bill and Melinda Gates Foundation.

#### *Processes Established*

- None noted.

### **Status and Evolution of Outputs**

GAFSP is still active. The resources received from the donors as of May 31, 2014 amounted to approximately USD1.2 billion. It is expected to complete its activities in 2019.

## **Sources and links**

Auer 2010, *Global Partnership for Agriculture and Food Security: Actors, missions and achievements* Rural 21 Vol 44 Nr 5 2010 F6 D16

G20 2009, *Leaders' Statement: The Pittsburgh Summit 2009*. F6.10D 4

GAESP 2014, *About GAESP*. Available at: [www.gafspfund.org](http://www.gafspfund.org)

## **10. World Summit on Food Security, Rome, Italy, September 2009**

### **Key Outputs**

#### *Documents Adopted*

#### **Declaration of the World Summit on Food Security:**

- Reaffirms commitment to MDG/ Rome Declaration target to half the number of people who suffer malnutrition by 2015.
- Establishes Five Rome Principles for Sustainable Global Food Security:
  - support country-led processes,
  - pursue comprehensive approaches,
  - coordinate assistance programmes effectively,
  - ensure a strong role for multilaterals by improving their effectiveness and coordination,
  - make more funds available for agriculture and food security.

#### *Bodies founded*

- No new bodies were founded, but there was endorsement of **reforms to the Committee on World Food Security (CFS)** with the vision that it would be the most inclusive international and intergovernmental platform for all stakeholders to work together in a coordinated way to ensure food security and nutrition for all. This would enable it take on more of the role of HLTF.
- Commitment to Advance the **Global Partnership for Agriculture, Food Security and Nutrition** and promote better coordination at global, regional and national levels of global food issues in partnership with relevant stakeholders from the public and private.

#### *Processes Established*

- None noted.

## **Status and Evolution of Outputs**

Rome principles continue to be heralded as guiding principles e.g. in Scaling Up Nutrition (SUN) Framework.

### **Sources and links**

WSFS 2009, *Declaration of the World Summit on Food Security*. F6.16.3 D1

## **11. World Bank Spring Meetings, Washington DC, USA, April 2010 (birth of SUN Movement)**

### **Key Outputs**

#### *Documents Adopted*

#### **Scaling Up Nutrition Framework for Action (FFA):**

- Endorsed by over 100 governments, development agencies, businesses and civil society organizations, the framework sets out key principles and priorities for action to address under-nutrition and mobilise increased investment in a set of nutrition interventions across different sectors.

#### *Bodies founded*

- Whilst no bodies were formalised at the meeting itself, this led eventually to the various bodies that now constitute the **SUN movement**. To accompany the framework, a SUN Road Map was developed, establishing the basic principles of a multi-stakeholder effort through which country, regional and international entities would work together to establish and pursue an effort to scale up nutrition.

#### *Processes Established*

- Following this meeting, WFP convened actors in a **Rome Nutrition Forum** where the SUN Movement was conceptualised and David Nabarro was asked to coordinate the translation of the Framework into a Road Map.

## **Status and Evolution of Outputs**

This was a pivotal stage in the evolution of the SUN movement; see the SUN chronology in Annex D.

### **Sources and links**

Mokoro 2014a *Independent Comprehensive Evaluation of the Scaling Up Nutrition Movement: Inception Report*. Oxford: Mokoro Ltd, 01 August 2014.

SUN 2010, *Scaling Up Nutrition: A Framework for Action*. 2010 (Reprint April 2011.) F0.0 D1

SUN Road Map Task Team 2010, *A Road Map for Scaling-Up Nutrition (SUN)*. First Edition. Scaling Up Nutrition Road Map Task Team, September 2010. F0.0 D5

## **12. Sixty-third World Health Assembly, Geneva, Switzerland, May 2010**

### **Key Outputs**

#### *Documents Adopted*

#### **Resolution 63.23:**

- The resolution urged Member States to increase political commitment to preventing and reducing malnutrition in all its forms.
- Includes a call for increased political commitment, the implementation of the global strategy for infant and young child feeding, and strengthening of nutritional surveillance systems and improved use of millennium development goal indicators to monitor progress.
- Reinforces the role of UNSCN, by requesting the WHO Director-General "to continue and strengthen the existing mechanisms for collaboration with other UN Agencies and international organizations involved in the process of ensuring improved nutrition including clear identification of leadership, division of labour and outcomes".
- Member States are called on to protect, promote and support breastfeeding and to ensure that any required breast milk substitutes are purchased, distributed and used according to strict criteria.
- In addition, the resolution calls for an "end [to] inappropriate promotion of food for infants and young children and to ensure that nutrition and health claims shall not be permitted for foods for infants and young children, except where specifically provided for, in relevant Codex Alimentarius standards or national legislation".

#### *Bodies founded*

- None noted.

#### *Processes Established*

- Member states called on "to develop and/or strengthen legislative, regulatory and/or other effective measures to control the marketing of breast-milk substitutes in order to give effect to the International Code of Marketing of Breast-milk Substitutes and relevant resolution adopted by the World Health Assembly".
- The resolution requested the WHO Director-General "to develop a comprehensive implementation plan on infant and young child nutrition as a critical component of a global multisectoral nutrition framework".

## **Status and Evolution of Outputs**

- Resolution 63.23 remains widely cited by CSOs working on breast feed advocacy, including the International Baby Food Action Network (IBFAN).

### *Comprehensive implementation plan on infant and young child nutrition*

- In January 2011 the 128<sup>th</sup> Executive Board noted the preparatory work on comprehensive implementation plan on infant and young child nutrition, making several suggestions on its content, including revising it to cover maternal nutrition and focusing more attention to the double burden of undernutrition and overweight.
- In May 2011 the Health Assembly noted the report on the subject and the revised outline of the implementation plan. The Comprehensive Implementation Plan on Maternal, Infant and Young Child Nutrition was endorsed in 2012 WHA.

## **Sources and links**

IBFAN 2010, *ICDC legal update June 2010*. Available from: <http://www.ibfan.org/art/LU-june2010.pdf>

WHA 2010, *Resolution 63.23*

## **13. G8 Summit, Muskoka, Canada, June 2010**

### **Key Outputs**

#### *Documents Adopted*

#### **Muskoka Declaration: Recovery and New Beginnings**

- Noting slow progress against MDG 5 (maternal health) and MDG 4 (child mortality), the Muskoka Initiative was launched as a comprehensive and integrated approach to accelerate progress towards MDGs 4 and 5 that will significantly reduce the number of maternal, newborn and under five child deaths in developing countries (see below).
- Led by Canadian government, the initiative is meant to give added momentum to the UN-led process to develop a Joint Action Plan to Improve the Health of Women and Children.
- It also reiterates support for AFSI, the reformed Committee on Food Security, and for advancing the Global Partnership for Agricultural and Food Security and Global Agriculture and Food Security Program.

#### *Bodies founded*

- None noted.

### *Processes Established*

#### **The Muskoka Initiative**

- Aiming to achieve significant progress on health system strengthening in developing countries facing high burdens of maternal and under-five child mortality and an unmet need for family planning, this Initiative includes elements such as: antenatal care; attended childbirth; post-partum care; sexual and reproductive health care and services, including voluntary family planning; health education; treatment and prevention of diseases including infectious diseases; prevention of mother-to-child transmission of HIV; immunizations; basic nutrition and relevant actions in the field of safe drinking water and sanitation.
- At the launch, the commitment was made to mobilise USD5.0 billion of additional funding for disbursement over the next five years, anticipating that, over the period 2010-2015, the Muskoka Initiative will mobilize significantly greater than USD10 billion.
- Establishes Canada's leadership in maternal, newborn and child health.

#### **Status and Evolution of Outputs**

Some sources state that only USD2.28 billion of Muskoka commitments had been spent as of March 2014.

#### **Sources and links**

G8 2010, *Muskoka Declaration* F6 D17

IPPF 2014, *Muskoka Initiative Recipients Tell High Level Summit – Family Planning Investment Saves Lives*. International Planned Parenthood Federation. [www.ippf.org/news/Muskoka-Initiative-Recipients-tell-High-Level-Summit-Family-Planning-Investment-Saves-Lives](http://www.ippf.org/news/Muskoka-Initiative-Recipients-tell-High-Level-Summit-Family-Planning-Investment-Saves-Lives)

## **14. Change a Life, Change the Future event, New York, USA, September 2010**

### **Key Outputs**

#### *Documents Adopted*

**Joint donor statement** adopted by USA and Ireland (co-hosts), Canada, France, the World Bank, the Bill & Melinda Gates Foundation, and the United Kingdom. Set out the following commitments:

- To respond to country requests through improved collaboration in development partner alliances.
- Stimulate international and national leadership for nutrition, including under the UN SG and to establish a SUN lead group.

- To respond with urgency to the nutrition challenge, including by coordinating support for the SUN road map.
- The event provided a platform for the international community to highlight its work in nutrition, including the development of the SUN Roadmap. It also focused attention and energy on the priority actions in the SUN Roadmap around the critical 1000 day window.

#### *Bodies founded*

- None noted.

#### *Processes Established*

- **1,000 Days Partnership:** 1,000 days is a partnership that brings together governments, civil society organizations and the private sector to improve nutrition for women and children during the critical 1,000 days from pregnancy to age 2. It promotes targeted action and investment in early nutrition and encourages support for the SUN Movement.

#### **Status and Evolution of Outputs**

- The 2013 Progress report states that between Sept 2010 and June 2013 the 1,000 Days Partnership has “expanded to include over 80 partners from civil society, academia, business and government all working to communicate the importance of the 1,000 days window for impact; advocate for greater action and investment in maternal and child nutrition; and catalyze partnerships among different sectors to scale up efforts to reduce malnutrition.”
- To support the 1,000 Days a U.S.-based hub was formed in June 2011, by InterAction, a coalition of U.S.-based international relief and development organizations, and the Global Alliance for Improved Nutrition (GAIN) in collaboration with the U.S. Department of State. As a hub, it aims to focus attention on the 1,000 day, engage the private sector, civil society, and government in the U.S. in efforts to improve maternal and young child nutrition throughout the world.

#### **Sources and links**

1,000 Days 2010, *1,000 Days: Change A Life, Change The Future Joint Donor Statement*. Available from: [www.usaid.gov/news-information/press-releases/1000-days-change-life-change-future](http://www.usaid.gov/news-information/press-releases/1000-days-change-life-change-future)

1,000 Days 2010, *2013 Progress Report F6.5 D2*.

<http://www.thousanddays.org/>

## **15. Sixty-fourth World Health Assembly, Geneva, Switzerland, May 2012**

### **Key Outputs**

#### *Documents Adopted*

#### **Resolution 65/5:**

- Endorses the Comprehensive Implementation Plan on Maternal, Infant and Young Child Nutrition, which includes six global targets for 2025 (WHO, 2012):
  - 40% reduction in childhood stunting;
  - 50% reduction in anaemia in women of reproductive age;
  - 30% decrease in low birth weight;
  - 0% increase in childhood overweight;
  - an increase in the rate of exclusive breastfeeding in the first 6 months to at least 50%;
  - a reduction in childhood wasting to less than 5%.
- The resolution urges Member States, to put into practice, as appropriate, the comprehensive implementation plan on maternal, infant and young child nutrition, including:
  - developing or strengthening nutrition policies so that they comprehensively address the double burden of malnutrition and include nutrition actions in overall country health and development policy;
  - establishing effective intersectoral governance mechanisms in order to expand the implementation of nutrition actions with particular emphasis on the framework of the global strategy on infant and young child feeding;
  - developing or strengthening legislative, regulatory and/or other effective measures to control the marketing of breast-milk substitutes;
  - establishing a dialogue with relevant national and international parties and forming alliances and partnerships to expand nutrition actions with the establishment of adequate mechanisms to safeguard against potential conflicts of interest;
  - implementing a comprehensive approach to capacity building, including workforce development.

*Bodies founded*

- None noted.

*Processes Established*

- None noted.

**Status and Evolution of Outputs**

The global nutrition targets endorsed by the Health Assembly in resolution WHA65.6 have been widely adopted by global initiatives, including the Scaling Up Nutrition (SUN) movement, the Global Nutrition for Growth Compact and The Lancet's second series on maternal and child undernutrition. The targets have also been referred to in the preparatory process for the post-2015 development agenda.

However the first report of progress underlines the slow progress regarding some objectives such as exclusive breastfeeding and stunting and stagnation on the wasting target.

**Sources and links**

WHA 2012, *Comprehensive implementation plan on maternal, infant and young child nutrition* F6.2 D6

WHA 2012, *Resolution 65/5*

WHO 2013, *Maternal, infant and young child nutrition Report by the Secretariat* F6.2 D7

The Lancet 2013, *Maternal and Child Nutrition*. Executive Summary of *The Lancet* Maternal and Child Nutrition Series. The Lancet, 2013.5.2-2

**16. G8 Summit, Camp David, USA, May 2012**

**Key Outputs**

*Documents Adopted*

**Camp David Declaration:**

- Focuses on economic growth and jobs against a backdrop of slow recovery after the recession, focusing on fiscal consolidation, productivity, international trade and intellectual property rights.
- Addresses climate change, with commitments around energy efficiency and renewables.
- Also sets out commitment to the **New Alliance for Food Security and Nutrition** to accelerate the flow of private capital to African agriculture, take to scale new technologies and other innovations that can increase sustainable agricultural productivity, and reduce the risk borne by vulnerable economies and communities.

### *Bodies founded*

- The **Leadership Council** for the New Alliance for Food Security and Nutrition was formed in 2012 as an informal group of leaders committed to realizing the investment commitments pledged by the private sector, governments and development partners within the New Alliance.
- It consists of high-level representatives from African governments, development partners, the African and multinational private sectors, civil society, and farmers' organisations that monitor, support and advance progress.
- Three co-conveners lead the Leadership Council in 2014, namely the African Union Commission, World Economic Forum and the United States Government.

### *Processes Established*

#### **New Alliance for Food Security and Nutrition**

- G8 and African leaders committed to a New Alliance for Food Security and Nutrition, with the aim to increase domestic and foreign private investments in African agriculture, take innovations that can enhance agricultural productivity to scale, and reduce the risk borne by vulnerable economies and communities.
- The Alliance set out to:
  - Reaffirm continued donor commitment to reducing poverty and hunger;
  - Accelerate implementation of key components of the Comprehensive Africa Agriculture Development Programme (CAADP);
  - Leverage the potential of responsible private investment to support development goals;
  - Help lift 50 million people out of poverty in Africa by 2022;
  - Achieve sustained inclusive, agriculture-led growth in Africa.
- The New Alliance is a partnership in which stakeholders commit to specific policy reforms and investments, outlined in Cooperation Frameworks, that accelerate implementation of African country food security strategies.
- The Alliance builds on the promises of the L'Aquila food security initiative (see above) and seeks to catalyse the implementation of CAADP's overarching goals to end hunger and halve poverty in Africa by 2025.

## **Status and Evolution of Outputs**

- Partnership in the New Alliance has expanded from three to ten African countries.
- Nearly 180 African and international companies have signed Letters of Intent to invest USD7.8 billion in African agriculture, USD1.1 billion of which was realized in 2013.
- Private investments have reached 3 million smallholders and created more than 36,600 jobs.
- African governments have advanced or completed 96% of policy commitments scheduled for completion by mid-2014.
- Development partners have disbursed USD2.1 billion, or 72% of expected funding to date.
- However it has come under heavy criticism as a “new form of colonialism after African governments agreed to change seed, land and tax laws to favour private investors over small farmers.”<sup>96</sup>

## **Sources and links**

G8 2012, *Camp David Declaration*. Available from: <http://www.whitehouse.gov/the-press-office/2012/05/19/camp-david-declaration>

New Alliance for Food Security and Nutrition 2014, *New Alliance Progress Report 2013-2014* F6.9 d4

## **17. Rio + 20 Conference on Sustainable Development, Rio de Janeiro, Brazil, June 2012**

### **Key Outputs**

#### *Documents Adopted*

#### **The Future We Want Outcome Document:**

- This include commitments “regarding the right of everyone to have access to safe, sufficient and nutritious food, consistent with the right to adequate food and the fundamental right of everyone to be free from hunger”.
- Reaffirms Rome Principles adopted in 2009 and the work and inclusive nature of the Committee on World Food Security (CFS), including through its role in facilitating country-initiated assessments on sustainable food production and food security.

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<sup>96</sup><http://www.theguardian.com/global-development/2014/feb/18/g8-new-alliance-condemned-new-colonialism>

- The Conference also adopted ground-breaking guidelines on green economy policies.

#### *Bodies founded*

#### **High-level Political Forum (HLPF) on sustainable development** established:

- Forms the main United Nations platform dealing with sustainable development. The Forum is to
  - provide political leadership and guidance on sustainable development;
  - follow up and review progress in implementing sustainable development commitments;
  - enhance the integration of economic, social and environmental dimensions of sustainable development; and
  - address new and emerging sustainable development challenges .
- The Forum is expected to steer and review the implementation of the sustainable development goals and the post 2015 development agenda which Member States are expected to adopt in 2015.

#### *Processes Established*

- Member States decided to launch a process to develop a set of **Sustainable Development Goals (SDGs)**, which will build upon the Millennium Development Goals and converge with the post 2015 development agenda.
- UN Secretary-General's "**Zero Hunger Challenge**" was launched at Rio+20. It establishes 5 targets:
  - Zero stunted children less than 2 years;
  - 100% access to adequate food all year round;
  - All food systems are sustainable;
  - 100% increase in smallholder productivity and income;
  - Zero loss or waste of food.

#### **Status and Evolution of Outputs**

##### *High-level Political Forum on sustainable development*

- The HLPF 2013 held its first meeting on 24 September 2013. The meeting was held under the auspices of the General Assembly and had an overall theme of "Building the future we want: from Rio+20 to the post-2015 development agenda".
- The second HLPF was held under the auspices of the Economic and Social Council (ECOSOC) for the first time from Monday, 30 June, through

Wednesday, 9 July 2014. The theme for the forum for 2014 was "achieving the Millennium Development Goals and charting the way for an ambitious post-2015 development agenda, including the sustainable development goals".

### *Zero Hunger Challenge*

- Participants of the challenge to date include about 29 non UN-system organizations, 16 UN-system organizations and 4 UN departments.

### **Sources and links**

Rio 20+ 2012, *The Future we Want* F6 D18

UN Sustainable Development Knowledge Platform: <http://sustainabledevelopment.un.org/>

Zero Hunger Challenge: <http://www.un.org/en/zerohunger>

## **18. G20 Summit, Los Cabos, Mexico, June 2012**

### **Key Outputs**

#### *Documents Adopted*

#### **Los Cabos Leaders' Declaration:**

- In view of the need to address chronic malnutrition and emergency response (underscored by the crisis in the Sahel and the Horn of Africa) leaders expressed support for the Scaling Up Nutrition movement and encouraged wider involvement of G20 members.
- Additional commitments were made on trade and climate change.

#### *Bodies founded*

- None noted.

#### *Processes Established*

- None noted.

### **Status and Evolution of Outputs**

- No specific new commitments to track.

### **Sources and links**

*G20 2012, Los Cabos Leaders Declaration* F6 D20

## **19. Nutrition for Growth Summit, London, UK, June 2013**

### **Key Outputs**

#### *Documents Adopted*

#### **Global Nutrition for Growth Compact**

- Outlines the following targets to be achieved by 2020:
  - Ensure that at least 500 million pregnant women and children under two are reached with effective nutrition interventions.
  - Prevent at least 20 million children under five from being stunted.
  - Save at least 1.7m lives by reducing stunting, by increasing breastfeeding, and through the treatment of severe acute malnutrition.
- Donors pledged new commitments of up to GBP 2.7 billion (USD 4.15 billion) to directly tackle undernutrition up to 2020, GBP 1.9 billion (USD 2.9 billion) of which is core funding, with the remainder secured through matched funding.
- An estimated GBP 12.5 billion (USD 19 billion) committed for improved nutrition outcomes from nutrition-sensitive investments between 2013 and 2020.

#### *Bodies founded*

- None noted.

#### *Processes Established*

To track progress publicly against all commitments made, there will be publication of an annual global report on nutrition (the Global Nutrition Report – GNR).

### **Status and Evolution of Outputs**

The forthcoming GNR finds that:

- Reporting on the Nutrition for Growth (N4G) 2013 commitments was challenging for all groups of signatories in this “baseline year.” However, in terms of progress against N4G targets, there were no obvious causes for concern from any group, at least at this early stage in the reporting period of 2013–2020.
- With regards to country commitments, 25 signatory governments committed to making a priority of tackling undernutrition, to increasing domestic budgets for improving nutrition, and to scaling up the implementation of national nutrition plans. Of the 25 countries being tracked, 24 responded to the GNR team. Of these, many are on course, particularly for policy commitments. For the impact commitments, the GNR reported difficulty in

drawing meaningful comparisons with countries' baseline data because few new datasets have been collected. Similarly for financial commitments, in the bulk of countries the commitments and responses were too vague to determine progress.

- CSO commitments were financial and non-financial in nature. Of 15 CSOs approached for the report, 14 responded, and most have made some progress on their commitments. The financial commitments coming from CSOs are significant and focus on nutrition-specific interventions and nutrition-sensitive approaches. Much of the nutrition-sensitive work focuses on linkages between nutrition and agriculture.
- Of the 29 companies that committed to introduce a nutrition policy for a productive and healthy workforce and improve policies for maternal health including support for breastfeeding mothers in their workforce, 24 companies have reported. Progress varied, with no pattern in the responses could be detected by region, size, or sector.
- Seven UN agencies made N4G commitments; these were less financial commitments than programmatic and policy-based commitments. Six agencies had reported, all of which were “on course”.
- Eighteen donors made commitments at N4G. The GNR is unable to report on N4G financial commitments for donors due to lags in the ODA reporting process. Nevertheless, in general, the donors that responded had positive progress to report.

### **Sources and links**

N4G 2013, *Nutrition for Growth Commitments: Executive Summary* F6.6 D1

N4G 2013, *Nutrition for Growth Compact* F6.6 D2

GNR 2014, *Global Nutrition Report 2014 (forthcoming)* F0.6.1.2 D1

## **20. G8 Summit, Lough Erne, Northern Ireland, June 2013**

### **Key Outputs**

#### *Documents Adopted*

#### **Lough Erne Leaders Communiqué:**

- Focuses on trade, tax and transparency, but also reaffirms AFSI (“we have met our financial pledges made at L’Aquila in 2009 and will work to complete disbursements”).
- Reaffirms commitment to the New Alliance for Food Security and Nutrition and the Comprehensive Africa Agriculture Development Programme

(CAADP), recognising the New Alliance as a means to increase private sector investment in support of CAADP Country Investment Plans.

- Welcomes the Global Nutrition for Growth Compact and the financial and policy commitments to accelerate progress towards ending under-nutrition for women and young children.
- Calls for progress on these commitments to be regularly reported and reviewed, including through the Scaling-Up Nutrition Movement.

*Bodies founded*

- None noted.

*Processes Established*

- None noted.

**Status and Evolution of Outputs**

- No new commitments to track.

**Sources and links**

*G8 2013, Lough Erne Leaders Communique F6 D21*

**21. G7 Summit, Brussels, Belgium, June 2014**

**Key Outputs**

*Documents Adopted*

**G7 Brussels Summit Declaration:**

- Focus was on the Crimean crisis, but reiterated support for New Alliance for Food Security and Nutrition, the Global Agriculture and Food Security Programme and the Committee on World Food Security as it finalises principles for responsible agricultural investment.
- ICN2 and the Expo Milan 2015, expected to provide a platform for the global post-2015 debate on sustainability and food and nutrition security.

*Bodies founded*

- None noted.

*Processes Established*

- None noted.

**Status and Evolution of Outputs**

- No new commitments to track.

## **Sources and links**

*G7 2014 Brussels Summit Declaration F6 D22*

## **22. G20 Summit, Brisbane, Australia, November 2014**

### **Key Outputs**

*Documents Adopted*

#### **G20 leaders' communiqué:**

- Focus was on raising global economic growth particularly through employment and job creation.
- The **G20 Food Security and Nutrition Framework** was approved, with the objective to “strengthen growth by lifting investment in food systems, raising productivity to expand food supply, and increasing incomes and quality jobs.” It delineates three key priority objectives, to increase: i) “responsible investment in food systems” through an inclusive approach that combines public with private efforts, ii) “incomes and quality employment food systems”, and iii) “productivity sustainably to expand the food supply.”

*Bodies founded*

- None noted.

*Processes Established*

- None noted.

### **Status and Evolution of Outputs**

- Too soon to judge.

## **Sources and links**

*G20 2014 G20 Leaders' Communiqué Brisbane Summit, 15-16 November 2014 F6-25*

## **23. Second International Conference on Nutrition, Rome, Italy, November 2014**

### **Key Outputs**

*Documents Adopted*

#### **The Rome Declaration on Nutrition and the Framework for Action on Nutrition**

- The Declaration commits countries to eradicate hunger and prevent all forms of malnutrition worldwide – particularly under-nutrition in children, anaemia

in women and children, among other micronutrient deficiencies – as well as reverse the trend in obesity and reduce the burden of diet-related non-communicable diseases. It also commits to an increase in investments for nutrition to raise the profile of nutrition in relevant national strategies and strengthen human and institutional capacities to address all forms of malnutrition.

- The Framework for action is designed to guide the implementation of the commitments of the Rome Declaration on Nutrition, setting policy options and strategies which governments may incorporate into their national nutrition, health, agriculture, development and investment plans. It is a voluntary framework, and the (60) recommendations are principally addressed to government leaders, as the primary responsibility-bearers for taking action at country level. For purpose of accountability, the Framework for Action adopts existing global targets for improving maternal, infant and young child nutrition and for non-communicable disease risk factor reduction to be achieved by 2025.

#### *Bodies founded*

- None noted.

#### *Processes Established*

- One recommendation was for countries to develop – or revise, as appropriate – and cost National Nutrition Plans, align policies that impact nutrition across different ministries and agencies, and strengthen legal frameworks and strategic capacities for nutrition.
- In an effort to foster accountability, national governments are encouraged to establish nutrition targets and intermediate milestones, consistent with the timeframe for implementation (2016-2025), as well as global nutrition and noncommunicable disease targets established by the World Health Assembly.
- Reports on implementation of the commitments of the Rome Declaration on Nutrition will be compiled jointly by FAO and WHO based on country self-assessments as well as information available through other monitoring and accountability mechanisms (e.g. Scaling Up Nutrition self-assessment reports, reports to the FAO Conference and the World Health Assembly, and the Global Nutrition Report).

#### **Status and Evolution of Outputs**

- Too soon to judge.

#### **Sources and links**

FAO and WHO, 2014 Second International Conference on Nutrition, Rome, 19-21 November 2014: Conference Outcome Document: Rome Declaration on Nutrition F6.12.1 D1

FAO and WHO, 2014 Second International Conference on Nutrition, Rome, 19-21 November 2014:  
Conference Outcome Document: Framework for Action F6.12.1 D2

## **Annex I Issues and Lessons in Multi-Sector Planning for Nutrition**

### **Introduction**

1. Multi-sector nutrition plans are at the centre of the SUN "recipe". However, SUN is not the first entity to advocate a multi-sector planning approach to nutrition. We noted in the Interim Progress Report (Mokoro 2014c) "there have been previous rounds of multi-sector nutrition plan preparation, e.g. in the wake of ICN1". In fact, as this annex will detail, the concept pre-dates even ICN1, with a wave of multi-sector nutrition plans in the 1970s.

2. Multi-sector planning is known to be conceptually and practically difficult, and in nutrition this is particularly true, where complex issues of economics and political economy come into play. This brief annex cannot claim to resolve any of the long-standing tensions and challenges, nor can it provide a full analysis of them. However, it presents an overview of some of the most important issues, and provides a response to two related questions:

- i. In what ways do the multi-sector nutrition plans developed under the auspices of the SUN movement, differ from those earlier cycles? (This will look at both differences in the approach to formulating the multi-sector nutrition plans, and differences in the context in which they are composed.)
- ii. What are the principal challenges that multi-sector nutrition plans pertaining to SUN will need to overcome in order to be successful? (In particular, what are the design features that SUN multi-sector nutrition plans should adopt in order to make them successful?)

3. This review of multi-sector nutrition plans is not definitive. Rather, it is based on a review of key texts,<sup>97</sup> and ICE's analysis of SUN's activities, particularly with regards to multi-sector nutrition plans. It should be read in conjunction with the discussion in Annex M on the quality of SUN's multi-sector nutrition plans and common results frameworks.

4. The annex begins with a light review of previous rounds of multi-sector nutrition plans (firstly from the 1970s, and also from the 1990s in the wake of ICN1), as well as the current generation of plans under SUN. It then analyses some of the key political-economy hurdles multi-sector nutrition plans are faced with, before offering some concluding suggestions as to how SUN countries may overcome these,

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<sup>97</sup>Key texts reviewed include: Berg 1987, Field 1987, Garrett et al. 2011, Garrett & Natalicchio 2011, Haddad et al. 2003), Natalicchio 2011, Natalicchio et al. 2009, Nishida 2013a, Nishida 2013b, WHO & FAO 2001, WHO, FAO & UNICEF 1995, WHO 1999, Pinstrup-Andersen (ed.) 1993, Mejía Acosta & Haddad 2014, Nisbett et al 2014a.

in their current and future multi-sector planning endeavours. The interpretation of successive phases in nutrition policy and planning is broadly in line with Nisbett et al 2014a, whose summary is reproduced as Figure I1 below.

**Figure I1 Phases in nutrition policy and planning**

Evolution of nutrition policy and politics					
From the protein era to multi-sectoral planning	From multi-sectorality to nutrition isolationism	Micronutrient era	From obscurity to global priority	Increasing momentum	
1970	1980	1990	2000	2010	2014
International Conference on Nutrition, National Development and Planning (1971)	Sen on entitlements (1981)	UNICEF conceptual framework (1990)	MDG 1 (underweight target)	SUN Movement (2010 onwards)	
Berg: "The Nutrition Factor" (1973)	Iringa Programme (Tanzania, 1985)	World Summit for Children (1990)	World Bank-UNICEF collaborations (Gillespie et al 2003)	Mainstreaming Nutrition Initiative (2011)	
McLaren: "The Great Protein Fiasco" (1974)	Field (1987)	International Conference on Nutrition (1992)	Capacity focus (Heaver 2005)	Nutrition4Growth Summit (2013)	
World Food Conference (1975)	Focus on micronutrient supplementation and breastfeeding	Micronutrient Initiative formed (1993)	Lancet Nutrition Series (2008)	Lancet Nutrition Series (2013)	
1976 World Bank study			Food price spikes (07-08)		
Nutrition planning cells (mandate without power)			Copenhagen Consensus (2008)		
			Increased focus on the "double burden"		

Source: Reproduced from Figure 3 in Nisbett et al 2014a.

## The Early History of Multi-Sector Nutrition Plans

### *Characteristics of the 1970s Multi-Sector Nutrition Plans*

5. Multi-sector nutrition plans witnessed their first rapid rise in the early 1970s, followed closely by an equally rapid decline. Their sudden popularity was linked to the recognition of a number of underlying principles, which today are still widely held as fundamentals in nutrition best practice. In particular, malnutrition for the first time was seen as a development problem, as opposed to a disease to be addressed only by medical practitioners. There was a new emphasis on the multiple causes of malnutrition, and the corresponding need for a multi-pronged approach to solve it. At the same time, given limited resources, the planning exercises were an attempt to engender a commitment towards allocative efficiency, to "identify and compare a range of policies and programmes which, in appropriate combination, would best harness the capabilities of government and coordinate the efforts to be made" (Field 1987). As such, this was the first wave of nutrition planning founded on

a commitment to multi-sectoral, multi-partner, and multi-level collaboration, and was conceived as a comprehensive, systematic and cost-effective approach to alleviating malnutrition, that promised to achieve greater impact than previous initiatives had attained.

*Criticisms of the 1970s Multi-Sector Nutrition plans*

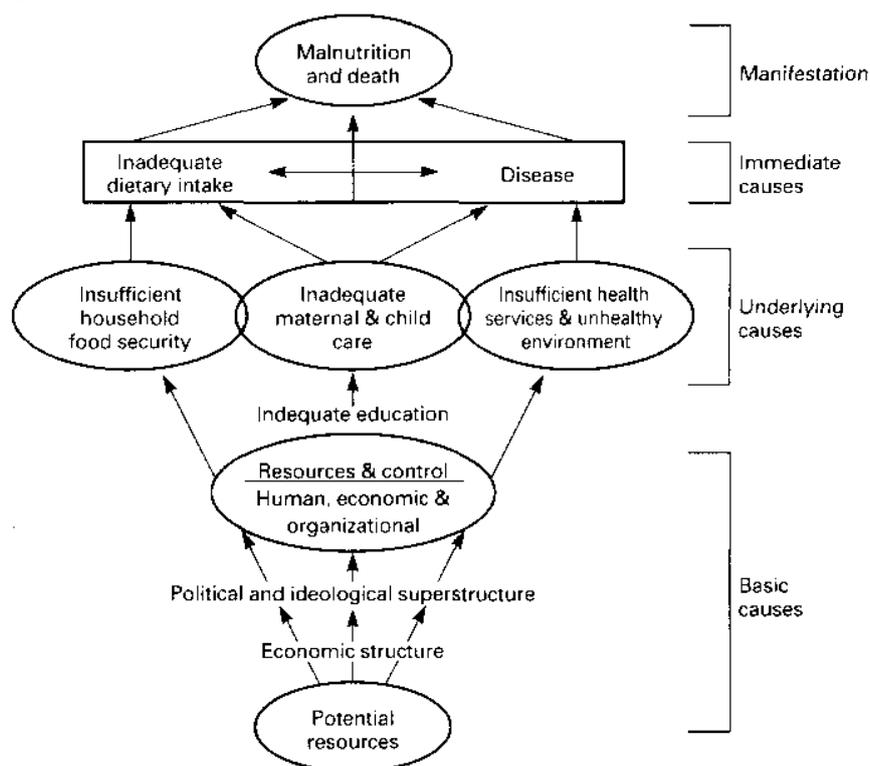
6. However, there were institutional flaws in the set-up to these early multi-sector nutrition plans, so much so that by the end of the decade, they had largely fallen out of practice. The demands, in terms of data and planning tools were so high, that these plans effectively collapsed under their own weight. In addition they required a top-down nutrition planning unit to dictate solutions, an arrangement which simply would not be abided by in many government set-ups, and also took for granted high-level political commitment and a willingness to collaborate between government departments necessary for implementation. Furthermore, there was little anticipation of the management challenges that would be posed by the multi-sector, multi-partner, and multi-level approach. As a result, implementation of many of the first generation multi-sector nutrition plans never really got off the ground.

7. A number of competing critiques of this unsuccessful foray into multi-sector nutrition planning have drawn out a variety of lessons. For example, in his “post-mortem” of the period, Field (Field 1987) argues against what he sees as the comprehensive, top-down multi-sector nutrition plan, that even at its best “risked being more intellectually elegant than functionally practical”. He makes a case for focusing on intra-sectoral interventions in health and agriculture, concentrating on modest but effective measures, and using bottom-up participative approaches. He also emphasises the need for good management, as the “operational link between the desirable and the feasible and between the economically rational and the politically possible”, and underscores the necessity of securing high-level political support and administrative leadership.

8. Berg’s riposte to Field’s “post mortem” was entitled “Nutrition planning is alive and well, thank you” (Berg 1987). Whilst agreeing that the top-down technocratic planning approach should be disbanded, Berg argues for keeping the multi-causal model for nutrition including its link to underlying fundamental causes of poverty. This model, first pioneered by UNICEF, is represented in Figure I2 below. Figure I3 is a more recent variant of the same model, presented in The Lancet 2013.

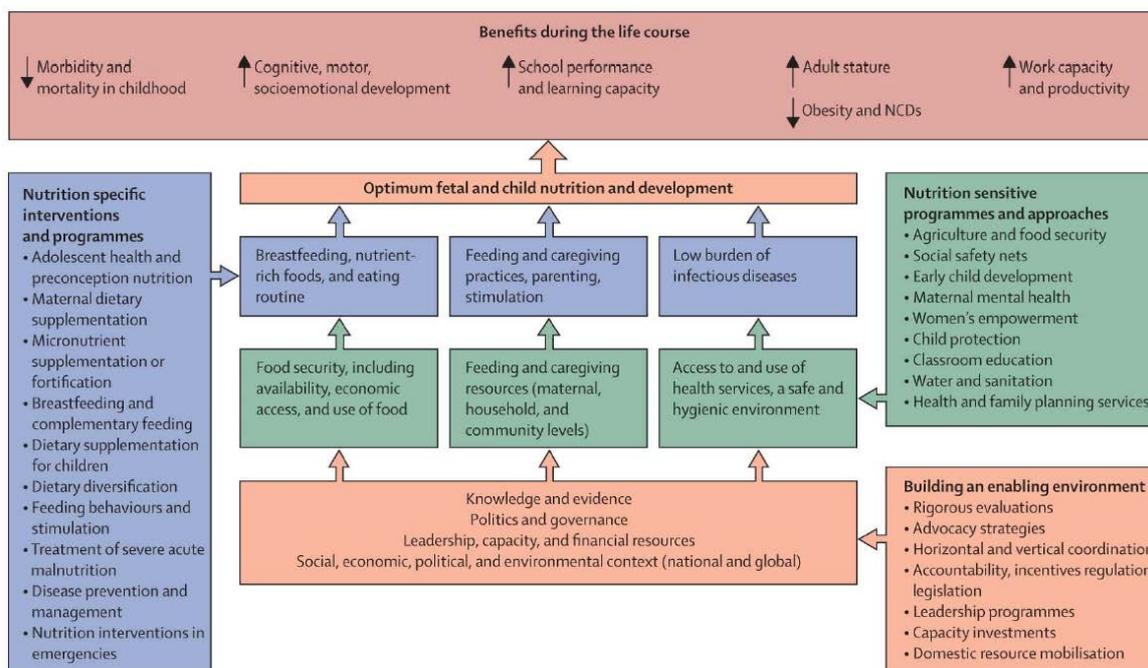
9. Furthermore, Berg argues that, in reality, most multi-sector nutrition plans were not overwhelmed by an abundance of data, and that it is possible to ascertain some good indications of desirable direction without elaborately detailed studies. Moreover, he argues, ongoing monitoring of the nutrition situation through surveys is both feasible and desirable.

**Figure I2 Causes of malnutrition: the UNICEF model**



Source: UNICEF 1990

**Figure I3 Framework for actions to achieve optimal foetal and child nutrition and development**



Source: The Lancet 2013

10. In his critique, Berg also distinguishes between multisectoral analysis and multisectoral implementation, arguing that whilst we should start with multi-sector analysis, applying economic resource allocation principles to decide which interventions to undertake, implementation, ultimately, is likely to happen at sector level (Berg 1987).

11. In a more recent contribution, Garrett et al. 2011 are sympathetic to Field 1987 and also to Berg, but argue that 25 years later the context has become more conducive for a multisectoral approach. They reason that the development community at large is also much more supportive of, and familiar with, multisectoral development approaches than previously. By way of evidence, they point to the prevalence of integrated nutrition-friendly tools such as Poverty Reduction Strategy Papers and the Human Development Index, and growing favour for development approaches that require significant coordination among programs and agencies, such as sector-wide approaches. They also highlight a general reorientation towards results, a characteristic central to multisectorality, noting the prevalence of results-based approaches amongst program managers and policymakers, as well as increasing pressure by donors and governments to demonstrate the impact of investment. In addition, UNICEF's multi-causal nutrition framework (Figure I2 above) has emerged as an oft-cited frame of reference for public nutritionists. For example, it is clearly an inspiration for the framework for actions to achieve optimal foetal and child nutrition and development, presented in The Lancet 2013 (Figure I3 above).

12. The authors also challenge the conventional wisdom to plan multisectorally but implement sectorally, arguing for at least bringing possibility of multi-sectoral implementation under attention. They note that the modality of collaboration may differ in each case and may even differ within the same programme, depending on the organisations involved and the task at hand, and present a continuum of potential modalities of collaboration, where each type of interaction in the continuum builds on the previous one. This continuum is the inspiration for Figure I4. But they go further and make a case for a fifth option, where at least in certain country contexts, implementation is done by a separate nutrition outfit situated at a high level, supervised by all concerned sectoral Ministries (such as was found in the Senegal country case study). This is a case of planning multisectorally and implementing sectorally in its truest sense.

13. A point often overlooked with regards to multi-sectoral collaboration, is that sharing resources and enhancing mutual capacity (columns 4 and 5) require the capacity in the budget system (including the chart of accounts) to allocate and track expenditure across administrative allocations. Rather than create such capacity, the tendency is for countries to adopt the fifth option described above, and establish a supra-unit with a single allocation separately identified in the administrative budget system.

**Figure I4 Continuum of collaboration**

	Exchange information	Harmonise activities	Share resources	Enhance mutual capacity
Networking (1)	x			
Co-ordination (2)	x	x		
Co-operation (3)	x	x	x	
Collaboration (4)	x	x	x	x

Source: inspired by Garrett et al. 2011, p. 25

## NPANs: the Multi-sector nutrition plans of ICN1

### *Characteristics of the 1990s National Plans of Action for Nutrition*

14. At the first International Conference on Nutrition (ICN1) in 1992, global leaders adopted *The World Declaration on Nutrition* (ICN 1992) which includes a pledge to “to eliminate hunger and to reduce all forms of malnutrition” within the decade. This was accompanied by a Plan of Action for Nutrition which contains recommendations on policies, programmes and activities for governments (in partnerships with others) to achieve the objectives of the World Declaration on Nutrition (see Annex H).

15. A cornerstone commitment was that countries would develop National Plans of Action for Nutrition (NPANs) for the international community to align resources behind, to be completed by the end of 1994. These NPANs were to reflect the multisectoral principles and strategies enunciated in the Plan of Action, as well as an analysis of the country situation. In particular, they were expected to echo nine priority themes:

- a) incorporating nutritional objectives, considerations and components into development policies and programmes;
- b) improving household food security;
- c) protecting consumers through improved food quality and safety;
- d) preventing and managing infectious diseases;
- e) promoting breast-feeding;
- f) caring for the socio-economically deprived and nutritionally vulnerable;

- g) preventing and controlling specific micronutrient deficiencies;
- h) promoting appropriate diets and healthy lifestyles;
- i) assessing, analysing and monitoring nutrition situations. (ICN 1992)

16. Thus NPANs represented an effort to reintroduce the multi-sectoral approaches to nutrition, which had fallen out of favour in the late 1970s. Furthermore, NPANs were to be developed with the active participation of all ministries, local government, NGOs and private sector, and be accompanied with inter-sectoral mechanisms for implementation and M&E. As such NPANs were aiming for at least stage 2 in the collaboration continuum in Figure I4 above, already quite a feat in terms of collective action.

17. At least on the surface, the uptake of NPANs was impressive; a 1994 questionnaire on ICN country progress found that 54 countries had finalised, prepared or strengthened an NPAN, and they were under preparation in a further 71 countries. At the time, this was heralded as a marked success: in a 1995 report FAO called NPAN preparation “one of the outstanding results of the ICN” which has “been invaluable in advancing nutrition issues to the forefront of national development agendas and in meeting the overall goals of the ICN” (WHO, FAO & UNICEF 1995). This assessment was arguably premature however, because many NPANs remained unfinished and even fewer were implemented.

#### *Criticisms of the 1990s National Plans of Action for Nutrition*

18. The regional review meetings, which were held in 1996, 1999 and 2001 to evaluate the progress and experiences of countries in implementing World Declaration and Plan of Action, served to identify some of the key constraints to the development and implementation of NPANs, summarised in the following paragraphs (Nishida 2013a, Nishida 2013b, WHO & FAO 2001, WHO, FAO & UNICEF 1995, WHO 1999).

19. Finalising the development of NPANs and then translating them into action faced a number of obstacles which few countries were able to fully overcome. In many ways, NPANs failed to acknowledge the political economy realities of many of the countries in which they had been developed, many of which lacked high-level political support and tangible commitment to nutrition. The reviews found that political support needed to amount to more than just a nutrition budget line, but an ex-ante earmarking of funds in the national budget for nutrition, and also required a high profile advocate and an influential ministry to lead and coordinate the process amongst all stakeholders.

20. At the same time, NPANs offered little guidance in terms of prioritisation of activities, and designation of responsibilities. As one ICE interviewee stated, the substantial costed NPANs became “a bit like shopping lists where you will never get round the shop and you will never be able to afford the bill”. Coordination struggles also arose, not least because the inter-sectoral coordination mechanisms of NPANs

lacked funding for the operations. There was also found to be a lack of human capacity in nutrition, not helped by the frequent turnover of staff within governments and partner organisations. M&E systems were also generally weak, as the overwhelming scope of the NPANs (covering multiple sectors, and longstanding interventions) was mismatched with limited capacity and poor availability of reliable data.

21. These substantial obstacles explain the high numbers of unfinished plans identified in the 1994 survey, and also why few NPANs were ever implemented. In summary, their intention to manage all sectors and implement a wide range of interventions all at once, proved overambitious and inconsistent with available resources and feasibility. As such, a decade later they were largely abandoned, and in the subsequent period micronutrient initiatives took more of the limelight (Figure I1 above), with an emphasis on the possibility of quite specific interventions that would have high returns.

### **Multi-sector nutrition plans under the SUN Movement**

22. Twenty years after the first ICN, the multi-sector nutrition plans produced in SUN member countries are a reflection of a renewed general consensus around a multi-sector approach, albeit with nuances that set them apart from previous generations. The consensus emphasises multi-sectorality at strategic planning stage, using UNICEF-style formulation of causality (Figure I2 and Figure I3). It encompasses both nutrition-specific and nutrition-sensitive strategies, but broader causal factors affecting poverty are generally not included in the scope of the plan (such as investment in agricultural research and marketing, or adjustments to exchange rate regimes).

23. Whilst SUN offers no blueprint about desired degree of multi-sectorality during implementation, it does advocate for the development of a Common Results Framework (CRF), with associated plan(s) that are fully costed and budgeted. As documented in Annex M, between the SUN Strategy (SMS 2012s) and the development of the M&E framework (SMS 2013a) a subtle shift happened. The SUN strategy imagines single multi-sector, multi-stakeholder plans, whereas the M&E framework rather envisages a single multi-sector, multi-stakeholder CRF, which sets out the agreed results in terms of an agreed multi-sector nutrition policy. The expectation is then that all stakeholders will align their plans to the objectives and expected results in the CRF, and that they will be accountable for the achievement of the results, and for the activities towards those results which they have committed to.

24. As with NPANs, CRFs under SUN are aiming for at least stage 2 in the collaboration continuum in Figure I4. This is achieved when you have a commonly agreed overall framework, and when the interventions undertaken by each sector are influenced by what others are doing (timing, geographical targeting, M&E, etc.).

25. Overall the ICE concludes (see Annex M) that progress against multi-stakeholders aligning their actions with high quality common results frameworks and

associated well-costed country plan(s) is low. For instance, it is found that the incidence of countries having what can really be defined as a CRF is low, and the plans that were put forward to support assessments on progress against this component of the SUN monitoring and evaluation framework, were not comprehensive and in many cases not the only plan for nutrition. They are often overly focused on either nutrition-specific or nutrition-sensitive activities (depending on which sector took the lead in drafting), and rarely balance these. While many include governance activities, the plans and activities may exclude some stakeholders. Furthermore, some plans were found not to be policy-driven strategic documents centred around a CRF, but rather amalgamations of what actors already do.

26. The degree of imbalance was noted in the MQSUN review of country costed plans (SMS 2014l) which also found a poor understanding, particularly in the African countries reviewed, as to what constitutes a nutrition-sensitive intervention, as such leading to a bias towards known packages of nutrition-specific interventions. These findings were echoed in the SUN ICE country case studies.

27. Switching to SUN's current approach of a CRF that leads to aligned multi-actor plans is potentially powerful, given issues from earlier rounds of multi-sector nutrition planning where actors displayed resistance to a single multi-sector plan. However, that needs to be given far more form and carried through with support. The need for clearer guidance on what is meant by a CRF and national nutrition plans was identified, with the caveat that this should be appropriately nuanced to be adaptable to different contexts and allowing "unorthodox" approaches.

28. SUN is appropriate in stressing the multi-actor dimension of multi-sector nutrition plans. For instance, the role of civil society in advocacy is emphasised, as is the need for donor harmonisation and alignment (even if, in practice, progress on this front is sluggish – see Annex J). However, ICE uncovered challenges in the inclusion of all stakeholders – government and non-government – in drafting plans, setting the results framework and buying in to the costings. The evidence suggests that the quality of common result frameworks and associated plans is better when the multi-stakeholder platform is located at the centre of government, a finding which chimes with the NPAN experience.

29. In some respects, SUN seems to favour a quick results approach, with multi-sector nutrition plans seeking to create political momentum by showing that nutrition interventions can be brought to scale successfully in a short time span. For instance, in Senegal, the widely-celebrated approach fostered by the World Bank effectively amounts to a vertical nutrition programme, which is run by the government with strong donor funding and supervision, and where the participation of sector ministries in the governing board, and their access to limited parallel funding, is essentially meant to prevent them from setting up competing interventions themselves (in particular, with respect to the Ministry of Health). This isn't mirrored everywhere, for instance Ethiopia's progress, in contrast to Senegal's, does seem to be based on strengthening of primary health care, rather than a

nutrition silo project. However where it is found, it raises the issue of sustainability, given that such vertical programmes are at best a temporary expedient: in the long run a strong primary health care system is essential to consolidate nutrition gains.

### **Political economy analysis**

30. There are several reasons why nutrition is often not high on the political agenda and why, even if it is, implementation so often is disappointing. First and foremost, malnutrition is often not recognised or understood, even by malnourished families themselves (it is an “invisible problem”). Furthermore, to the extent that malnutrition is seen as the result of erroneous decision making by individuals, governments are more likely not assume responsibility for it. Given that it is comparatively difficult to organise a political constituency of the undernourished—being mainly poor women and children and often living dispersed in remote rural areas – they are less able to demand government accountability.

31. From the Government’s perspective, interventions that transcend sectoral boundaries are likely to require inputs from several sectors, but may not be the priority of any sector. Thus no single sector is driving momentum forward. Furthermore, the way in which resources are budgeted for, spent and reported on in Government, and the parallel accountability chains which exist, mean that Government agencies often possess a bureaucratically engrained resistance to collaboration with each other.

32. These political-economy hurdles are not insurmountable, however, and the rest of this section offers some insights into how they could be overcome, in an effort to draw lessons for SUN countries.

33. Firstly, actors should recognise that nutrition will politically never be a “pressing issue” but rather a “chosen issue” (terminology from A.O. Hirschman, used in Garrett et al. 2011). For this reason, strong champions for nutrition are key. In order to avoid unsustainable reliance on an individual, these should take the form of a convincing coalition including technical specialists (including nutritionists) from within and outside government, civil society and development partners. Notably, it takes time for such a coalition to form and to develop a common understanding; but once in place, champions can make a strong case, backed up by scientific evidence, that nutrition is important for development. The nutrition sector is fortunate in that high economic rates of return to fighting malnutrition can and have been demonstrated (see for example The Lancet 2008, The Lancet 2013, and evidence in the GNR (IFPRI 2014b)).

34. SUN scores relatively well on the point of supporting and sustaining champions, particularly at the global level, where it has translated evidence into political action (see Annex N). However, this must be mirrored in individual SUN countries also, and supporting country-level champions may need more effort and resources than are at present available to SUN.

35. A second strategy stems from the recognition that making different ministries, agencies and levels of Government work together requires overcoming resistance to collective action. When the principal relations between actors are coercive, as happened during the multi-sector nutrition plans of the 1970s, resistance is strong. Successful multi-sectoral collaborations are largely voluntary. This considered, in all likelihood, some coordinating body must be created, either in a sector ministry (such as health) or at higher level.

36. SUN also scores relatively well on this point with its focal point arrangement and identification of lead institutions. However SUN has avoided being very prescriptive about appropriate country-specific institutional arrangements, and a number of countries report challenges on this front (for example, the Tanzania Food and Nutrition Centre laments its inability to coordinate other ministries on account of its location under the Ministry of Health).

37. Another insight into how political economy obstacles can sometimes be addressed is presented by Garrett & Natalicchio 2011 who find that success stories typically have strong external catalysts. Alongside established champions, an external catalyst often helps explain success stories. They report the cases of Senegal, where this role was successfully adopted by the World Bank, and Antioquia, Colombia, where the role was adopted by the Governor. It is possible that this study draws conclusions from too small an evidence base (two examples), but our country case studies, in Senegal in particular, give credence to the finding. There, a hands-on approach by a long-time committed donor is probably in large part why Senegal can be considered a nutrition success story in the first place. However, that is not to say that what happens in one country can simply be repeated in another. Garrett & Natalicchio 2011 reflect that the same World Bank team, backed with the same budgets and tools, were unsuccessful in their attempts to repeat the success of Senegal in other African countries. External catalysts can be influential, but only if other conditions are also fulfilled, including national champions.

38. This nuanced recognition of the role of political economy factors in the successful implementation of national nutrition plans and strategies is highlighted again in Mejía Acosta & Haddad 2014. This paper starts from the observation that we know what must be done (in terms of which nutrition interventions) and how we can do it (for instance, with regards to nutrition governance), and then asks why it only happens in so few countries. The answer the authors arrive at is that the political and institutional constellation of a country matters a great deal, and that political dynamics are largely beyond the capacity of SUN movement to influence, thus limiting its ability to co-determine nutrition outcomes.

## **Concluding Remarks**

39. A growing body of evidence, marshalled in the two Lancet series (The Lancet 2008, The Lancet 2013), provides a strong case for nutrition planning under SUN to maintain its current commitment to multi-sectorality. That said, the review of different waves of multi-sector nutrition planning serve to highlight some key

challenges that SUN countries must overcome in order to avoid repeating the sad history of earlier multi-sector nutrition plans:

- Plans must be realistic about what is achievable. This means undertaking a candid assessment of the political-economy realities of the country and investing appropriately to fill gaps. In particular, SUN should support national nutrition champions, being frank about how committed and effective these champions are, and provide guidance of the most appropriate positioning for coordination bodies and country focal points.
- Whilst the emphasis on common results frameworks as a central force in multi-sector planning offers a subtle shift to address the challenges of such planning, this is not well explained yet in SUN guidance documentation and has not found much traction. If multi-sector planning comprises the establishment of an agreed multi-sector CRF, with multi stakeholders aligning their plans to the framework, they are potentially invaluable coordination and accountability mechanisms for the plans that could overcome resistance to a common plan between sectors, but this shift needs to be given far better form in SUN guidance. For example, SUN needs to set out what a CRF is; how policies, CRFs and plans should be sequenced and relate in order to make the concept clearer; and the level of results which CRFs should include and for which different actors will be held to account.
- Challenges associated with M&E systems for nutrition interventions, nutrition expenditure and nutrition results (both nutrition specific and nutrition sensitive) need to be overcome at the country level, to give an operational basis for accountability around CRFs so that they can be used for this purpose.
- Rather than being a shopping list of wishes, nutrition plans should then reflect what is feasible, given actual and forecasted resources.
- Investment may also be required in filling data gaps, and building nutrition capacity, particularly in Governments.
- Whilst the distinction between nutrition-specific and nutrition-sensitive is conceptually helpful, more guidance is needed on nutrition-sensitive approaches in particular, in order to ensure that common results frameworks and plans are well balanced.

## Annex J The SUN Networks

### (a) Introduction

1. The ICE Inception Report (¶4.10) referred to “the nature of the SUN Movement, as a collective of interdependent networks”. Understanding the character and performance of the SUN networks is central to the overall assessment of the movement’s performance and prospects. This annex amplifies the discussion presented in Chapter 5 of the main report.

2. The network structure of SUN took its present form as a result of recommendations by the Stewardship Study (Isenman et al 2011) that were implemented during 2012, and reflected in the description of SUN's institutions in the Strategic Plan and the Revised Road Map.

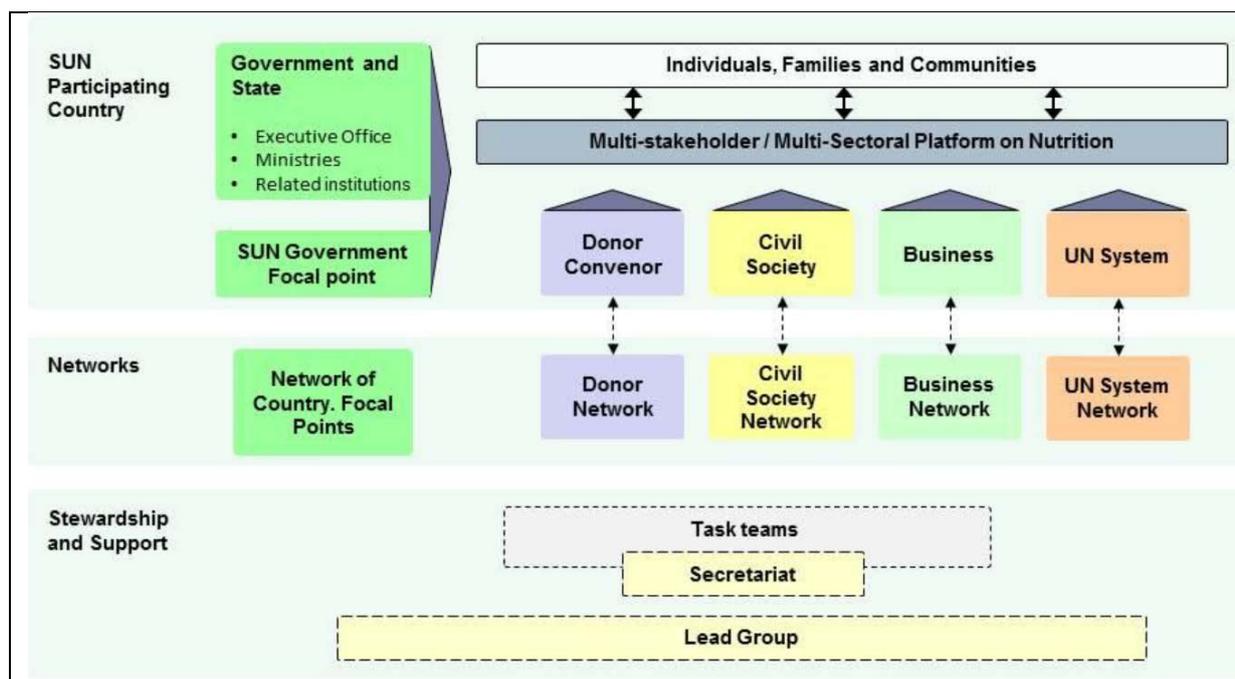
3. The following extracts show how the network system is intended to work. This Annex focuses on the four support networks – the donor network, the UN network, the civil society network and the business network. These are all designed to support what is described as a fifth network – the SUN Country Government Focal Points Network. As explained in the Revised Road Map:

**The SUN members are organised as support Networks which align their responses to country needs.** Network plans will outline its principles, membership, governance and accountability, priorities, activity plans, linkages and coordination, internal communication, cross-Network collaboration and responsiveness to country requests. They will be held accountable to their activity plan, and evaluated for their effectiveness. (SMS 2012y, Executive Summary)

**The Networks aim to improve their members’ contributions to the overall mission of the Movement.** The purpose of the Networks is to ensure that stakeholders establish priorities that will have the greatest impact on nutritional outcomes within SUN countries, align their in-country and international actions in response to country needs, ensure that their contributions are based on available evidence, and spread innovations and learning throughout the Movement. (SMS 2012y, ¶25)

4. The relationship among the networks is depicted in Figure J1 below. The SUN secretariat has a role in coordinating the networks (see Annex N), and there are regular meetings of the network facilitators.

**Figure J1. The SUN Movement's Stakeholders**



Source: SMS 2012s (also appears in the Revised Road Map, SMS 2012y)

5. The Revised Road Map (SMS 2012y ¶29) describes the networks' shared priorities as follows:

The Secretariat and each support Network are in the process of building an operational plan. Many of the priorities are shared across the Networks:

- a) The contribution and added value of each stakeholder group:** to reach the scale of ambition demanded by the burden of under-nutrition, members of each Network will significantly scale up their own activities, increasing the level of resources they make available and work in ever greater synergy towards the common goals of SUN countries. In the process they will improve the effectiveness of support.
- b) The Principles of Participation within each Network:** the different Networks will have specific membership principles, aligned to the Movement's overall Principles of Engagement.
- c) Network governance and accountability structures:** to ensure adherence to the Movement's strategic objectives and the Movement's Principles of Engagement, the Networks are developing governance structures that include a senior-level Board (at director general or chief executive level), whose members are selected for their ability to lead and exercise influence.
- d) Activity plans for the Networks:** the members of each Network commit to pursue priorities identified by the SUN Lead Group and Government Focal Points in SUN Countries in ways that reflect evidence-based practice and the Principles of Engagement.
- e) Resources required by the Networks:** whilst funding should overwhelmingly be directed towards effective country scale up plans it is inevitable that Networks will need additional resources. These should primarily come from members of the Network. Where there are shortfalls, or concerns about perceived conflicts of interest, Networks will seek supplementary funding from development partners.

**f) Plans to expand Network membership:** each Network will seek to expand its membership by increasing the number of participating entities to reflect the worldwide and inclusive nature of the Movement.

**g) Develop a public register of commitment:** where each member of the Network indicates their contribution to the Movement to encourage transparency and accountability. The register will be available on the SUN Movement website.

6. This constitutional background demonstrates the centrality of the networks in SUN's structure and purpose. Correspondingly, much of the evaluation matrix for this ICE asks questions that must be answered with reference to the networks. Of particular concern are the following.

- Are the strategies (and implicit or explicit Theories of Change (ToCs)) of SUN's component networks consistent with each other and with the overall ToC? (Question 2.1(d))
- Have the SUN movement's main inputs, activities and outputs adequately reflected its goals, priorities and strategies at global and country levels, with reference *inter alia* to the networks? (2.2)
- To what extent has the CSO network been a factor in embedding nutrition within the priorities of CSOs working at the local level as well as in getting nutrition a more prominent place on the political agenda at country and global levels? (3.1(d))
- To what extent has the Business Network specifically been able to move from mobilization to action, including responding to the demand from SUN countries for stimulating public-private partnerships? (3.1(e))
- From the perspective of governance and management, the structure and quality (including ability to deliver) of the various networks and how they interact together and with other levels of governance. (4.1(c))
- Coherence: Have the strategies/ToCs of SUN's component entities (e.g. Civil Society, Donor, UN and Business networks) been consistent with the overall ToC and with each other? And has synergy been achieved in practice? (4.6(a))
- To what extent have the SUN Movement as a whole and the Business Network been able to address and resolve highly contentious issues relating to the role of business and public-private partnerships within SUN (e.g. concerns over conflicts of interest, on the one hand, and understanding/acceptance of the "double value proposition" (i.e. the social value and the financial value) as prerequisite to the effective mobilization of partnerships with business? (4.6(b))

- The future of SUN: is the SUN networks structure appropriate for moving ahead? (6.3(c))
- How should the mandates, roles and modalities of the different SUN networks evolve? (6.3(d))

7. This annex is written with these evaluation questions in mind. It is also mindful, as the ICE must be throughout, that it is evaluating a very short period of operational experience. Much of the life of SUN to date has been taken up with mobilisation and planning. Three of the four networks reviewed below were launched less than two years ago.

8. Sections (b), (c), (d), (e) respectively address the donor network, the UN network, the civil society network and the business network, and section (f) provides a summary of common issues. The annex focuses on the review of networks' performance to date. ICE comments on the networks' future are presented in the main report.

## **(b) The Donor Network**

### **Background**

#### *Evolution of the donor network*

9. The donor network has the most continuous history of the four support networks. Senior donor officials had been meeting regularly before SUN was launched, and have continued to do so. The original "Task force D" was the basis of the donor network under the arrangements recommended by the Stewardship Study (SMS 2012c).

10. Senior officials meetings have continued regularly and provide the strategic guidance for the donor network – see the timeline in Table J1 below. In late 2010 Task Force D was mapping the various donors' activities in the nutrition sector, and at the Ottawa meeting around that time donors were emphasising the limited availability of new funding for the SUN Framework and Road Map. A persistent issue addressed at the April 2011 senior officials meeting was the importance of emphasising that SUN was not to be an external imposition but a system of support to countries' own activities. The meeting discussed the obvious importance of donors being consistent with this philosophy in their support for SUN, and asked Task Force D, together with the Transition Team, to develop a light-touch, in-country validation process for country plans to ensure rigour and readiness for financing. Participants developed 'good nutrition partnership principles' – see Box J1 below.

**Table J1 Summary Timeline for the Donor Network**

<b>Year</b>	<b>Month</b>	<b>Event</b>
2010	Nov/Dec	Senior Officials meeting Ottawa
		<ul style="list-style-type: none"> <li>• Donors emphasised the limited availability of new funding in support of</li> </ul>

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Year	Month	Event
		<p>the SUN Framework and Roadmap and the need to manage expectations as to what kinds of support could be provided to development partners. The importance of optimizing the use of existing resources through more effective and innovative approaches was emphasised.</p> <ul style="list-style-type: none"> <li>• The importance of having an open, inclusive process was emphasised. This has to be balanced however with the reality that a very large group may slow progress on results.</li> </ul>
2011	February	Senior Officials meeting Delhi
		<ul style="list-style-type: none"> <li>• Noted “significant progress” since Ottawa, also was very evident at the SUN Country Partnerships meeting on February 10<sup>th</sup>.</li> </ul>
2011	April	Senior Officials meeting Washington DC
		<ul style="list-style-type: none"> <li>• Noted, <i>inter alia</i>: <ul style="list-style-type: none"> <li>• The need to manage expectations about additional resources and technical assistance; avoid being overly ambitious in goals/plans; and balance nutrition-specific and nutrition-sensitive interventions in-country as planning for scaling up proceeds.</li> <li>• SUN messages need to percolate deeper at country-level. Donor-conveners and supporters at country level will need to play this role and to emphasize that the objective is build-on existing systems, and to add value and support countries in their activities, and not to impose external processes.</li> </ul> </li> </ul>
2012	January	Senior Officials meeting Dublin
		<ul style="list-style-type: none"> <li>• Agreed, <i>inter alia</i>, that the Donor Partners will continue to reach out to other donor partners and encourage them to join the SUN Movement</li> <li>• Noted the four networks that will exist under the Stewardship arrangement, including the Donor Network.</li> <li>• Task Force D would evolve into the Donor Network.</li> </ul>
2012	June	SUN Movement Network Facilitation Meeting
		<ul style="list-style-type: none"> <li>• Attended by representatives from all four support networks plus SMS and Coordinator.</li> <li>• First meeting since the SUN Stewardship Structure initiated</li> </ul>
2013	March	Senior Officials meeting, Brussels
		Received reports on SUN country progress by donor conveners.
2013	September	Senior Officials meeting New York
		<ul style="list-style-type: none"> <li>• Noted concern about quality of country plans, and credibility challenges for SUN donors.</li> </ul>
2013	December	Senior Officials meeting, Zambia
		<ul style="list-style-type: none"> <li>• Included presentations by SUN country donor conveners.</li> <li>• There was consensus around the value of longer term planning for the SUN donor network.</li> <li>• The meeting noted a continuing need for further discussion on <b>coordinated technical assistance</b>, technical guidance and review of SUN country plans.</li> </ul>
2014	April	Senior Officials meeting, Washington DC
2014	November	Senior Officials meeting Rome, between SUN Global Gathering and ICN2.

### **Box J1 Good Nutrition Partnership Principles**

Derived from the Senior Officials meeting on nutrition held in Ottawa November 30 and December 1, 2010 between donors and development partners, these principles highlight what is needed to emulate the hallmarks of effective partnerships to ensure successful roll-out of the SUN and the achievement of results.

- **Strengthening Country Ownership and Leadership**

Country-level ownership and leadership are the single most important determinants of success. Buy-in at the sector level as well as by governments as a whole is critical for ensuring the higher prioritization of nutrition at the country level, a clear commitment to results and enhanced capacity to deliver. Partners (donors, civil society, private sector) must work in alignment with and support local systems and nutrition strategies.

- **Focusing on Results**

Recognizing the exceptionally high development returns that will be achieved through direct nutrition specific interventions and comprehensive nutrition-focused development, the demonstration of results through rigorous evaluation and real-time monitoring is key. Building the evidence base and the demonstration of results will facilitate greater global and country-level advocacy and mobilization for addressing undernutrition.

- **Adopting a Multi-Sectoral Approach**

Priority integration of nutrition across sectors will accelerate action on the determinants of undernutrition, result in effective and innovative pro-nutrition actions in other sector programmes, and increase policy coherence by addressing the unintended consequences of sector specific programming on nutrition. Building the knowledge base on how to effectively integrate nutrition considerations across sectors will be key and help to ensure county-level roll-out is coordinated, aligned within country systems and implemented in such a manner so as to reduce transaction costs.

- **Focusing on Effectiveness**

The need to optimize the use of existing resources to achieve nutrition outcomes through more effective and innovative direct nutrition specific interventions and nutrition focused development should be prioritized. Consideration should be given to how partners can work better and more effectively together to achieve nutrition results. Country-level scale up of proven, effective interventions should be fast-tracked.

- **Fostering Collaboration and Inclusion**

The engagement of all interested stakeholders – from governments, to CSOs, to private sector entities – is critical for sustaining country-level roll-out and the achievement of results. The promotion of inclusive partnerships will serve to further strengthen country-level commitment and leadership and act as a check to monitor progress and ensure accountability.

- **Promoting Accountability**

High level commitment from donors and development partners to the roll-out of the SUN Framework and Roadmap is critical for ensuring success. Donors and development partners need to be mutually accountable for achieving development results including through global and country level political leadership and commitment, and alignment, predictability and sustainability of support at the country level.

*Source: SUN Donor Network 2014a (annex)*

11. The Dublin meeting of senior officials in January 2012 agreed that the existing SUN donor partners would continue to reach out to other donor partners and encourage them to join the movement. At that meeting, which discussed the recently adopted Stewardship Report, the plan for four networks, including the donor network, was confirmed. While noting that this network's TOR had not yet been specified, the meeting agreed that Task Force D would evolve into a donor network as envisaged by the SUN Stewardship Plan. Senior officials meetings would continue under the new structure. It was noted that it would be good for the next face to face meeting of SUN 'Senior Partners' to take place in a SUN country – although this did not happen until the Zambia meeting of December 2013.

12. By June 2012, monthly network facilitation teleconferences were under way. The donor network reported that its governance structure was in place, and that links with in-country donor convenors were being strengthened through regular calls. The network's TOR and principles of engagement had been developed, and it looked forward to shaping its inputs in the context of the global SUN strategy. Its work plan was reported to focus on tracking changes in donor behaviour; identifying donor convenors at country level; aligning financing with an aim of having baseline figures in place by September; coordinating on advocacy with international actors; and expanding the network.

13. By the time the senior officials met in Brussels in March 2013, the network had commissioned a study of in-country donor behaviour, using a questionnaire administered by the respective donor convenors that focused on the four donor behaviour indicators that the network had agreed (Box J2 below): to harmonise and align support; to ensure predictability of donor partner financing; to incorporate nutrition across sectors; and to track results. The reported results were variable, of course, with challenges including moving on from costing plans to harmonised action, and the development of nutrition as a cross-sectoral priority rather than just the purview of the health or agriculture ministry. The meeting heard calls for donors to organise themselves better, enhancing coordination while avoiding over-reporting, and strengthening the role of the SUN donor convenors.

14. Six months later, the September 2013 meeting of senior officials discussed "credibility challenges" for the donors in SUN. Some of the rapidly growing number of SUN countries lacked donor convenors, and others were reportedly not delivering as much as had been hoped. Furthermore, the meeting heard, the network lacked a coordinated strategy for matching donor financial commitments with country plans.

15. In December 2013, as noted above, the senior officials met in Zambia. They heard presentations by a number of donor convenors based in eastern and southern African SUN countries and noted the importance of incorporating middle income countries, fragile and conflict-affected states and double burden issues into the work of the movement. The meeting agreed to try to bring more donors into the network,

starting with the Nordics, and to update the network’s donors. It also noted the need to address funding, as DFID support for the network facilitation role was due to end.

**Box J2 DRAFT Indicators for Changed Donor Behaviour (SUN Movement) (revised following Dublin meeting)**

Expected Result	Indicator	Target (2013)	Comments
<b>1-Donor partnersupport for nutrition is harmonized among donors and aligned to national plan</b> Donor partners are effectively coordinating their support to national plans to scale up nutrition	Proportion of SUN country donor partners within a SUN country implementing harmonized/aligned programmatic and financial support of the national program/strategy to scale up nutrition in concert with other donor partners in-country and with the national government	2/3(66%) of SUN donor partners in a SUN country are implementing harmonized programs and funding in support of national nutrition program/strategy	This relies on the assessment of the government focal point or possibly the development of some type of check list that can be used by both the government focal point and the donor convenor in a country.
<b>2-Predictability of donor partner financing</b> Assistance will be provided in a manner that is accessible, timely, and predictable.	Percent of SUN donor partners in a given SUN country that release funding according to agreed-upon schedules in annual or multi-year frameworks	75% of SUN donor partners in a given country that provide assistance for nutrition disburse the funds within the fiscal year for which it was scheduled	This relies on the self-reporting of donors and/or an assessment by the government focal point.
<b>3-Nutrition incorporated across sectors (multi-sectoral approach)</b> Donor partners will incorporate nutrition considerations within their strategies for support of country development programs across many/most relevant sectors (e.g., Agriculture, Education, Health, Social Protection) in alignment with the national nutrition strategy in each SUN country.	Proportion of SUN donor partners in a given country that incorporate nutrition considerations within their country development strategies in at least two sectors (e.g., Agriculture and Education)	75% of SUN donor partners in a given country have incorporated nutrition considerations within their strategies for support of country development in at least two sectors	It may be necessary to develop a similar type of assessment tool as for #2 to provide a rapid determination of successful “incorporation of nutrition considerations”.
<b>4-Focus on results</b> Development assistance resources will be provided in a way that ensures measureable results within a defined time frame (e.g., through linking with strong leadership, robust institutional arrangements, and sound program design, implementation and monitoring).	Percent of SUN donor partners in a given country that incorporate a core set of indicators to assess and evaluate nutrition results	80% or more of SUN donor partners in a given country incorporate a core set of indicators for assessment and evaluation of nutrition results	Will there be a core set of indicators applied to all SUN countries? Or is the core set of indicators unique to each country context?

Source: SUN Donor Network 2012b (annex)

16. Another senior officials meeting took place at the World Bank in Washington DC in April 2014, and debated ways to make the donor network more effective at country level. It resolved on a teleconference the following month to discuss the final results of the donor resource tracking exercise, and noted the appointment of a new donor network coordinator.

17. A further senior officials meeting took place at the time of the Global Gathering in Rome, in November 2014. It included a session with the ICE team and

also discussed the donor convener survey, which is further discussed below (see ¶47ff).

18. SUN's annual progress report for 2014 stated that

Development partner conveners have been nominated in 31 countries (a bilateral donor, the World Bank or both), while, in eight SUN countries, a UN agency is convening the development partners... as the number of countries within the Movement increases, the Donor Network faces the challenge of ensuring that all countries receive adequate donor coordination support (SMS 2014r: 53).

*Aims and objectives of the donor network*

19. The donor network's aims and objectives are set out as follows in the Revised Road Map:

**The Donor Network**

The primary investors in country plans to scale up nutrition are SUN country Governments themselves. Where additional investments are requested, the Donor Network takes responsibility for aligning its members' Official Development Assistance and mobilising additional external resources. To ensure that this happens, the Network has committed to:

- **Increase and better align resources:** The Network ensures its members' responses to country requests are aligned. External funding comes primarily from existing donor programmes at national and regional levels. The Network will also explore innovative means for increasing the resources available to countries that are ready to accelerate actions to improve nutrition;
- **Track resources and report on disbursements:** The Network works for consistency in the tracking of, and reporting on, commitments and disbursements so as to maximise accountability and coherence. Whilst tracking mechanisms exist for nutrition-specific investments, there is a clear need for the tracking of funds provided to sectoral programmes that are sensitive to nutritional issues. This would enable SUN countries and other stakeholders to better measure the impact of – and prioritise – such investments. A comprehensive analysis of investments and their impact will need to include those that are committed by the SUN country as well as those mobilised from development partners;
- **Monitor Donor Behaviour:** Members of the Network abide by principles agreed by their Director Generals in Ottawa during 2010. These include: Strengthening Country Ownership; Focusing on Effectiveness and Results; Adopting a Multi-Sectoral Approach; Fostering Collaboration and Inclusion; and Promoting Accountability;
- **Coordinate within International Forums:** Members of the Network have agreed to coordinate their inputs on nutrition to intergovernmental mechanisms such as the World Health Assembly (WHA) and Committee on World Food Security (CFS) and international fora such as the G8 or G20. (SMS 2012y, Annex 1)

20. Terms of Reference for the donor network (prepared in 2012) describe membership as follows:

The Network is open to staff from any bilateral donor, multi-lateral donor, development bank or private foundation. All donor conveners at country level should be members of the Network. The Global Donor Network is comprised of a technical level network and a senior level network. (SUN Donor Network 2012b)

21. The same source describes how the network is expected to operate:

**Ways of working: Technical level network**

1. At least monthly conference calls among international members to review progress against the work plan
2. Bi-monthly updates for the entire network on progress and key developments in SUN
3. Quarterly conference calls for all members to provide a chance for between country exchange and global/country lesson learning
4. Prepare quarterly / 6 monthly face to face meetings of high level donor group to review progress of Network.
5. Conference calls as needed with other constituent networks to coordinate on specific tasks
6. Rotating chair every year

**Ways of working: Senior level network**

1. Quarterly/biyearly face to face meetings to review progress and provide strategic input into the SUN Lead Group
2. Collaborate on high level events throughout the course of the year
3. Rotating chair every quarter to host senior level meeting

22. As noted above, a series of senior officials meetings have been held, starting before the donor network officially existed, and complemented since mid-2012 by calls among country donor conveners.

*Network structure and secretariat*

23. The donor network TOR (SUN Donor Network 2012b) are elliptical about the network's structure. However, it is clear that the meetings of senior officials summarised above form the senior governance structure for the network.

At the country level SUN donors usually form a coordination group, if this does not already exist, and in collaboration with the Government Focal Point, agree a Donor Convener (SUN Donor Network 2012b:1).

The SUN Donor Convener works with donor agencies to focus on increasing and coordinating financial support for national nutrition interventions. The primary roles of the Donor Convener are: (1) Catalyse collective donor support for scaling up nutrition at the country level; (2) Prioritise and harmonise investments to address identified gaps; and (3) Represent the wider donor group in discussions with government. (SUN Donor Network 2014i)

24. The arrangements above, which include six-weekly calls between the donor conveners who form the backbone of the network (SUN Donor Network 2014i), imply a structure analogous to that planned for the business, civil society and UN networks: that there should be a country-level structure linked to a global network. However, some SUN countries do not maintain a rigid distinction between categories of development partner, and in several cases Governments and local staff of donors and UN agencies have found it expedient to combine the country donor and UN networks into one structure. Whereas the federation of civil society organisations or businesses into SUN networks may be a more novel institutional proposition for the intended members, development partners have a long history of more or less formal collaboration. The creation of a SUN donor, UN or combined development partner network has therefore been less of a challenge. However, these organisations suffer more than the other SUN sectors from staff turnover, which can impair the continuity of donor network efforts at country level.

25. For much of its existence, the donor network has been supported by combined, *ad hoc* secretariat arrangements resourced by Germany, the United Kingdom and Canada, with a DFID officer playing a leading role that was funded by her organisation. All these individuals had multiple other responsibilities, making it difficult to give the SUN donor network the attention it needed. Since May 2014, Germany has funded a full time network coordinator. The donor network web page still lists Canadian and United States officials as “network facilitators” alongside the full time German staff member (SUN Donor Network 2014i).

## **Global-level Activities**

### *The link between global and country levels*

26. In this section we review the global activities of the donor network; in the next we consider donors' in-country activities. The importance of country level activities has been a consistent concern of the donor network. As expressed at an early senior officials meeting:

Recognizing that what matters with regards to SUN implementation is what happens at the country level, the importance of aligning and coordinating donor support with local systems and strategies and supporting country ownership and leadership was emphasised as being critical. Working better together means improving how donors collectively advocate for and support the roll-out of nutrition specific interventions and nutrition focussed development at the country level (SMS 2010a).

27. The same meeting agreed the "Good Nutrition Partnership Principles" which are reproduced in Box J1 above. The April 2011 senior officials meeting noted:

SUN messages need to percolate deeper at country-level. Donor conveners and supporters at country level will need to play this role and to emphasize that the objective is build-on existing systems, and to add value and support countries in their activities, and not to impose external processes (SMS 2011a).

### *Work on ODA tracking*

28. Tracking the contributions that overseas development assistance makes to nutrition-specific and nutrition-sensitive interventions in SUN countries has been a recurrent concern of the donor network. The movement's progress with this task is assessed in detail in Annex M, which concludes that it has been limited so far. The donor work has contributed to the development of a methodology for tracking globally committed donor resources, and good practice is emerging in some countries for tracking the ODA that has been contributed to nutrition there. There is a long way to go, not least because the donor network has to pick its way through various previous initiatives in this regard. As the February 2011 meeting of senior officials noted, "ODA tracking is problematic given the overlap with the Muskoka and L'Aquila initiatives" (SMS 2011e; see also Annex H, sections 13 and 8).

29. SUN's annual progress report for 2014 presented data from the resource tracking exercise undertaken under the auspices of the donor network and, not

surprisingly, identified a number of weaknesses and challenges with the methodology applied so far.

Although partially mitigated by a detailed methodology with stringent criteria for inclusion, the approach is subjective. Furthermore, participating donors are different in their objective, organisational structure and tracking and reporting mechanisms, and therefore it is inherently challenging to create a single reporting methodology that can be universally applied... Due to the resource-heavy and time-consuming nature of the exercise, donors have also begun to discuss the sustainability of the endeavour and ways to make the process more manageable, including potentially altering the frequency of reporting from every year to alternate years. (SMS 2014r: 40)

30. Nevertheless, the work done to date has been a significant achievement, and an important step forward for the members of the donor network. As one informant put it, the task “felt like a rite of passage” for the participating agencies. It was an instructive reminder of the complexity, but also the importance, of understanding where and how ODA is committed to nutrition, and laid the foundations for tighter tracking in future.

#### *Donor Behaviour Indicators*

31. In line with the Good Nutrition Partnership Principles (Box J1 above) there have been various efforts to develop “donor behaviour indicators”. The TOR for the donor network include the following activity.

Aggregate, where relevant, and report progress against the donor behaviour indicators on an annual basis and provide a narrative explanation of the results for the SUN progress report. (SMS 2012b: 3).

32. The January 2012 senior officials meeting in Dublin included a discussion on this, and resolved to develop a set of indicators. The outcome is shown in Box J2 above. These indicators do not seem to be in systematic use, although the senior officials meeting of March 2013 in Brussels received progress reports from donor conveners in some countries and went on to admit, as reported above, that “the donors need to organise themselves better”.

There is variation in the extent to which donors are aligned behind national indicators (this may be related to the limited availability of reliable metrics in many countries... many countries currently have weak metrics so it is difficult for donors to align behind them). (SMS 2013s).

33. So far, it would appear that somewhat more progress has been made with tracking donor spending than with tracking donor behaviour.

#### *Efforts to expand membership of the donor network*

34. Efforts to expand the membership of the global donor network have not been fully successful. The intention of engaging the Nordic donors (§15 above) has not been fulfilled. The most active members have been Canada, the Children’s Investment Fund Foundation (CIFF), the European Commission, The Bill and Melinda Gates Foundation (BMGF), Germany, Ireland (which helped to organise the senior officials meeting in Zambia, and which collaborated with the United States in

support for the 1,000 Days advocacy hub (1,000 Days Partnership 2014)), Switzerland, the United Kingdom Department for International Development (DFID) and the United States Agency for International Development (USAID). Other participating countries and agencies include Australia, Denmark, France, Japan, the Netherlands and the World Bank.

## **Country-level Activities**

### *The role of in-country donor conveners*

35. Donor conveners are meant to be the backbone of the donor network's activities at country level. According to the network's TOR (SUN Donor Network 2012b), donor conveners should provide proactive support to the SUN country Focal Point, not least in helping to build a functioning multi-stakeholder platform and in helping it to perform the tasks intended for SUN at country level; provide liaison between the local network of SUN donors and other donors active in the country; work with donors "to prioritise and harmonise investments to address critical gaps identified and to support the development of a system-wide and sustainable response to undernutrition"; and provide feedback to and liaison with the global donor network.

36. SUN's progress with donor conveners has not been straightforward. In some cases, it has been difficult to find someone willing to take on the role. Donor staff at country level are rarely short of work. In other cases, it has taken time for the necessary consensus and approvals to be confirmed between government and the donor community. Some of the individuals appointed have proved to be creative and constructive in the role; others have been unenthusiastic and have achieved relatively little, according to informants in the global network. As always in donor interactions at country level, much depends on personalities: not only the convener, but also the donor staff with whom she/he interacts. Sometimes the chemistry is good and synergy is achieved. In other cases, it is almost counter-productive to ask a convener to bring donor agencies together when neither the convener nor her/his colleagues are convinced that it is worth their while.

37. In some countries, as noted above, there have long been assorted collaborations between donor agencies and UN agencies, and those involved find it artificial and unnecessary to add to the institutional spaghetti by creating two country networks for donors and the UN system respectively. Instead, they meet and work together.

38. The most recent and in-depth analysis of how the donor networks are operating in-country comes from the ICE case studies and the Donor Convener Survey. We consider each in turn.

*Findings of the ICE CCSs*

39. **Bangladesh** is one of the countries where ‘donor’ is not a palatable word. The preferred alternative, ‘development partner’, further blurs the distinction between SUN’s ‘donor’ and UN structures, which in practice meet together with active coordination support from the REACH facilitator as well as the donor convener (a DFID staff member). Realising the importance of delivering a harmonised message to government on nutrition, this group produced a “Common Narrative” on undernutrition in the country (UN REACH 2013) – an exercise that they reportedly found useful.
40. In **Burkina Faso**, a Technical and Financial Partners group was established in 2011, shortly after the country joined SUN. There is no donor convener. The group brings together UN agencies, international NGOs and donors (so far, only the EU; no bilateral donors have joined). Its aims of harmonisation and optimal support to government in the nutrition field match well with those expected of a SUN donor network. It meets often and, although it does not correspond to the blueprint, it is seen as one of the local successes of the movement.
41. In **Ethiopia**, the UN agencies and donor organisations collaborate in the same development partner group for nutrition, with UNICEF and DFID currently acting as co-conveners.
42. There is no real donor network in **Guatemala** (the Inter-American Development Bank is officially the SUN donor convener). Since before SUN existed, donors have been meeting in a National Council for Food Security and Nutrition (CONASAN in Spanish), which is a multi-stakeholder forum rather than a separate donor group. However, donors that are particularly active in the nutrition sector do meet informally for coordination purposes.
43. In **Indonesia**, the development partner and UN networks effectively operate as one, although in a country that accords great importance to formal decrees and communications there was some doubt in October 2014 as to whether the network has been officially constituted and the UNICEF officer apparently intended to serve as donor convener was cautious about accepting this title before the official documentation had been received from government. In any event, there is active collaboration between development partners (a better term than ‘donor’ in this middle income country) and UN agencies with regard to nutrition. Members of the group credit SUN with stimulating collaboration and harmonisation. It is very important, they said, for them to sit together, develop one voice on these subjects, and stop confusing government.
44. Intersectoral and donor working groups were established in **Mozambique** at the time that the SUN movement was being established globally, although this appears not to have been a direct consequence of SUN. A pre-existing UN working

group on nutrition is reported to have been folded into the donors' nutrition partners forum, for which UNICEF and Danida serve as co-conveners.

45. In **Senegal**, Canada serves as donor convener, but the country case study found that the donor network is not yet very active, against a background of transition from World Bank dominance of support to the nutrition sector towards potential engagement by a larger number of agencies. "The establishment of a donor network could lead to a better exchange of information, and hopefully to genuine harmonisation and alignment" (Annex O).

46. In **Tanzania**, there are separate donor and UN networks. However, the former is largely inactive, since there was a pre-existing Development Partner Group (DPG) for nutrition (to which civil society organisations also belong) and the two donors working on nutrition felt they were interacting sufficiently through that. As the SUN website puts it, "donors active in nutrition make maximum use of existing platforms for engagement in policy dialogue" (SUN 2014). It makes specific reference to the monthly meetings of the DPG. USAID and Irish Aid formally serve as co-conveners of the SUN donor network.

#### *The donor convener survey*

47. In 2014, the donor network undertook a survey of donor conveners (SUN Donor Network 2014e). Its reports were presented to the November 2014 senior officials meeting, at which time, out of 54 SUN countries, 17 did not have a nominated donor convener. In the other 37 countries, UN agencies (UNICEF or WFP) provided 14 conveners or co-conveners.<sup>98</sup>

48. The subject matter of this survey mainly concerned the progress of challenges of SUN as a whole at country level, not the specifics of how the donor networks are faring. Some donor conveners "requested that head offices of key donors and UN agencies give more attention and promotion to the SUN movement at country level, instructing their country representatives" accordingly. "A wish for a closer relationship with the SUN Secretariat was mentioned. And as an instrument to advance the nutrition discussion, there was a proposal to have PowerPoint presentations on general nutrition topics prepared to be used by the conveners" (SUN Donor Network 2014e: 6).

49. A second summary document on the survey outlined the following "lessons learned/ongoing challenges".

Donor conveners (DCs) would benefit from periodic opportunities to exchange experience/knowledge with other DCs across regions/globally regarding effective strategies as well as challenges in their roles as donor conveners.

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<sup>98</sup> These figures do not precisely tally with those in the SUN annual report for 2014 (see ¶18 above).

In many, if not most countries, working across multiple sectors to achieve improvements in nutrition status is a major hurdle that requires time as well as in-depth knowledge of the political landscape.

Short durations of country assignments do not support the development of the necessary strong relationships with country counterparts and familiarity with country contexts that support effective DC experiences.

DCs are challenged by having demanding, full-time “day jobs.” The additional DC responsibilities are extremely difficult to manage without the assistance of supplementary human and financial resources.

In-country resources (human and financial) are inadequate or unavailable to DCs, (e.g. for hiring technical consultants, to cover logistics costs, for implementation of communications and advocacy strategies) to support the work of scaling up nutrition.

Small pots of discretionary funding for rapid, strategic deployment by DCs to support governments (for example, to support capacity building technical workshops or undertake analytics such as a nutrition landscape analysis) have proven to be catalytic, high return investments to move policy or action plan development forward.

DCs cite the need for greater attention/support for nutrition from senior country representatives in-country.

Support (amount and consistency) for the work on nutrition in-country from donor HQ staff is often inadequate/not available.

A closer, more effective connection between DCs and the SUN Secretariat is desirable.

In many countries, UN agency representatives (e.g., UNICEF nutrition staff) have assumed the convener or co-convener role, necessitating closer engagement and stronger working relationships with the UN agencies.

Donor partner accountability remains a major challenge, exacerbated by nutrition data gaps, different systems for tracking donor investments, etc.

Lack of geographic coordination/harmonization of donor programs continues to be a major problem despite having DCs present and SUN development partner meetings taking place.

Engagement by DPs and governments with the private sector on nutrition is infrequent (SUN Donor Network 2014h:1).

50. A final “reflection” in the summary report on the donor convener survey implicitly raises some priority issues by asking a number of questions. These concern making convening activities more effective and less *ad hoc*; equipping conveners better to implement their TOR; guiding them to focus their resources on critical aspects like the multi-stakeholder process; providing them with more technical and financial support; and aligning donors’ nutrition-specific and nutrition-sensitive programmes better at country level (SUN Donor Network 2014e: 7).

51. The donor convener survey included some country case studies. In the three cases that were also ICE case studies, there is strong convergence of the findings.

52. The undated summary on the one for **Bangladesh** (SUN Donor Network 2014d) stated that DFID and USAID were co-donor conveners,

which to date has primarily involved ad hoc convening of other donors when required to coordinate action on specific events or initiatives. In practice, it has not always been easy to distinguish between DFID and USAID’s role as SUN donor conveners from their formal or

informal leadership or co-chairing role in existing national nutrition governance structures. The latter often requires broader discussion and coordination between ‘development partners’, i.e. donors and international organisations, which goes beyond a narrow conception of the SUN donor convening role (SUN Donor Network 2014d: 2).

53. The summary argued that there was still some way to go before a truly multi-stakeholder platform for nutrition could be in place in Bangladesh, and that, while donors can support this, it depends primarily on the emergence of a truly shared vision.

54. Confirming the findings of the ICE country case study, the undated summary on the donor convener survey’s **Tanzania** case study stated that the multi-stakeholder Development Partner Group for nutrition performed most of the functions that SUN envisages for a country donor network.

DPG-nutrition is a good mechanism for development partners to hold monthly collaboration meetings, share information and identify synergies. The structure in Tanzania does not necessarily reflect the recommended global SUN networks; the DPG-nutrition is composed of a mixed group and takes in part the functions of the CSO, Donor and the UN networks. The advantage of this is that it encourages broader engagement between donors, policy makers and implementing partners while at the same time facilitating dialogue on specific issues from a wide range of stakeholders. (SUN Donor Network 2014f:3)

55. However, the case study went on to note ongoing weaknesses.

Although donor coordination seems strong, a number of overlaps exist along with additional fragmentation of interventions and the rise in number of partners (DPs and INGOs) implementing short term projects... Donor engagements are not harmonised, both internally across sectors/pillars/thematic areas and externally with government and implementing partners.(SUN Donor Network 2014f:4).

56. Confirming the findings of the ICE country case study, the **Senegal** donor convener survey notes that the donor network in Senegal is very new, having only been established shortly after Canada took on its convening role in March 2014. It includes both donor and UN agencies which is deemed appropriate given the reach, experience and resources of the UN agencies in the nutrition sector in Senegal, and the relatively uncrowded donor landscape.

57. Whilst the donor group began by meeting frequently, the report notes that the monthly meetings proved too difficult and time-consuming:

Many of the representatives on the SUN donor group are not solely dedicated to nutrition and handle a number of files, including agriculture and maternal, newborn and child health, on top of nutrition. Other donors are only represented at the regional level, and do not have a presence in Dakar. This has made it difficult to prioritize SUN donor group meetings vis-à-vis other evolving emergencies and priorities. Going forward, it is being proposed that meetings will be held every 2 to 3 months instead. (SUN Donor Network 2014g)

58. The ICE country case study, however, makes a case for strengthening the donor network in Senegal and making it more active, so that it may provide a stronger basis for collaboration, and potentially lead to improved donor harmonisation and alignment.

## **Assessment and Emerging Issues**

59. This assessment focuses on the performance of the donor network, and not of overall donor engagement in, or commitment to, SUN and the nutrition sector. It is not always easy to maintain this distinction, but the intention here is to review the concept and performance of the SUN donor network at global and country level.

60. Donor consultation and coordination were at the heart of SUN's genesis (¶9 above) and have remained central to the movement's progress. The concept of a structured 'network' sits less well with the donor grouping than with the UN, civil society and business structures in SUN, because the number of players to be coordinated is comparatively small, and they already have a substantial history of talking together on nutrition and other subjects. Nevertheless, grouping them into a global 'donor network' has enhanced their contribution to SUN, not least because it has created more of a focus for accountability: a platform through which they can strengthen and harmonise their monitoring and reporting systems, and through which the rest of SUN and the global community can expect them to explain themselves. Some informants question this accountability, however, arguing that – as across all of SUN – it remains rather blurred. Others would respond that SUN is, after all, a movement, whose members are ultimately only as accountable as they choose to be.

61. As so often happens, it has been happenstance as much as purpose and structure that have enabled the global donor network to perform strongly for SUN. Partly because, as already mentioned, it has been a relatively small group, the personalities within it, who happened to share commitment and (often) approach, were able to concentrate their chemistry – aided by the fact that there has been good continuity in the membership of this central team. As one informant put it, the global donor network has “created a locus of energy and leadership around nutrition at international level. It's now really hard for someone to get a good idea in nutrition and pursue it unilaterally; the instant question is: have you talked to the SUN Secretariat? If a donor, have you talked to the donor network? The onus is on everybody to locate their ideas and energy within context of the movement, make sure they are well coordinated and aligned with what countries want to do. This is a significant difference.”

62. ICE informants were impressed by the dedication and seriousness shown by the senior officials in the global donor network. Despite their multiple and heavy responsibilities, they have taken the time and made the effort to get SUN going – sometimes committing days at a time to the effort, as when they attended the December 2013 meeting in Zambia. Some staff have felt that the donor network could have made better, more structured use of this rich resource, but that shortages of time and resources made the interaction somewhat *ad hoc*.

63. The core challenge for SUN, as for any movement, is to achieve synergy: a group enterprise that achieves more than sum of its constituent parts. The ICE

assessment is that the global donor network, while the least structured of the SUN ‘networks’, has achieved this, to the benefit of the movement as a whole. At the country level, however, the picture is more mixed.

64. As the ICE and donor convener survey findings quoted above show, the standard SUN networks template often seems to be a poor fit at country level. SUN leadership (including some of the senior donor officials) had good reasons to separate the donor and UN networks. Fearing that conflicts of interest could arise if the providers of concessional finance were put in the same group as UN agencies that provide technical assistance, they deemed it clearer and cleaner to create two networks rather than one. In practice, the staff of ‘donor’ and UN agencies in SUN country capitals have shown a mix of enthusiasm, bemusement, scepticism and reluctance about the ideas of forming a donor network and a separate UN network.

65. Instead, local players often deemed some existing donor or broader groupings fit for the SUN purpose. A natural and common reaction has been that they go to too many meetings already, and do not have the time for yet another lot. Furthermore, there is generally so much interaction between ‘donor’ and UN staff in country capitals that some groups have decided against creating separate donor and UN groups – whatever the qualms at global level. From the ICE perspective, these informal adaptations are acceptable – insisting on the formal template would be counter-productive – as long as the core purpose of bringing development partner representatives together is maintained, and achieves harmonisation and enhanced effectiveness in scaling up nutrition.

66. Against this background, it is understandable that some donor conveners in SUN countries have performed more effectively than others (¶35–36 above). Some may indeed be bemused, sceptical, overworked or just simply the wrong individuals for this proactive, outgoing task. More fundamentally, many ICE informants felt that there is a gap in understanding between headquarters and country offices about how development partners should be coordinating their efforts in the nutrition sector. As one of them put it, “we haven’t found the most useful way for the global network to engage with the country network”.

67. Meanwhile, some familiar SUN challenges face the donor network. The rapid growth of the movement has made it hard for the central coordination mechanisms to keep up and to offer the encouragement and services that countries are hoping for. This network does at least now have a full time coordinator, which it lacked for most of the period under review – but he is still only one person. At country level, as the donor convener survey made clear, there are many calls for extra resources so that the ‘donor network’ or similar grouping can carry out technical tasks like developing tracking and reporting systems, or analytical ones like assessing performance in nutrition-specific and nutrition-sensitive sectors. The question then is whether individual agencies within a country network should provide the extra money on an

*ad hoc* basis; or whether the global donor network should establish a central fund to which country donor conveners could apply.

68. A broader funding question concerns the role of donors in funding scaled up nutrition efforts. SUN has emphasised that the primary resourcing responsibility lies with governments, with donors fulfilling a supplementary role where appropriate. Attitudes to donor roles naturally vary across the range of wealth and politics that SUN countries represent. But each donor network must be constantly sensitive to its profile and image within a national SUN movement, and be able to manage the potentially multiple political tensions between their various headquarters' policies and the expectations of governments and civil society.

69. A more focused strategic concern for the donor network has been whether to focus its efforts on a few countries – perhaps analogous to the 'deep dives' in the emerging strategy of the business network (see ¶232). There were strong views among some in the network that this would be a good way to make meaningful progress – but opposition from the SUN Movement Secretariat. The eventual compromise was that some donor members agreed that they would monitor their own progress in a few selected countries. From the ICE perspective, 'deep dives' are a less valid approach for the donor network, which should be able to concentrate on harmonisation and coordination processes in all the SUN countries – in varying permutations of collaboration, with and without UN agencies, as outlined above. It is particularly important for the donor network – with the central links that exist between its senior officials and the SMS – to avoid creating the impression that the donors are steering the progress or country emphases of the movement from their offices in northern capitals. Interviews confirm that the SMS and the leadership of the movement are alert to this.

70. In terms of governance, the donor network does not fully resemble the other SUN networks. Its structures are looser and less formal, at global and country levels. This does not matter, as long as the central purposes of consultation, collaboration and coordination are achieved. However, it will be important to maintain a visible advisory line between the senior officials, the global network coordinator and the country network conveners and to ensure that the rest of the movement can see and interact with development partners as a structured grouping at both levels.

71. Against this background, the fundamental challenge for the donor network will be – as one informant put it – to stay alive and agile. Perhaps more than the other networks, it depends heavily on the ongoing commitment and enthusiasm of its senior leadership in the participating agencies' headquarters. It cannot, realistically, depend in the same way on its in-country donor conveners. By definition they are a random assemblage of officials who happen to find that their next posting takes them to a country where something called SUN is active. As informants have pointed out, more needs to be done to convey the meaning, purpose and enthusiasm of the movement from the global donor network to these country level counterparts.

72. More country donor networks would probably find it beneficial to undertake ‘common narrative’ exercises like the one successfully done in Bangladesh. These force participating agencies to get on the same page – a core purpose of SUN – and thus to reduce or removal the potential for confusing the host government with conflicting messages and emphases in support to nutrition.

73. Part of the structural flexibility that the ICE endorsed in ¶70 above should be explicit acceptance by the donor network that, in some country contexts, it makes sense for donor and UN networks to function as one. Furthermore, of course, it should recognise that there may be an existing donor collaboration or coordination structure, like the DPG Nutrition in Tanzania, that removes the need for the full set of SUN network structures in a country.

74. A final question for the donor network is prompted by ICE experience in several countries. The word ‘donor’ is becoming less acceptable around the world – although many people in international agencies and national governments still use it. This is not the place to go into the many connotations of what some would see as a 20<sup>th</sup> century term, or to analyse the political economy of the SUN movement. But it may be time to rename the donor network. ‘Development partner network’ slips less easily off the tongue, and risks confusion because UN agencies are typically considered to be ‘development partners’ too. International Funding Agencies Network? The combined talents of the SUN movement can doubtless come up with a better name.

## **(c) The UN Network**

### **Background**

#### *The role of UN agencies in nutrition and their collaboration at global and country level*

75. Within the UN, the mandate for nutrition is spread across several programmes, funds, specialized agencies, and affiliated organisations.<sup>99</sup> Currently, the UN bodies actively engaged in the SUN UN Network are the Food and Agriculture Organization of the United Nations (FAO), United Nations Children’s Fund (UNICEF), the World Food Programme (WFP), and the World Health Organization (WHO). The International Fund for Agricultural Development (IFAD) has observer status in the Technical Group of the UN Network. Other UN Agencies with mandates relevant to nutrition, and with which the core agencies frequently collaborate, include UNHCR, ILO, UNFPA, IAEA, UNAIDS, and UNWomen. This document focuses on the four core agencies active in the SUN UN Network. The mandates and illustrations of the respective contributions to nutrition-specific and nutrition-sensitive interventions of these bodies are presented in Table J2 below.

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<sup>99</sup> Hereafter these different bodies will be collectively referred to as ‘agencies’.

76. At global level, UN agencies carry out a range of normative and analytical functions, ranging from the development of conventions, norms, standards and codes, monitoring their implementation, advocacy, the development and dissemination of normative products, including databases and learning resources, capacity strengthening on norms and standards – for example through expert forums, and promoting and facilitating intergovernmental dialogue and coordination. WHO and FAO, sometimes described as ‘normative agencies’, collaborate in setting norms and standards on thematic areas such as nutritional requirements and food safety. This is evidenced by several jointly convened expert consultations and publications (for example joint FAO/WHO *Codex Alimentarius* legislation, regulations, guidance, standards and best practices (IHS 2014)). Common areas of work between the normative and operational agencies (notably WFP and UNICEF) have included *inter alia* food and nutrition policies, infant and young child feeding (IYCF), micronutrients, nutrition and HIV/AIDS, with each agency approaching the issue from its own mandate-related perspective: food security (or food and nutrition security<sup>100</sup>) versus public health nutrition.<sup>101</sup> As one interviewee said: "the agriculture and the public health nutritionists have been overall getting on well together since they both claim their ‘end’ of the problem is key but recognize the others’ perspective".

77. At the country/implementation level, collaboration between agencies is often formalized through a Memorandum of Understanding (MOU), such as between UNICEF and WFP to clarify competencies, approaches, criteria and responsibilities in the field of Integrated Management of Acute Malnutrition (IMAM), whereby WFP addresses the Moderate Acute Malnutrition (MAM) caseload and UNICEF the Severe Acute Malnutrition (SAM) caseload. While this has been considered an example of good practice (Leonardi & Solé Arqués 2013), it has also been considered among the factors negatively affecting the IMAM continuum: “*The mandate-related dichotomy – UNICEF and WFP providing support to the management of SAM and MAM respectively – has caused disruptions in the IMAM continuum in health structures ...*” (Mokbel Genequand et al. 2013).

78. Several SUN ICE interviewees and various publications have pointed out that, while the local presence of UN agencies in countries is a major advantage and is instrumental in moving nutrition policies and programmes forward, achievements have been hindered by duplication, competition and shortcomings in effective coordination among UN agencies.

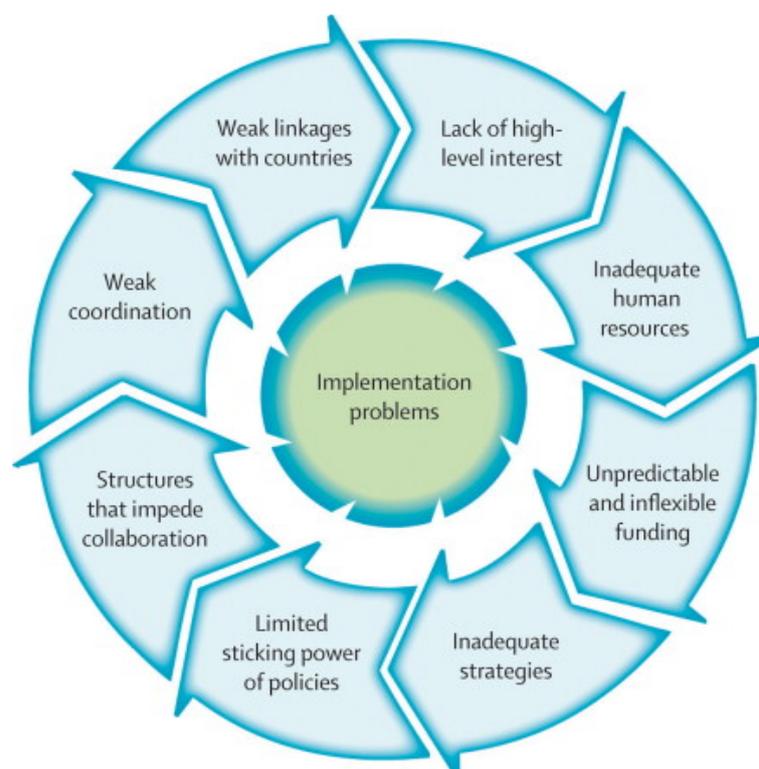
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<sup>100</sup> The meaning and different uses of these terms have been the subject of a Committee on World Food Security (CFS) paper (CFS 2012).

<sup>101</sup> Examples include: WHO/WFP/SCN and UNICEF joint statement on community-based management of severe acute malnutrition (WHO et al. 2007); WHO and UNICEF on iodine (WHO & UNICEF 2007).

79. The 2008 Lancet Series identified eight core problems affecting the performance of the international nutrition system (Figure J2 below). The 2013 Lancet series on maternal and child nutrition recalled the fragmentation of global nutrition governance that was emphasised in the 2008 series, the reform that has since taken place, and the general recognition of the continued value of the United Nations Sub-Committee on Nutrition (UNSCN) whilst identifying the need for further internal reform (Gillespie et al. 2013).

**Figure J2. Core problems reducing the effectiveness of the international nutrition system**



*Source: Morris et al. 2008b*

**Table J2 UN Agencies’ nutrition-related goals and roles**

Agency	FAO	WHO	UNICEF	WFP
<b>Goals/Strategy</b>	<p>FAO Nutrition Strategy: 1) support and facilitate dialogue across nations and sectors, for a common agenda on nutrition, agriculture, sustainable food systems and healthy diets; 2) research on and release of evidence, data and guidelines on food-based nutrition including food composition, nutrition assessment, human requirements and food-based indicators); 2) develop countries’ capacities to evaluate and monitor nutrition situations, analyse options, and implement agricultural policies and programmes that impact positively on nutrition; and 3) provide tools, guidance and support for the scaling up of proper nutrition education and consumer awareness at national and local levels.</p>	<p>Help develop sound food and nutrition policies in countries with the greatest burden of malnutrition; monitor global trends in nutrition to inform decision-making; provide scientific advice for actions to intervene; and lead global collaboration to improve nutritional health.</p> <p>The World Health Assembly (WHA) has adopted a Comprehensive Implementation Plan to achieve six global nutrition targets through direct nutrition interventions and multi-sectoral actions in the food system, education and social protection: reducing low birth weight; stunting, wasting and overweight in children; and anaemia in women by 2025.</p>	<p>Advocate for the protection of children's rights, to help meet their basic needs and to expand their opportunities to reach their full potential: 1) Infant and Young Child feeding (IYCF); 2) Micronutrients; 3) Nutrition Security in Emergencies; and 4) Nutrition and HIV/AIDS.</p> <p>UNICEF is committed to scaling up and sustaining coverage of its current high-impact nutrition interventions, namely: 1) protecting, promoting and supporting optimal infant and young child feeding practices; 2) delivering essential micronutrients; 3) safeguarding nutritional rights in emergencies: preventing child and maternal deaths and restoring essential health services and programmes; and 4) preventing mother-to-child transmission of HIV/AIDS.</p>	<p>End global hunger: work with partners to fight undernutrition by ensuring physical and economic access to a nutritious and age-appropriate diet for those who lack it, and to support households and communities in utilizing food adequately.</p>

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Agency	FAO	WHO	UNICEF	WFP
<b>Nutrition-specific (e.g. IYCF)</b>	Policy and strategy development/ advocacy (nutrition education and consumer awareness)	Policy and strategy development/ advocacy (landscape analysis); setting norms and standards (expert consultations); development of global strategies and setting targets; global databank	Advocacy; programme implementation (support to treatment of severe acute malnutrition; micronutrient supplementation); capacity building and training	Implementation (supplementary feeding programmes for prevention and treatment of moderate acute malnutrition)
<b>Nutrition-sensitive</b>	Delivery Platform / Research Capacity strengthening Guidelines and standards	Food-based dietary guidelines	Capacity Strengthening /Research (nutrition education) Policy dialogue and advocacy (social protection)	Production, processing, and marketing: implementation (Purchase for Progress (P4P)) and research (Home-grown School Feeding Programmes (HGSF))

*Source: FAO 2014; WHO 2014e; UNICEF 2014; WFP 2012a; and UNSCN 2014a*

80. Efforts to promote better coordination and harmonization between UN agencies and development partners led in 1977 to the creation of the **United Nations Standing Committee on Nutrition (UNSCN)** (UNSCN 2014b).

**Box J3 Purpose of the UNSCN**

*“The SCN was conceived to serve as a point of convergence for the UN system in the area of nutrition and food and nutrition policy, ensuring that the system-wide response is indeed greater than the sum of the individual efforts. The SCN is not in itself another agency. The SCN is a forum in which the agencies come together to harmonize policies and programmes, coordinate activities, and act together to achieve global nutritional aims. Its structures and functions exist to support the overall effort, to do what no single agency, acting alone, can do.” (UNSCN 2005)*

81. Over the years, the UNSCN Secretariat’s work has focused on global level advocacy and publications (Reports on the World Nutrition Situation, SCN News, Policy Papers), and the organization of annual SCN Sessions. In 2006, the Steering Committee established three Task Forces to address crosscutting areas such as advocacy and monitoring. Up until 2008, SCN annual sessions have included: a) a public symposium on subjects of current importance for policy, b) parallel meetings of each of its three constituencies (UN agencies, bilateral partners and NGOs/civil society including academic institutions), and c) thematic Working Groups meetings.<sup>102</sup> At the 35<sup>th</sup> annual SCN session held in Hanoi, a review of the UNSCN was discussed. Whilst its function as a forum for networking, information sharing and harmonization was acknowledged, a series of topics were identified as requiring further review including governance, reporting obligations, funding and the role of the UNSCN at country level in relation to the One UN process (UNSCN 2008).

82. In September 2009 at a meeting held in Geneva, UN agencies reiterated their commitment to reform the UNSCN. The need to develop basic principles to guide country nutrition action and to elaborate concrete steps towards better governance on nutrition at global and country level were among the subjects discussed at a meeting convened by the UNSCN and the European Commission (EC) two months later in Brussels (UNSCN 2009). In the latter meeting, failure of international leadership, gaps and weak coordination (which were underlined by the 2008 Lancet Series) were also discussed; a strong call for a transparent and inclusive reform was voiced; and the organization of a broad process of consultation on UNSCN reform was agreed (a long list of possible roles and tasks of the SCN was drawn up).

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<sup>102</sup> In 2008 there were nine working groups: Nutrition in Emergencies, Nutrition and HIV/AIDS, Nutrition, Ethics and Human Rights, Breastfeeding and Complementary Feeding, Household Food Security, Nutrition of School Age Children, Capacity Development in Food and Nutrition, Micronutrients and Nutrition Throughout the Life Cycle; and three Task Forces. Advocacy, Communication and Partnership Building (ACPB), Assessment, Monitoring and Evaluation (AME), and Development of Integrated Approaches (DIA).

**Table J3 UNSCN: summary timeline**

Year	Month	Event
1977	April	Establishment of UNSCN by the United Nations Economic and Social Council (ECOSOC)
1999	-	Expansion of UNSCN constituencies: UN agencies, bilateral partners and NGOs/Civil Society
2006	-	Establishment of three Task Forces
2008	March	35 <sup>th</sup> session of the SCN in Hanoi: last annual SCN session with all its constituencies and starting with a symposium
2009	November	Meeting in Brussels convened by the UNSCN and EC
2010	December	UNSCN Nutrition Partners' Kick-Off Meeting convened by the UNSCN in Rome

**Box J4 Excerpts from IDS Discussion Paper on the SCN and its contributions**

Over its 30 plus years of activities, the SCN has sometimes been a contentious body. But nutrition and the actions needed to resolve its problems require a broad range of activities and actions, across different disciplines and types of actors.

Those who contributed to this history identify its pluses as:

- Its quality publications,
- Its technical working groups, and;
- Some harmonisation of key nutrition concepts and strategies resulting in less confusion as to what to do at the national level.

On the negative side, the SCN has not succeeded in establishing genuine inter-agency collaboration but that has almost certainly more to do with the structure, mandates and governance of the agencies themselves rather than the efforts of the SCN.

*“Overall, the SCN was not country-driven and did not acknowledge the difficulty of country-level collaboration by UN agencies”. (Longhurst 2010)*

83. In December 2010, the UNSCN convened a “Nutrition Partners Kick-off Meeting “in Rome to report on progress on the UNSCN reform and on SUN’s Roadmap (see ¶86 below), and to agree on the 2011 Nutrition Partners Meeting that the SCN was planning to announce its reform (UNSCN 2010). Ways to advance and complete the UNSCN reform were discussed. The meeting concluded that the technical support provided by the UNSCN Secretariat for developing the SUN Road map was essential and should continue. However, no final conclusions were reached regarding how the SCN should be chaired, or what apex structure it should have, nor about the role of member countries in a reformed UNSCN Executive Group.

84. After about two years, the reform process resulted in the UNSCN becoming a UN System interagency platform for nutrition, thus losing its former character as a multi-stakeholder platform: “UNSCN has undergone organizational changes and has been governed by an Executive Committee of senior executives from FAO, WHO, UNICEF and WFP and the UN Secretary-General Special Representative for Food Security and Nutrition since 2011” (UNSCN 2011).

85. Outside the UNSCN, various initiatives were being launched with a focus on country-driven and country-level coordination, such as the WFP and UNICEF Ending Child Hunger and Undernutrition Initiative (ECHUI) in 2006 which aimed at

mobilising political, financial, technical and other resources required by developing countries to address the immediate causes of child hunger and undernutrition with the overall goal of dramatically reducing it within a generation (WFP 2006; Coitinho 2008). Later in 2008, FAO, UNICEF, WFP and WHO launched **Renewed Efforts Against Child Hunger and Undernutrition (REACH)** as a successor to ECHUI. The International Fund for Agricultural Development (IFAD) later joined REACH, with an advisory role at the global level. An MOU signed in 2011 by the four initiating REACH partners specifies the goals, structure, representation and membership of the REACH Steering Committee. The latter is composed of the Heads of Nutrition of the four agencies, and is responsible for guiding REACH’s operations at the Secretariat and country level. At country level, the four UN agencies have responsibility for administrative oversight of local REACH operations. Countries’ requests to get support from REACH are examined on the basis of the following factors: a) the country’s needs as defined by high levels of undernutrition; b) government commitment and preparedness for scaling-up nutrition; and c) stakeholders’ interest and complementarity (REACH 2014b).

**Table J4 REACH: summary timeline**

2006	October	ECHUI, a joint WFP/UNICEF initiative, presented at WFP’s Executive Board
2007	July	ECHUI approved by UNICEF and WFP Executive Boards
2008	March	REACH (with WHO as partner) presented as successor to ECHUI at the 35 <sup>th</sup> session of the SCN for advice
2008	October	Letter signed by the Directors-General of FAO and WHO and the Executive Directors of UNICEF and WFP sent to their country representatives introducing REACH
2011	<sup>103</sup>	MOU signed by the four initiating REACH partners, FAO, UNICEF, WFP, and WHO

*Origins and evolution of the UN System Network for SUN*

86. During the course of 2010, tensions between the UNSCN and the SUN transition team were reported: was SUN a competitor of the SCN or, on the contrary, a ‘space for the UN to sort itself out’? Opinions were divergent on this issue. Nevertheless, the UNSCN Secretariat provided technical and administrative support to the SUN transition team, including in the organisation of working group/task force meetings and in the elaboration of the SUN Roadmap (SUN Road Map Task Team 2010a), and continued to be actively involved in the SUN Movement. As mentioned in SUN’s progress report for 2011-2012: “the UN SCN has played an instrumental role in setting up the SUN country network and maintaining its regular teleconference calls, supporting country Focal Points, and brokering information requests. The SCN Secretariat provided continued support to the SUN Movement Secretariat, including the provision of information on country nutrition indicators. It also helped push the nutrition agenda on the international stage, including the World Health Assembly and the Committee on World Food Security. It also brought the

<sup>103</sup>It has not been possible to trace the MOU and check the date of signature.

SUN perspective to a new WHO Global Information System for Nutrition Action (GINA)” (SMS 2012w).

87. In view of SCN’s mandate and its support to the SUN transition Team in 2010, it made sense that in 2011 the SUN Stewardship Report considered a merger of the SUN and the SCN as one of two governance/management options. Under that option “A”, three sub-options were considered: (i) integrating SUN within the SCN in the relatively short term; (ii) bringing the SCN under the SUN Leadership Group; or (iii) considering a possible merger of SUN and the SCN after a three-year period. However the other option “B”, a multi-stakeholder stewardship of the SUN Movement, was adopted.

88. Although option A was not adopted, the UNSCN Secretariat remained engaged in the SUN Movement and became, together with the REACH Secretariat, a co-facilitator of the **UN System Network for SUN**. The UN Network was formally established in June 2013 – some three years after the launch of SUN (¶95 below) – with the endorsement of the 2013 work plan by the heads of FAO, WHO, WFP, UNICEF and IFAD (SMS 2013m).

#### **Box J5 Key Findings: origins and evolution of the UN System Network**

- Mandate for nutrition spread across several organizations: this sometimes makes programming on the ground incoherent/non-holistic.
- Collaboration at global and country level, but also duplication, competition and a lacuna in terms of effective coordination among UN agencies.
- SCN’s role in harmonization recognized but subject of contention, leading to its reform and becoming primarily a UN System interagency platform for nutrition rather than one bringing together all development partners.<sup>104</sup>
- REACH initiated as a country-focused coordination initiative of the four key agencies with nutrition mandates (FAO, UNICEF, WFP and WHO).
- Late launching of the UN System Network for SUN.

#### **Aims and objectives of the UN system network**

89. The SUN Movement Strategy for 2010-2015, released in September 2012, defined the following objective for the SUN UN System Network:

*“Ensures high-level support for the best possible coordination between all UN system agencies, the REACH partnership and other international organizations supporting in-country nutrition efforts, while building the evidence base for the efficacy of different interventions and ways of working, setting standards for nutritional outcomes and the delivery of nutritional interventions, helping SUN countries develop capacity for scaling up nutrition, facilitating the processes necessary for creating multi-stakeholder platforms for multi-sectoral strategies and advocating for effective joint action within international*

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<sup>104</sup> However SCN still retained a convening role. According to its vision statement: "The SCN is the interagency platform furthering, coordinating and supporting joint efforts on nutrition across the UN system. [...] It also engages across and facilitates dialogue with the broader UN Network and its non-UN partners to further harmonize and strengthen action and maximize gains on nutrition."

*forums.*” The UN Nutrition Network aims primarily to support countries in scaling up nutrition by providing technical and programming assistance and governance support to governments, SUN Country Focal Points and other stakeholders. (UN System Network 2014a)

### **Box J6 Objectives of the UN System Network**

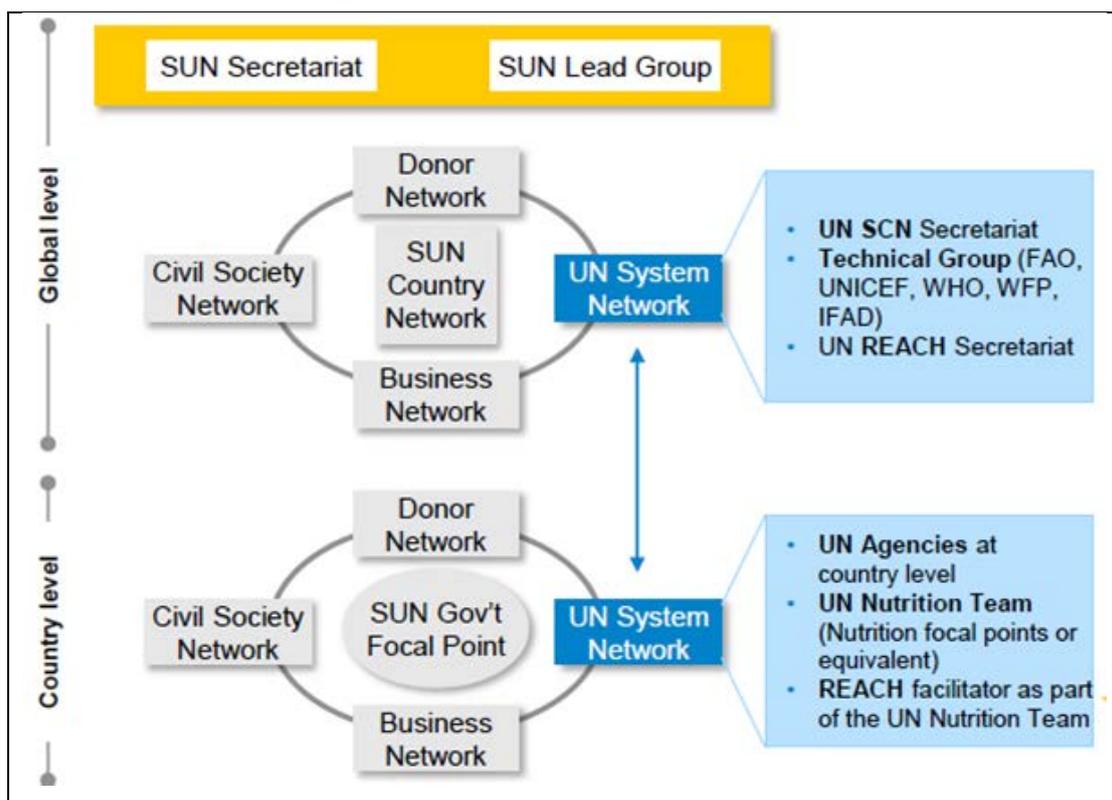
- 1) **Promote outreach and alignment** through the strengthened alliances and cooperative ways of working. The Standing Committee on Nutrition (SCN) has the mandate to promote cooperation among UN agencies and partner organizations;
- 2) **Build and maintain the evidence base:** serving as a repository of knowledge and data on nutrition. They will document lessons learnt and knowledge gaps in countries, and foster normative guidance and implementable solutions. WHO will play a major role in this through its programme for Accelerating Nutrition Interventions;
- 3) **Improve system-wide coordination:** ensure that the Systems’ entities improve coordination and harmonise policies and actions that strengthen inter-sectoral approaches to planning, programming and budgeting to deliver effective interventions at scale. Priority will be given to ensuring improved synergy between the SCN and REACH;
- 4) **Strengthen inter-agency advocacy** with a greater commitment to synergy, using complementary strategies, common messages and a clear division of responsibilities, especially at the country level;
- 5) **Develop capacity** within Governments and in collaboration with partners to effectively design and implement specific nutrition and nutrition sensitive strategies, policies, plans and programmes;
- 6) **Influence International Forums:** Coordinate input into intergovernmental mechanisms such as the World Health Assembly (WHA) and the Committee on World Food Security (CFS) and international forums such as the G8 or G20.

Source: SMS 2012q.

90. The UN System Network for SUN includes, but is not limited to, initiating partners namely FAO, UNICEF, WFP, WHO and IFAD, who together form the Technical Group of the Network (UN System Network 2013). For these organisations, SUN is of course part but not all of the work they do under their respective nutrition mandates.

91. The UN System Network for SUN is co-facilitated by the UNSCN and the REACH Secretariats (Figure J3 below):

- The UNSCN is responsible for harmonizing UN nutrition policy and standards across the UN agencies
- REACH plays a dual role: 1) supporting the national government to put in place SUN processes at country level; and 2) facilitating an improved coordination in UN country level programming. (UN System Network 2014a)

**Figure J3. UN System Network**

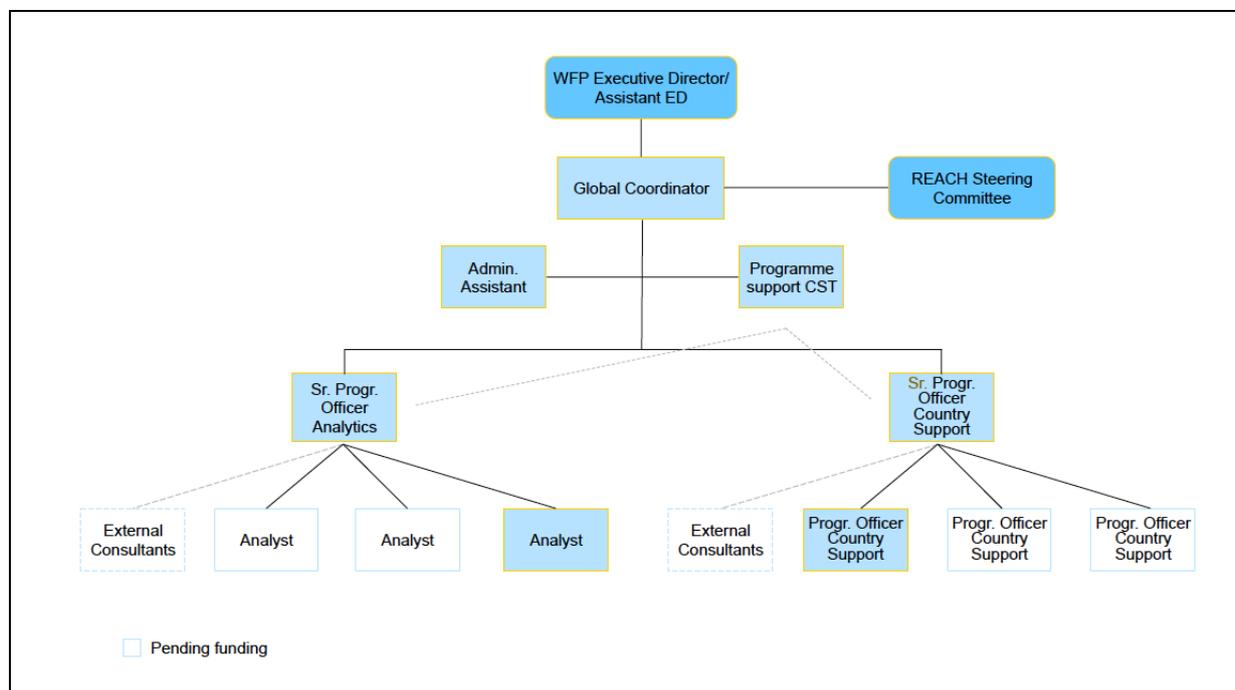
Source: supplied to ICE team by REACH Secretariat

92. The UNSCN Secretariat, for which the WHO Director of Nutrition is acting as Executive Secretary, has two technical and one administrative staff; they also rely on consultants, for example for country case studies, and on interns providing support to various UNSCN activities (e.g. UNDAF guidance note). The REACH Secretariat has a full-time global coordinator, two senior programme officers (analytics and country support), two programme officers (analyst and country support) and one administrative assistant (cf. Figure J4 below, in which posts in white are ones which would be required to manage planned but not yet funded expansion to new countries). According to information supplied by the REACH Secretariat, its planned expenditures for 2014 were USD 1.7 million for HQ/Secretariat costs only.

93. The UN System Network Work Plan for 2013 was released late in June 2013 (UN System Network 2013). Overall, the Concept Note (annexed to the Work Plan) and Work Plan itself endorsed the objectives stated in the SUN revised road map (Box J6 above) whilst distinguishing between global (UNSCN) and country-level (REACH) roles and responsibilities. At global level, the Work Plan aimed at: enhanced, harmonized and effective joint global dialogue with coordinated actions by the UN system agencies for better support of countries' efforts in scaling up nutrition; and at country level: strengthened in-country UN system capacity to effectively facilitate multi-sectoral and multi-stakeholder mechanisms for coordinated and effective scaling-up of nutrition actions upon country requests and needs. Various action timelines were proposed. The 2014-15 UN System Work Plan

released in May 2014 (UN System Network 2014a) has retained some of the activities already identified for 2013 that have not yet completed as planned, including the development of a unified UN System Network knowledge-sharing platform and communications strategy (a UN System Network website is in place and further work is in progress).

**Figure J4. REACH Secretariat Organogram**



Source: supplied to ICE team by REACH Secretariat

94. Four major actions are proposed in the 2014-15 UN System Work Plan released in May 2014: 1) consolidate and expand the UN Nutrition Network scope and impact; 2) facilitate the synergized/integrated joint and coordinated efforts of the UN System in nutrition with the support of the UN Resident Coordinators who act as conveners of the UN Nutrition Network at country level; 3) promote nutrition and harmonized policy formulation within and across agencies, and support global level reporting; and 4) operationalise the existing SUN M&E framework and assist in interagency collaboration and implementation of it (UN System Network 2014a). Among the specific deliverables, a proposal for the establishment and structure of one UN Nutrition Network support unit and/or alternative structure is to be developed.

**Box J7 Key Findings: objectives of the UN System Network**

- Objectives and roles laid down in the UN Network Concept Note and Work Plan for 2013 are in line with those set in the SUN Revised Roadmap, whilst distinguishing between global (UNSCN) and country-level (REACH) roles and responsibilities of its co-facilitators.

## Global-level activities

95. Efforts to establish the UN Network for SUN started in September 2012: several meetings around governance and work plan were organized. The UN System Network for SUN has taken the longest time to be established, and was launched in Nairobi on 29 August 2013 (UNSCN 2013) (see Table J5 below). At that meeting UN agencies agreed on four commitments: 1) consolidate and expand REACH for joint country support; 2) consolidate and expand UNSCN for policy harmonization; 3) develop accountability within the UN nutrition network; and 4) promote and expand joint UN programming (Walters & Branca 2013).

**Table J5 UN System Network: Summary Timeline of Key Events**

Year	Month	Event
2012	-	Various meetings between UN agencies to discuss governance and work plan
2013	January	Concept note on the role and functions of the UN System Network for SUN
2013	June	Endorsement of the UN System Network for Scaling Up Nutrition Work Plan for 2013
2013	August	1 <sup>st</sup> meeting of the UN System Network/Official launch in Nairobi
2013	September	UN System Network for SUN session at the SUN Global Gathering in New York 2013
2014	May	UN System Network for Scaling Up Nutrition Work Plan for 2014-15

96. In 2014, a consultant recruited by the UN System Network conducted consultations with UN staff at country, regional and headquarters levels as part of the process to develop the UN Nutrition Network Vision and Strategy (UN Global Nutrition Agenda – deliverable 1.1 of the 2014-15 Work Plan of the UN System Network). A face-to-face meeting took place to discuss the results of the consultations on 16 November in Rome, at which a UN Network vision and list of principles have been identified and agreed upon. This work is scheduled to conclude at the end of January 2015 (information provided by the UNSCN secretariat).

97. As intended by the UN System Network Work Plan, side events were organized during the SUN Global Gathering in New York City in September 2013, in order to engage in an interactive dialogue with SUN country representatives and other SUN stakeholders on the issue of optimal joint country support: 1) “UN System Network for SUN – Better together for SUN: Sharing country experiences, successes, challenges and needs for improved multi-sectoral nutrition actions” and 2) “How can the UN System more effectively respond to country needs and offer better support for national efforts in nutrition?” The first session was attended by some 80 participants including some members of other SUN Networks, and the second by 50 participants with a good mix of country and network representatives (UNSCN 2014d).

98. On 20 November 2014, the SCN organized a side event during the ICN2, “*Healthy Children, Growing Societies – The UN Nutrition Network’s support to countries’ stunting reduction efforts*”, in order to: a) share good examples of countries’ stunting reduction efforts through joint action while highlighting

individual UN Agencies' strengths; and b) demonstrate the joint UN vision on stunting reduction in the Post-2015 Development Agenda.

99. REACH also organized annual meetings. In 2012 a REACH facilitators' workshop took place in Addis Ababa, Ethiopia (5-9 November), bringing together experts from different sectors – nutrition, health, agriculture and food security to discuss and share experiences. In 2013, a REACH annual workshop was held in Nairobi, Kenya (28-30<sup>th</sup> August) directly following the UN Network Meeting for Africa, which was co-facilitated by REACH and SCN. The workshop brought together a range of REACH-affiliated stakeholders (REACH facilitators, Regional Nutrition Advisors and Headquarters programming staff from UN partner Agencies, SCN staff as well as representatives from the SUN Movement and the donor community), in order to take stock of progress and reflect on the REACH approach as a mechanism for bolstering the UN System Network's contributions to SUN.

**Box J8 Key findings: global-level activities**

- Launched only in August 2013, the UN System Network has held side events at the SUN Global Gathering in 2013 and at ICN2 in November 2014. A REACH annual meeting was linked to the August 2013 launch of the network. Some network activities planned for 2013 were carried over into its 2014-15 work plan.

**Country-level activities**

100. The country team of technical nutrition specialists is in most countries organized as the UN nutrition working group but can also be named differently, such as: UN nutrition working team, task force or other UN Nutrition work processes. REACH currently operates in 12 countries, all SUN members – Bangladesh, Burundi, Chad, Ethiopia, Ghana, Mali, Mozambique, Nepal, Niger, Rwanda, Tanzania and Uganda. The role of the in-country REACH facilitators has evolved with the SUN movement; the facilitators support the functions of the SUN national focal points directly and/or through national secretariats, where they have been established (REACH 2012).

101. Four of the SUN ICE case study countries have REACH facilitators (Bangladesh, Ethiopia,<sup>105</sup> Mozambique and Tanzania) and in Burkina Faso a REACH facilitator is expected to start before the end of 2014. The following are the main findings reported in the respective ICE case studies reports (cf. Annex O).

102. **Bangladesh** joined the SUN movement in September 2012, whilst it already had support from REACH since 2009. UN agencies and development partners are working together as one SUN network. According to the case study report, SUN in Bangladesh has so far been driven more by the UN, in particular REACH, than by government. Joining the SUN movement coupled with the presence of a REACH facilitator have helped the UN and development partners to “present a more united

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<sup>105</sup>The REACH facilitator in Ethiopia is also the SUN focal point, working within the federal Ministry of Health.

front to government and share what is likely to be a more effective common purpose.” “The REACH facilitator in Bangladesh is seen in some quarters as a principal driver of SUN in Bangladesh.”

103. **Mozambique** joined the SUN movement on 31 August 2011 and has been receiving support from REACH since July 2012 (with an international expert and a national expert, and since mid-2014 only the national expert). The UN system organisations engage with the multi-sector/multi-stakeholder platform through participation in the Technical Group for Multi-sectoral Action to reduce Chronic Malnutrition. Interviews conducted during the case study supported the finding that the SUN and REACH act in a complementary fashion. REACH has played an important complementary role in providing hands-on technical and administrative support to the Technical Secretariat for Food Security and Nutrition (SETSAN), and provided critical support for the establishment of a monitoring system for the implementation of the National Multi-sectoral Action Plan to reduce Chronic Undernutrition (PAMRDC). REACH also conducted mapping exercises showing where the needs are and the extent to which responses are aligned with identified needs.

104. **Tanzania** joined the SUN movement on 5 June 2011 and started receiving support from REACH the same year. Tanzania is a pilot country for the UN’s Delivering as One Initiative: all agencies design, coordinate and programme their support through the UN Development Assistance Framework (UNDAF). Under the UNDAF, the Health and Nutrition Working Group acts as the UN Nutrition network. In Tanzania, REACH has contributed to the SUN agenda through supporting country level activities directly for SUN Movement purposes, and supporting country structures around governance and advocacy, in line with the National Nutrition Strategy (NNS).

105. In **Ethiopia**, REACH has been a key support to the Government's efforts to improve multi-sectoral coordination of nutrition. The same Ethiopian senior adviser to the Ministry of Health is simultaneously the SUN focal point and the REACH coordinator, and REACH has supported important technical work such as a comprehensive stakeholder mapping exercise. The UN agencies and other donors collaborate in the same partner group for nutrition donors, with UNICEF and DFID currently acting as co-conveners.

106. **Burkina Faso** joined the SUN movement on 28 June 2011. UN agencies together with other development partners are members of the Groupe de Partenaires Techniques et Financiers. A REACH exploratory mission was conducted in 2014 and a REACH coordinator has recently been appointed and is expected to arrive in Burkina late 2014. However, some stakeholders expressed reservations and concerns about the timing of REACH in Burkina and its added value. Key evidence-based interventions for scaling up nutrition having been agreed upon at the stunting workshop held in April 2014, they had doubts about the added value of REACH at

that stage, and expressed concern about possible conflict that may arise from the “Country Implementation Plan” that REACH is proposing to develop.

**Box J9 Key findings: country-level activities**

- REACH is active and useful for SUN at country level, but its added value is unclear in some situations (e.g. where a UN nutrition team is in place and active, or when stakeholders are satisfied with existing coordination mechanisms and strategies to address stunting have been developed)
- Key role of REACH facilitator (in case study countries): mainly technical (in particular mapping) and administrative, with levels of coordination support varying from country to country
- SUN and REACH seen as acting in a complementary fashion
- Timing of REACH critical (late arrival a cause of concern in one country)
- ICE survey findings: mixed opinions about success in terms of UN coordination within the context of SUN at global and country levels; overall satisfaction with REACH

**Assessment**

107. The mandate for nutrition-specific and nutrition-sensitive actions being spread across UN agencies, there are success stories of effective collaboration as well as widespread dissatisfaction about the degree to which coherent and holistic approaches to scaling up nutrition at country level are being achieved. Achievements have been hindered by duplication, competition and gaps in terms of effective coordination among UN agencies and between UN agencies and other stakeholders. At global level, the UNSCN has played a role as forum for networking, information sharing and harmonization. However, its governance and role at country level in relation to the One UN process have been the subject of much criticism, leading to its reform. This resulted in its downsizing from a multi-stakeholder forum for the UN System, bilateral agencies and civil society/NGOs (this is now a strong feature of SUN), to become more specifically a platform of the four UN agencies for nutrition. Now, as a co-facilitator of the UN System Network for SUN, the UNSCN is expected to expand its membership again to include, inter alia, other UN agencies and the World Bank etc. (UN System Network 2014a)

108. Since its establishment in 1977, the UNSCN was meant to coordinate policies and standards across the UN system and was not expected to play a role at country level, as it was felt that this was the role of UN agencies through their respective country representations. While acknowledging the global mandate of the UNSCN, some believed that it could have been more country-driven and more responsive to country needs and to the difficulties in country-level collaboration. In that perspective, REACH was meant to fill this gap, by promoting and facilitating a more harmonised approach at country level, not only within the UN System but also with other stakeholders.

109. The UNSCN Secretariat – a prospective Secretariat for SUN in one option considered by the Stewardship Report – became, together with the REACH

Secretariat, a co-facilitator of the UN System Network for the SUN Movement. The role and functions of the UN System Network for SUN were agreed in January 2013, and it was formally launched in June 2013. But ICE interviews and country case studies indicate that there is still confusion at global and country levels about the respective roles of and interactions between the SUN movement, the UNSCN and REACH. Perceptions of competition and tensions rather than complementarity between the three, as well as views that UNSCN and REACH are each “driven” by one particular UN agency, still prevail among global stakeholders as well as at country level. Interviews also revealed a widespread view that competition and overlap between UN agencies at country level continues, despite increased rhetoric about coordination and collaboration.

110. In March 2013, the donors’ meeting held in Brussels, while noting some encouraging developments, deplored the slow pace at which the UN System Network was moving to establish its structure and working arrangements – still *ad hoc* arrangements and no approved Work Plan – and commented that “the Network remains a collection of individual organisations rather than a collective working jointly” (SMS 2014r).

111. Indeed both Work Plans (2013 and 2014-15) were agreed upon belatedly; and the 2013 Work Plan UN System Network for SUN gives the impression of being a combination of the respective work plans of the UNSCN and REACH. While this had the advantage of highlighting the dual global and country level roles of the UN System it raises questions about the extent to which the proposed UNSCN-REACH co-facilitation of the UN System Network is a reflection of a *status quo* regarding UN agencies’ mandates, and about the agencies’ genuine will for more collective work. The structure of the 2014-15 Work Plan depicts a more cohesive global/country focus. Furthermore, the proposal in the UN System Network Work Plan for 2014-15 to have one UN Nutrition Network support unit is promising, and, according to the UNSCN Secretariat, is currently being discussed at the highest level among the four agencies.

112. UN agencies and development partners at global level (through international conferences, for example) and country level (through bilateral/multilateral technical assistance) have been behind the adoption of various nutrition-related national commitments. There is an overall agreement that the UN system, with its long-standing presence in countries, has a critical role at that level helping countries implement these commitments, particularly through capacity building. In its work plan, the UN System Network acknowledges its role in increasing national capacity and expertise on nutrition, including multi-sectoral coordination capacity, and commits itself to develop a joint UN Network strategy for capacity building in nutrition (UN System Network 2014a). The UN system’s leading role and contribution in capacity building will be vital to the success of SUN.

113. As the UN System Network was only established a little over a year ago, it is arguably premature for this ICE to assess its performance or to look for significant

results from its efforts. Nevertheless, the long delays in the UN System's negotiation and agreement of this network's shape and tasks are symptomatic of two basic concerns. First, the establishment of the SUN movement is partly a reflection of the inadequacy of the existing *modus operandi* of the UN System (including the UNSCN, which has lost its multi-stakeholder character) in addressing current nutrition challenges. Secondly, even within the revitalised SUN framework, mobilising prompt and effective action by the UN agencies remains a significant challenge.

### **Key Issues for the future**

114. Convergence and genuine inter-agency coordination and accountability at both global and country level continue to be a challenge and should continue to receive priority attention by UN agencies individually and collectively. Achievements of the UN System Network under its 2014-2015 Work Plan are key to progress in this direction, namely: the UN Nutrition Network Vision and Strategy (UN Global Nutrition Agenda) including an accountability framework, which is in progress; and a unified UN System Network knowledge sharing platform and communication strategy (under construction and evolving (UNSCN 2014c)).

115. Lessons learned and good practices of effective collaboration within the UN System agencies (with and without REACH facilitators) and between the UN System and other stakeholders, and most importantly how these have led to harmonized actions within countries, ought to be continually documented and widely disseminated by the UN System Network. Should there be separate in-country networks? For instance while there may be good reasons in principle for keeping the donor and UN Networks separate, there are examples among the ICE case study countries of functional and effective joint UN/development partner networks.

116. Sustainability of coordination mechanisms at country level is another key issue. What can be learned from countries receiving REACH support versus countries with a UN Nutrition team (cf. ¶100)? The forthcoming independent evaluation of REACH should examine, among other things, the interface between REACH facilitators and longer-term/long-established UN Nutrition teams.

## **(d) The Civil Society Network**

### **Background**

117. The SUN Civil Society Network (CSN) is one of the four support networks of the SUN Movement. This Annex describes the evolution of the CSN, its activities over time and the results that it has achieved at global and country level. The historical and potential contribution of the CSN to the achievement of the SUN Movement's outcomes and goals are assessed and key issues for the future are identified.

118. Within the SUN Movement, civil society participation is considered a key factor for addressing malnutrition:

Successful countrywide strategies and programmes usually require “ownership” not only by governments, but also by civil society, parliaments and the private sector.... The role of civil society is crucial in advocating and sustaining political will for government action, in monitoring and accountability of both the public and private sectors, as well as in service delivery. (SUN 2010a: 9)

119. Prior to the establishment of the SUN Movement in 2010, many civil society organisations (CSOs) had been working on nutrition related issues for decades at country and global levels. For example, a broad range of CSOs were active in the UN Standing Committee on Nutrition (SCN) and the UN Committee on World Food Security (CFS). It is widely recognized that CSOs played a key role in the establishment of the SUN Movement by advocating for political action on the basis of the 2008 Lancet series and the on-going global food price crisis.

120. Many CSOs, including Bread for the World, Helen Keller International, Médecins sans Frontières (MSF), Save the Children, Action Contre la Faim (ACF) and others, were actively involved in the drafting of the Scaling Up Nutrition Framework for Action (FFA), which was published in April 2010, and the first SUN Road Map. Many more endorsed the FFA, and participated in the 1,000 Days: Change a Life, Change the Future event in New York in September 2010 which was linked to the launch of the SUN Movement.

121. At national level, some country members of the SUN Movement already had civil society groups participating in the development of nutrition policies prior to joining the Movement, e.g. Peru and Senegal. In other countries, international non-governmental organisations (INGOs) were already in the process of promoting national civil society alliances (CSAs) when the country joined the Movement.

#### *Evolution of the CSN*

122. Starting in 2010, CSOs first organized themselves within Task Force C of the SUN Movement. A meeting was held in Washington in June 2011, with participation from 40 countries. Specific outcomes of the meeting included a plan of activities to scale up civil society activities (SUN Task Force C 2011: 38). A Civil Society Statement also committed signatories

to working together to support, to encourage and to mobilize robust action and necessary resources to scale up nutrition (SMS 2012ac: 1).

123. Some of the country representatives were then inspired to establish national CSAs, e.g. William Chilufya from Zambia (source: interview). During 2011, indicators of civil society involvement in the SUN Movement at country level were developed (SMS 2012w: Annex 3.3).

124. In May 2012, a proposal was made by the civil society Task Force for funding for SUN CSAs in 11 countries, with close to 300 participating organisations. The proposal estimated a need for USD 10.5m over three years, both for national activities and for the establishment of a small international Secretariat for the CSN.

125. Partly in response to this proposal, the SUN multi-partner trust fund (MPTF) was established in 2012 with funding from DFID, Irish Aid and the Swiss Agency for Development and Cooperation, through which CSOs could be supported.

126. In June 2013, there was another civil society meeting in Washington at which the global Civil Society Network (CSN), formerly Task Force C, was formally launched. At the meeting CSOs agreed a declaration stating how they would support the aims of the SUN Movement (SUN CSN 2013f). The CSN agreed on its governance arrangements, following a broad consultation. A 12 person steering group and Secretariat coordinator were appointed.

**Table J6 SUN Civil Society Network:  
summary timeline**

<b>Year</b>	<b>Month</b>	<b>Event</b>
2010	September	<b>Scaling Up Nutrition Framework For Action (FFA) produced.</b> Many CSOs, including Bread for the World, Helen Keller International, MSF, Action Contre la Faim and others, were actively involved in the framework drafting. Many more endorsed the FFA.
2011	June	<b>Over 60 representatives from civil society met in Washington DC on 14<sup>th</sup> June 2011 to share experiences on building effective civil society engagement with and support for the SUN movement.</b> The meeting was organised by SUN Task force C to raise civil society awareness and understanding of Scaling Up Nutrition in early riser countries. The meeting illustrated the progress and challenges from early riser countries already taking forward efforts to do more on nutrition. Civil society stakeholders were encouraged to develop broad ideas and take steps to widen the SUN movement in their countries. All country representatives outlined next steps that were necessary to strengthen the involvement and ownership of civil society at national level.
2012	March	<b>SUN multi-partner trust fund established with funding from DFID, Irish Aid and Swiss Cooperation, through which civil society organisations could be supported.</b>
2012	May	<b>Proposal made by the civil society Task Force for funding for SUN civil society alliances in 11 countries, with close to 300 participating organizations.</b> The proposal estimated a need for US \$10.5m over 3 years, both for national activities and the establishment of small international Secretariat for the CSN.
2012	September	<b>Concern Worldwide and the 1,000 Days hosted the meeting “Civil Society and Scaling Up Nutrition Movement: Engaging to Drive Progress and Results” on Friday September 28<sup>th</sup>.</b> It was attended by 58 high level leaders and advocates from civil society, the 1,000 Days Partnership, and representatives of the SUN Movement Lead Group. The CSN agreed on its governance arrangements and a 12 person steering group and Secretariat coordinator were appointed.
2012	December	<b>SUN MPTF Management Committee approves funding</b> for CSN Secretariat
2013	June	<b>SUN Civil Society Network inaugurated</b> at meeting on June 11, 2013, during which Civil Society Representatives agreed upon a declaration on how they would support the aims of the SUN Movement.

Year	Month	Event
2013	June	<b>Full time CSN coordinator recruited.</b> The coordinator is based in London, UK and hosted by Save the Children.
2013		<b>SMS and CSN develop a Theory of Change for civil society involvement in the SUN Movement.</b>
2013	September	<b>Guidance note on establishing a Civil Society Alliance in a SUN country</b> published, in three languages.
2013	September	<b>Overview of the SUN CSN</b> published in three languages.
2013	September	<b>SUN CSN holds its first Annual meeting on the occasion of the SUN Global Gathering.</b> 31 participants from civil society with representatives of 9 of the then 11 civil society alliances met to discuss progress and define key priority areas for 2014.
2013	November	<b>SUN Civil Society Network Mapping Report produced,</b> which builds a more detailed picture of current progress within each country and identifies specific assets and support needs.
2014		<b>SUN Civil Society Network has a membership process in place</b> with disclosure form inspired by GSO-led SUN conflict of interest discussions
2014	January	<b>SUN Civil Society Network obtains additional funding</b> support for expanding secretariat through SUN MPTF to reflect growing number of CSAs and SUN countries
2014	February	<b>SUN CSN communications platform in place</b> – a page of the SUN website in three languages, resources increasingly available in three languages, a twitter account, a blog, a webinar platform, regular updates
2014	May	<b>SUN CSN Global Day of Action in May 2014</b> underlined the network's role in advocacy and accountability for nutrition, as well as the key role of civil society organisations (CSOs) in social mobilisation and awareness-raising on nutrition all the way to the household level.
2014	May	<b>Full time CSN country support officer recruited.</b> The country support officer is based in London, UK and hosted by Save the Children.
2014	September	<b>SUN CSN releases new statistics. Number of SUN CSAs totals 31.</b> 24 of which have received funding through SUN MPTF or through multilateral funding at country level. Over 1500 CSOs engaged in SUN.
2014	September	<b>SUN CSN develops a country support strategy for streamlined support provided to CSAs</b> embarks on comprehensive survey of CSAs in support of the operationalisation of the country support strategy and sets up a tracker sheet for systematisation and analysis of support.
2014	October	<b>SUN Civil Society Network endorse and validate the purpose and priority objectives as a foundation for the network.</b> The primary purpose of the SUN Civil Society Network (SUN CSN) is to support the formation and effective and efficient operation of strong, credible and influential national Civil Society Alliances for the long-term.
2014	November	<b>SUN Global Gathering 2014 took place,</b> with growing recognition of the important role that Civil Society is playing in SUN with now over 2000 CSOs engaged in the movement.
2014	December	<b>SUN CSN launches its advocacy sub-group</b>
2014	December	<b>SUN CSN Constitutive documents, Membership lists, Regular updates, summary of country support framework, overview of network coordinated support to SUN communities of practice</b> are now publicly available on the blog

## **Aims and objectives of the CSN**

127. The priority aims, objectives and modus operandi of the CSN have evolved over time. The SUN 2012 Road Map (SMS 2012q: 20) states that the CSN will:

**Strengthen the capacities of (national) Civil Society Alliances** to participate in national and global dialogue through multi-stakeholder platforms and on the international stage. This will require strengthening governance and linkages with existing civil society mechanisms;

**Amplify the voices of those most directly affected by under-nutrition** so as to ensure that the Movement's goals stay firmly on the national and international agenda;

**Advocate with all Governments** and other stakeholders to increase resources to support national nutrition plans and to track and report on these resources;

**Foster constructive exchanges with stakeholder groups** to raise public awareness of under nutrition as a national and global priority.

128. The SUN Movement Strategy 2012 – 2015 states that the primary purpose of the CSN is

to encourage the alignment of CSO strategies, programmes and resources with country plans for scaling up nutrition through strengthening the support available for (and capacity of) national Civil Society Alliances. The national alliances – which build on pre-existing arrangements for co-ordinating civil society in-country – advocate for an increased focus on nutritional outcomes in national policies and programmes. Their member organisations amplify the voices of communities affected by under-nutrition and focus on the need for greater accountability to them. (SMS 2012s: ¶22)

129. In 2013, the SMS and the CSN developed a Theory of Change for civil society involvement in the SUN Movement (SUN CSN 2014b). The key areas of change identified are:

1. Coordinated CSAs in SUN countries;
2. CSAs advocate effectively;
3. CSAs participate in national platforms for scaling up nutrition;
4. CSAs contribute to better accountability in SUN countries;
5. The collective of CSAs are a functioning learning network (i.e. the global CSN).

130. In September 2014 members of the CSN agreed on the following purpose and priority objectives for the global Network (SUN CSN 2014k):

The primary purpose of the SUN Civil Society Network (SUN CSN) is to support the formation and effective and efficient operation of strong, credible and influential national Civil Society Alliances (CSAs) for the long-term.

The SUN CSN is responsible for ensuring a broad based inclusive approach and encouraging effective engagement from civil society in the SUN processes across the movement and across stakeholder groups. It also encourages country-adapted alignment of CSOs in support of national plans that are based on realities/needs on the ground.

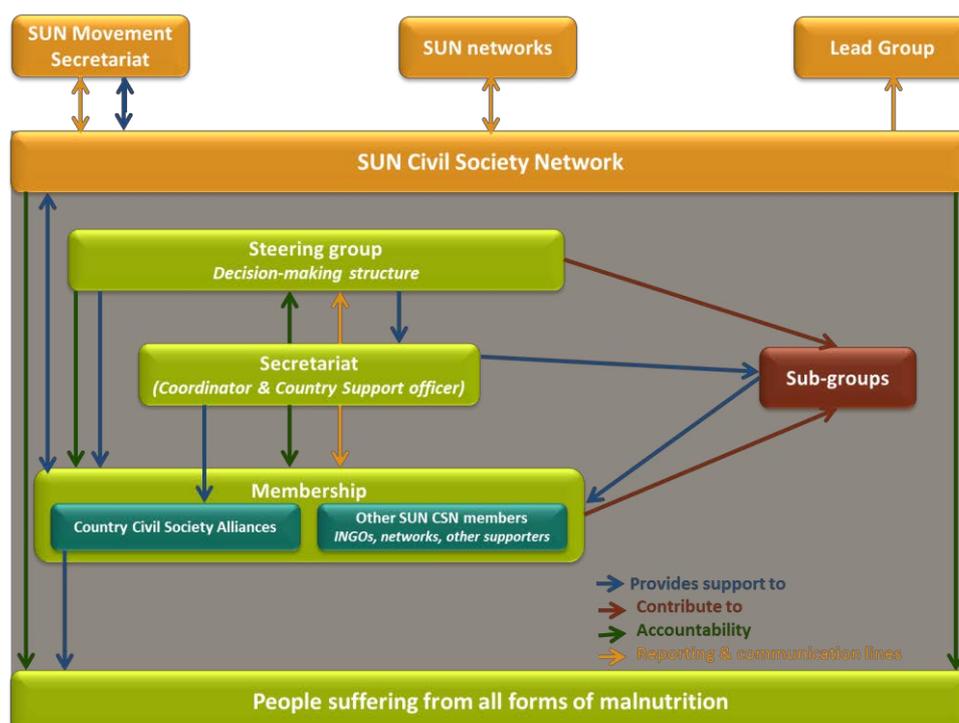
It further contributes to ensuring nutrition remains high on the global and national agendas and that perspectives from the ground inspire global advocacy efforts through CSA engagement. It then supports CSAs to contribute / lead in country advocacy efforts to influence global processes.

131. Each CSA has its own aims and objectives. However, in the paper agreed by CSN members in September 2014 the objectives of CSAs are described as follows (SUN CSN 2014h):

- 1) actively contribute to the design, implementation and M&E of effective national policies and plans for scaling up nutrition (multi-stakeholder, multi-sectoral, multi-level); and
- 2) encourage and facilitate coordination among all civil society actors, including academia, international, national and local CSOs and ensure alignment of their strategies, programmes and resources with national nutrition priorities.

*Governance and structure of the CSN*

**Figure J5. Structure of the SUN Civil Society Organisations Network**



Source: SUN CSN 2014l

132. The CSN is overseen by a 14 member **Steering Group**, nominated on an individual basis through a transparent and democratic process to develop and drive a strategy for the SUN CSN. The Steering Group is the main decision-making body of the network and is responsible for encouraging effective engagement from civil society in the SUN processes at national and global level. A quota system is used to ensure balance across regions, gender, sectors and types of CSO. Membership is for a two year period, renewable once, with the first term ending in December 2015. The Chair of the CSN also has a two year mandate and is selected in a personal capacity. The Chair during the first year of the CSN (June 2013 – May 2014) was from Save the Children and from June 2014 from CARE Peru. As well as overseeing the functioning of the CSN, the Steering Group takes the lead on international advocacy work.

133. As of November 2014, the CSN **Secretariat** was composed of two full-time staff. The CSN Coordinator, recruited in June 2013, supports the Steering Group, coordinates the activities of the CSN and provides support to some CSAs. The Country Support Officer was appointed in May 2014. These two staff members are providing support to 42 countries (31 established CSAs and 11 emerging CSAs) as well as facilitating the work of the global Network. The SUN CSN secretariat is resourced through two grants from the SUN MPTF running through December 2015, as well as a contributions from Save the Children UK, who host the SUN CSN Secretariat, also up to the end of 2015, and other Steering Group members and their organisations as part of their commitment to SUN.

134. National **Civil Society Alliances** have their own governance structures, independent from the global Steering Group. Membership of the global network is voluntary and there is no obligation for CSAs to follow the steer or advice of the Steering Group, Secretariat or global CSN in general. However, CSAs do make a voluntary commitment to the SUN principles of engagement and additional principles highlighted through the SUN conflict of interest process, and utilise the support available from the global CSN as they see necessary.

### *Membership*

135. The CSN Terms of Reference state that  
the CSN should have as many members as possible so that we can become a true movement.  
([http://media.wix.com/ugd/a1d6d9\\_2c758673cc08460e9db1f673cd6355dc.pdf](http://media.wix.com/ugd/a1d6d9_2c758673cc08460e9db1f673cd6355dc.pdf))

136. The SUN CSN has developed a membership strategy and process (SUN CSN 2014k). Potential members are required to make commitments to support the work of the CSN and to complete a disclosure form.

137. The global CSN consists of national CSAs plus individual CSOs (both international and national): see SUN CSN 2014n for the full membership list of the global CSN, as of 4 December 2014.

### *Funding*

138. The Steering Group members provide their time on a voluntary and individual basis. Limited logistical costs associated with Steering Group meetings are covered by the Secretariat budget but support for southern Steering Group members still remains a challenge. The Secretariat is funded through the SUN MPTF. Of the 31 CSAs, 23 receive funding for a significant proportion of their budget from the MPTF. Others receive bilateral funding from donors. INGO members of the CSN provide in-kind support to CSAs at country level.

### **Global level activities**

139. In the early years of SUN, many of the global level activities relating to civil society focused on establishing the Network itself, participating in global-level SUN events and processes and undertaking advocacy activities to influence the broader

international nutrition landscape and bring nutrition to the highest level on the global agenda. With the establishment of the CSN Secretariat through the appointment of the CSN Coordinator in mid-2013, and the Country Support Officer in 2014, there has been an increased focus on support to national CSAs.

### *Building the global Network*

140. Since the launch of the CSN, the establishment of the Steering Group and the appointment of the Network Coordinator in June 2013, a lot of work has been done to develop the ways of working of the CSN. The following key documents have been produced to guide the work of the CSN at global and country levels:

- CSN Terms of Reference (includes terms of reference for Steering Group, Secretariat etc.) (SUN CSN 2014l)
- Membership Strategy and Process (SUN CSN 2014m)
- Guidance Note: Establishing a CSA in a SUN Country (SUN CSN 2013e)
- Six Month Activity Plan: July – December 2013
- CSN Country Support Strategy
- Proposal for CSN Annual Meeting
- Terms of Reference for Advocacy and Communications Working Group

### *Global level advocacy*

141. In June 2013, CSOs hosted a ‘Global Day of Action’ to spur political commitment to nutrition in the run up to the Nutrition for Growth event and the G8, and advocated to national governments and donors to scale up financing for SUN countries’ national nutrition plans.

142. A second SUN CSN Global Day of Action in May 2014 (SUN CSN 2014i) underlined the network’s role in advocacy and accountability for nutrition, as well as the key role of civil society organisations (CSOs) in social mobilisation and awareness-raising on nutrition all the way to the household level. Thousands of people participated in activities across 12 countries, including public marches, concerts, football tournaments and community gardening activities, as well as parliamentary meetings, panel discussions and commitments from politicians and candidates for parliament.<sup>106</sup>

143. The CSN, led by its Steering Group members, has actively engaged in efforts to ensure that nutrition remains a priority in international processes.

The network has coordinated discussions on how the SUN Movement networks can best support the Post-2015 Development Agenda process through the development of common messages (SMS 2014ab).

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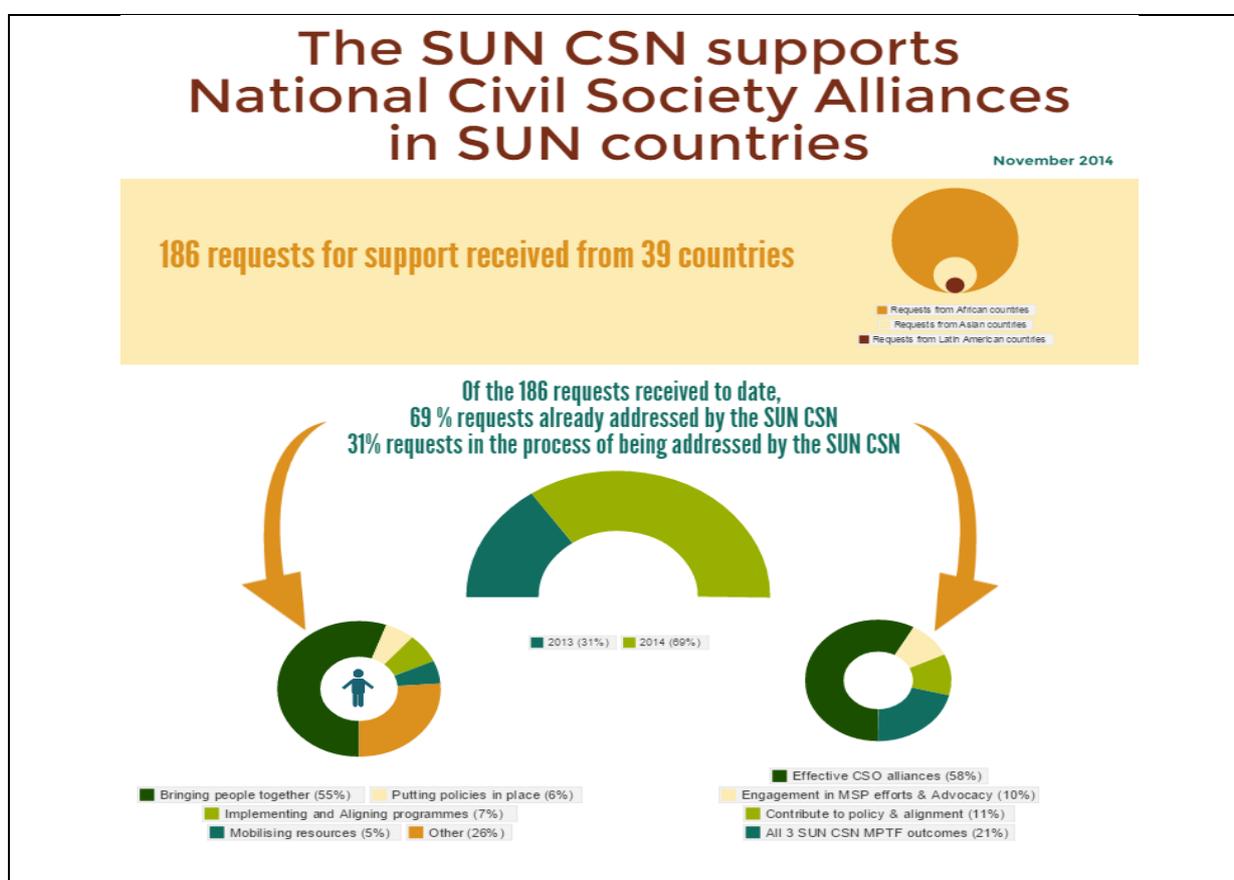
<sup>106</sup> <http://scalingupnutrition.org/news/sun-civil-society-network-global-day-of-action-2014#.VIn4VjGsU6w>.

144. Steering group members have ensured SUN CSN, and CSA, representation and contribution to a global nutrition advocacy group in developing key messages, strategising on best ways to contribute to New York post-2015 negotiations and how to move to supporting CSAs to promote multi-stakeholder efforts during the next phase of the negotiations in 2015. Steering Group members have also ensured SUN CSN, and CSA, representation and contribution to broader civil society contributions to the International Conference on Nutrition processes and outcomes.

*Support to CSAs*

145. The CSN Secretariat provides extensive support to CSAs. Examples of this support can be found in Box J10 below. The CSN Secretariat has also carried out surveys on CSA support needs in both 2013 and 2014. Support needs are also identified through telephone calls with CSA coordinators, country visits and written requests from CSAs.

**Figure J6. Analysis of requests for support from CSOs in SUN countries June 2013 – November 2014**



Source: supplied by CSN Secretariat.

146. A spreadsheet is maintained to keep track of country requests and to monitor the support that is provided, as well as its impact. The CSN Secretariat is also increasingly trying to map capacity, resources and commitments of CSN members so as to match supply with demand.

**Box J10 Examples of support provided by the CSN to CSAs**

Country	CSA	Description	Action
Ghana	SUN CSN SG	Represent the SUN CSN and bring SUN to the forefront of this African event & to coordinate a cross-learning symposium with SUN and non-SUN multi-stakeholders for advancing food and nutrition security in the West African region	CSN Coordinator took part in and moderated key sessions both plenaries on the SUN and the SUN cross-learning forum
All	Many requests received from various CS efforts in SUN countries	Support in steps towards setting up a Civil Society Alliance	Development of a guidance note on establishing a CSA, consultation, consolidation and translation into French and Spanish
Madagascar	CSA	Support in smoothing relationships within CSOs in the CSA and guidance on next steps for governance and work plan	CSN Coordinator conducted a site visit to provide support on this. Hina CSA felt very fruitful. Claire met with all stakeholder groups and several CSOs within the CSA.
Madagascar	CSA	Support in smoothing relationships within CSOs in the CSA and guidance on next steps for governance and work plan	CSN Coordinator conducted a site visit to provide support on this. Hina CSA felt very fruitful. Claire met with all stakeholder groups and several CSOs within the CSA.
Madagascar	CSA	Support in smoothing relationships within CSOs in the CSA and guidance on next steps for governance and work plan	CSN Coordinator conducted a site visit to provide support on this. Hina CSA felt very fruitful. Claire met with all stakeholder groups and several CSOs within the CSA.
Kenya	SUN CSA	Kenya CSA requires support for health policy review	SUN CSN secretariat and ACF staff member provided guidance on language and approach

*Source: support tracking sheet supplied by the CSN Secretariat.*

147. The Secretariat has developed a Country Support Strategy that builds upon the MPTF Log Frame (SUN CSN 2014a) and is informed by the 2014 survey of country support needs. The operationalisation of the strategy will be a key priority for the CSN in 2015.

148. Guidance documents have been produced to support the establishment and work of CSAs, including the guidance note on establishing a CSA in a SUN country

and (SUN CSN 2013c) and a further note on the governance of CSAs should be completed in January 2015.

149. The two CSN Secretariat staff members carry out country visits to learn about what is being done so that they can share with other CSAs, as well as to offer support and advice. Some countries where there is strong leadership, e.g. Zambia, do not need much of this global support but play a key role in cross-country learning.

150. A series of webinars for cross-learning is currently planned, along with other major cross-learning events. The CSN has submitted a proposal for funding to CIFF for additional multi-stakeholder Learning Routes, which would respond to requests for support identified in the CSN survey of country support needs as well as the issues which are the focus of the SUN Communities of Practice. The proposed CSN annual meeting in 2015 would also include a 1-2 day cross-learning event.

151. A regional forum for cross-learning towards improved food and nutrition security in Africa was organised by the Interchurch Organisation for Development Cooperation (ICCO), the International Food Policy Research Institute (IFPRI), the African Nutrition Society (ANS) and the SUN CSN on the occasion of the Sixth African Nutrition Epidemiology Conference in Ghana in July 2014 (SUN CSN 2014j). The conference presented an opportunity for connecting right to food actors with SUN civil society actors in Benin, Burkina Faso, Ghana, Mali, Senegal, Uganda and Togo.

152. INGO members of the CSN provide a significant amount of support to CSAs through country offices. Activities include capacity building, facilitating cross-country learning, hosting CSA Secretariats and providing administrative support, advocating for the establishment of CSAs. Examples of specific financial and technical support provided by INGOs can be found in ¶147. Currently, however, the majority of the responsibility falls on to the two person CSN Secretariat.

153. The CSN (both through the Secretariat and as individual organisations) is actively engaging with the emerging SUN Communities of Practice, which aim to respond to country requests for support and focus on building capacities for multi-stakeholder platforms (MSPs) at the country level rather than providing discrete support for individual stakeholder groups.

154. The CSN has been particularly engaged in (i) the development of a framework for the mapping of civil society activities as part of broader government-led initiatives; (ii) support for CSAs to contribute to national financial-tracking mechanisms, particularly in the area of budget analysis; (iii) convening advocacy and communications actors; and (iv) the development and implementation of multi-sectoral monitoring and evaluation systems (SUN CSN 2014k).

**Box J11 Examples of INGO support to CSAs (and some CSN activities)**

**Financial support**

- National meeting gathering multiple CSO actors in Cote d'Ivoire (euro 2500)
- National meeting gathering multiple CSO actors in Madagascar (euro 2500)
- Providing co-funding to MPTF

**Technical support from Head Office**

- Technical Support Officer from an INGO spends 15-20% on SUN, especially support to CSAs in key countries
- Support to Social Mobilization, Advocacy and Communications workshop held in Tanzania, September 2014

**Technical support from Country Offices**

- Advocacy training in Senegal
- Hosting of CSA Secretariats
- Facilitating the establishment of CSAs (e.g. in Myanmar, Indonesia, Cote d'Ivoire, Pakistan, Tajikistan)
- Providing consultants to help in the establishment of CSAs, e.g. Laos

*Source: data supplied by CSN Secretariat.*

155. The Secretariat supports members of CSAs to participate in SUN processes, such as learning routes and the Global Gathering. It also shares information with CSAs via its website, the CSN blog, a twitter account, webinars and regular updates.

156. Individuals from civil society participate in the SUN Lead Group, which was established in 2012.<sup>107</sup> However, it is important to note that they, as with other members, were appointed by the UN Secretary General on an individual basis and are not intended to represent their organisations or wider civil society.

157. The CSN Secretariat participates in Country Network calls and identifies key actions such as following up on new CSAs or countries that are seeking advice on ways to engage CSOs. Through participation in network facilitator calls and meetings, the CSN Secretariat maintains contact with other networks and proactively tries to engage with them. For example, it is in regular contact with UN agencies and in particular UN REACH in country and at a global level, particularly around advocacy and mapping. The CSN Secretariat's involvement with the donor network is less clear although they do share CSN updates with all networks including the donors and signpost unfunded CSAs to donor convenors in countries when these exist, with support from the donor network.

**Country level activities**

158. The priority that SUN CSAs give to different activities varies according to their stage of development and the national context. Common activities of CSAs include:

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<sup>107</sup> Sir Faizle Hasan Abed, Chair of BRAC, Bangladesh; Marie-Pierra Allié MSF Board member; Alessandra da Costa Lunas, CONTAG Brasil; Helen Gayle, CEO of Care USA.

- a) **Capacity building and mutual learning:** In Nepal, the CSA organised a workshop to develop an advocacy plan aligned to the national nutrition strategy. It provided an opportunity for CSOs to align themselves around a common plan and to build their capacity around advocacy.
- b) CSAs facilitate CSO **participation in multi-stakeholder platforms** (MSPs) at national and sub-national levels. In Mali, as in other countries, the CSA is not only on the MSP but also in multi-stakeholder technical groups around the development of policies and programmes.
- c) **Developing common positions** between CSOs as a basis for collective advocacy and influencing of policies at country level, as well as at regional and global levels. In Kenya the CSA developed a position to influence the development of the national health policy and nutrition prioritisation. Inputs from the CSA were directly reflected in the final policy and evidenced by a letter from the Ministry of Health appreciating support.
- d) **Raising awareness** of nutrition amongst parliamentarians (e.g. Ghana<sup>108</sup> and Zambia<sup>109</sup>), the media, government officials and the general public to create a demand for scaling up nutrition and ensure sustainability of commitments and actions across political cycles.
- e) **Monitoring** of the implementation and impact of policies and programmes and promoting accountability to malnourished people. In Guatemala, an alliance of CS, business, academia and government contributes to the social auditing of the 1000 days plan at national and sub-national levels to inform improvements and address challenges and bottlenecks.
- f) **Implementation** of programmes and delivery of services, especially in emergencies and fragile states. The CSA in Sierra Leone comprises members active in delivering nutrition related interventions. During the Ebola emergency, the CSA was called upon as a resource for helping to address the crisis. The platform used this as an opportunity for sensitisation on nutrition and especially water, sanitation and hygiene practices. The CSA plans to work to ensure sustainability of these efforts.

159. Box J12 below gives examples of CSA activities in various SUN countries.

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<sup>108</sup> See [http://scalingupnutrition.org/wp-content/uploads/2014/05/2014.29.05\\_SUN\\_Movement\\_MPTF\\_2013\\_Annual\\_Progress\\_Report.pdf](http://scalingupnutrition.org/wp-content/uploads/2014/05/2014.29.05_SUN_Movement_MPTF_2013_Annual_Progress_Report.pdf)

<sup>109</sup> [http://scalingupnutrition.org/wp-content/uploads/2014/05/2014.29.05\\_SUN\\_Movement\\_MPTF\\_2013\\_Annual\\_Progress\\_Report.pdf](http://scalingupnutrition.org/wp-content/uploads/2014/05/2014.29.05_SUN_Movement_MPTF_2013_Annual_Progress_Report.pdf)

### **Box J12    Examples of CSA activities**

Kenya – Promoting an aligned nutrition agenda with advocacy training in Kenya (SUN CSN 2014c)

Global Day of Action – interesting efforts from CSAs with other stakeholders (Madagascar soon to be uploaded) (SUN CSN 2014d)

Madagascar –blog from Secretariat visit (SUN CSN 2014g)

Sierra Leone – Civil Society in Sierra Leone unites with partners to share progress, experiences and exchange ideas (SUN CSN 2014e)

Senegal – Regional groups come together in Senegal to strengthen integrated nutrition programs (SUN CSN 2014f)

Zambia – Zambia’s SUN Civil Society Alliance and National Broadcasting Corporation Team Up to tell the ‘Silent Story’ of undernutrition (SUN CSN 2013c)

Zambia’s CSO-SUN Alliance Recognizes Champions at Nutrition Award Event (SUN CSN 2013d)

Many work with media or have media as their constituencies:

Bangladesh - <http://scalingupnutrition.org/news/introducing-civil-society-alliance-for-scaling-up-nutrition-bangladesh#.VlrN5TGsU6w>

Malawi creative media - <http://scalingupnutrition.org/news/civil-society-is-scaling-up-nutrition-in-malawi-with-creative-media#.VlrOFTGsU6w>

Peru example – in SMAC in Practice brief

Malawi gets electoral candidates in 2014 to sign pledges committing to prioritising nutrition

### **Assessment**

#### *Global level*

160. There has been some variation in emphasis in the articulation of the aims of the CSN over time. Initially the emphasis in the SUN 2012–15 strategy was on the alignment of CSO strategies, programmes and resources with country plans. The most recent iteration of the CSN primary purpose places greater emphasis on the role of the CSN in advocacy. The most recent iteration of the CSN primary purpose places greater emphasis on the role of the CSN and CSAs in influencing the design, implementation and monitoring of national policies and plans. This difference reflects a tension within the Movement whereby some non-civil society actors emphasise the necessity for civil society to align their activities whilst CSOs themselves are keen to ensure that this does not compromise their autonomy and ability to play effective advocacy and accountability roles.

161. During the ICE, CSN Steering Group and Secretariat members were keen to emphasise that alignment with national plans and advocacy are not mutually exclusive. They consider that key functions of CSOs in the SUN Movement are to

- ensure that policies and priorities are rights-based and in the interests of malnourished and at-risk people;
- inform and align their programmes and activities with such policies and plans;
- advocate where there are gaps or policies and actions of different stakeholders go against these interests.

162. A lot of work has been done to establish the CSN as a broad and functioning network. As of November 2014, the global CSN consists of 61 members (31 CSAs, 8 local/national CSOs, and 22 INGOs). The 31 national CSAs consist of a total of 1782 CSOs of which 1392 (78%) are local/national CSOs (SUN CSN 2014o).

163. However, there are major sections of civil society who are not participating in the CSN and the SUN Movement because, amongst other issues:

- they believe the SUN movement is undermining pre-existing inclusive UN spaces for agreeing policy guidance between Member States (e.g. CFS and the World Health Assembly) and multi-stakeholder platforms, such as a previous incarnation of the Standing Committee on Nutrition (SCN) (see section (b) above);
- they believe it allows big business to participate in decision making on public policies on an equal footing with others, when the private sector is not necessarily motivated by the public interest (see section (e) below);
- they perceive the SUN Movement to be primarily promoting product- and global market-based solutions rather than addressing the underlying causes of malnutrition (e.g. by prioritising production and consumption of local foods);
- they also consider the CSN to be dominated by INGOs and fear that these well-resourced international organisations will crowd out the voices of national CSOs and social movements, speaking on their behalf rather than supporting them to participate in their own names.

164. The CSN Steering Group and Secretariat consider that there is some validity to such concerns and are attempting to reach out to these CSOs to address any misconceptions regarding the SUN Movement and find ways of working together, and strengthening scaling up nutrition efforts, particularly at country level. The SUN CSN and its steering group will endeavour to work in partnership with all CSOs to address valid concerns. The civil society preparation process for the ICN2 Conference provided a valuable space for interaction between CSOs active in the SUN Movement and those remaining on the outside.

165. In relation to criticisms of the SUN Movement, the CSN is advocating within the Movement for strong conflict of interest policies and mutual accountability mechanisms likely to be the common results framework or based on the CRF, to be established at country level. Also many members of the CSN argue that the SUN Movement should have clear a position on engaging with violators of the International Code on the Marketing of Breast Milk Substitutes and clearly state that violators will not be accepted within the Movement. The CSN aims to agree a common position on this issue in early 2015.

166. The CSN Steering Group is aware that until recently it has primarily been INGOs that have supported and engaged in the SUN Movement and led the process of civil society participation at global level and in many countries. Efforts are being made to encourage and support national and local CSOs, social movements and people's organisations to participate in national multi-stakeholder platforms and in global SUN processes and events, and to take lead roles within CSAs and the CSN. Membership of the Steering Group has recently been broadened to include more representatives of national CSAs and representatives from the Global South.

167. However, some organisations and social movements will remain reluctant to engage whilst they retain major concerns about potential negative results of multi-stakeholder processes promoted by the SUN Movement and a perceived lack of accountability of the Movement to inclusive UN inter-governmental bodies. Furthermore, they would appreciate measures which ensure that priority within the CSN, CSAs, national multi-stakeholder platforms and the SUN Movement in general is given to the voices of the people most affected by malnutrition and their own organisations.

168. Civil society has played a key role in the establishment and development of the SUN Movement through advocacy on the back of the 2008 Lancet series and the 2008/09 global food price crisis to help develop the 2010 SUN Framework for Action and Road Map. Many informants interviewed during the evaluation highlighted the contribution that civil society is making through the CSN in promoting high-level political awareness and commitment, in both donor and developing countries, to scale up nutrition. As one non-CSO interviewee stated: "*We would not be where we are today without them [civil society]*". According to an ICE survey respondent, in some cases, "*national civil society alliances are credited with spearheading SUN processes in-country*".

169. The global CSN and its predecessor (SUN Task Force C) have been effective in promoting the establishment and strengthening of national CSAs. The proposal for funding developed by the civil society Task Force in 2012 stimulated the creation of the MPTF (see Annex K below), which has not only been a catalyst for establishment and/or strengthening of 24 CSAs but also enabled other valued SUN activities, i.e. learning routes and the development of the SUN Monitoring and Evaluation framework.

170. The CSN has been highly responsive to requests for support from national CSAs. Out of the 186 requests for support received from 39 countries, it has been able to address 69% and the remainder are in the process of being addressed (source: CSN Secretariat tracking spread sheet).

171. The support provided to CSAs by the CSN– with limited resources – was widely recognised and valued by many ICE informants. The guidance documents drafted by the CSN Secretariat are considered useful by CSA coordinators, but what are valued even more are opportunities for the direct sharing of learning between CSAs.

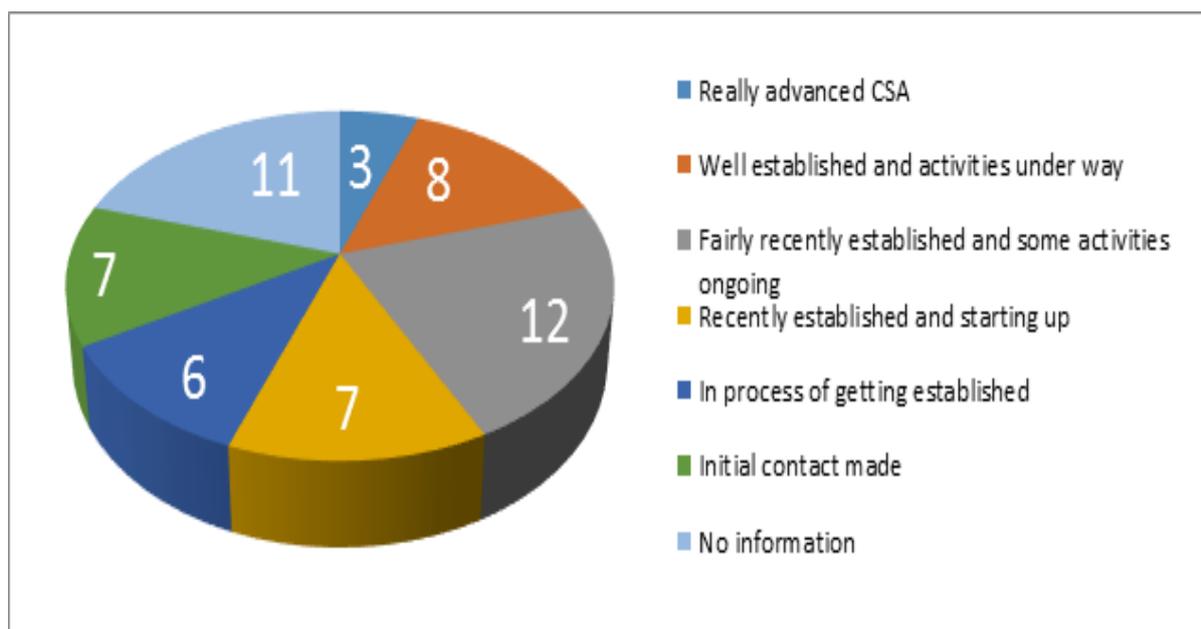
172. The current support capacity for CSAs (CSN Secretariat plus some support from INGOs), whilst being highly appreciated by CSAs, is inadequate in relation to the growing demand. The Secretariat is under-staffed even for just a facilitation and coordination role, let alone technical support to CSAs. There are currently no plans or resources to increase the size of the Secretariat.

173. Support capacity appears to be constrained by the inadequate alignment of the activities and resources of some member organisations with the CSN goals and activities. There are pros and cons to country support provided by both the CSN Secretariat and members of the CSN. The major advantage of the CSN Secretariat is that it is seen to be neutral and not needing to promote an organisational agenda. However, the reality is that the Secretariat is unlikely to ever have the funding and human resources needed to cover all the support needs of CSAs.

#### *Country level*

174. According to an assessment by the CSN Secretariat in November 2014, CSAs were at the stages of establishment in Figure J7 below. This information highlights that 11 SUN countries have established CSAs with significant levels of activity under way. Some of these CSAs already existed prior to the establishment of the SUN Movement and the global CSN.

**Figure J7. Stage of evolution of CSAs in the 54 SUN countries, as of early December 2014**



Source: CSN Secretariat

175. Clearly the achievements of SUN CSAs vary from country to country, and their relatively short period of operation to date has limited their impacts. However, it is clear from the ICE Country Case Studies that CSOs, through their membership of SUN CSAs, are becoming an increasingly organized and influential voice and actor in policy development, implementation and monitoring.

176. There is thus some confidence in the SUN movement – and some evidence – that civil society engagement in scaling up nutrition can make a significant and positive contribution to the objectives of the Movement. The example quoted in Box J13 below dates from before SUN, but illustrates the potential impacts that organised CSOs can achieve. The case study refers to the eventual appointment of the First Lady of Peru as a member of the SUN Lead Group; CSOs in the country supported this appointment because they saw it a way of strengthening the government commitment to nutrition.

### **Box J13 How a civil society initiative drove change in Peru**

In 2005, Peru still had one of the highest child malnutrition rates in Latin America, despite rising economic growth and Government programmes such as “A good start in life,” which was implemented by the Ministry of Health, USAID and UNICEF. In 2006 a sea change occurred; and over the next five years undernutrition fell from 23 to 18 per cent countrywide, and even faster in rural areas – from 40 to 31 per cent.

Andrés Mejía Acosta, a fellow at the University of Sussex Institute of Development Studies, set out to discover why. The key, he found, was the establishment of a powerful coalition of international aid and civil society organisations, called the Child Nutrition Initiative (CNI). It changed the political dialogue in fundamental ways. The CNI, led by

CARE-Peru, recognised that under-nutrition had many causes, and lobbied the Government to make its policies more cohesive.

Dramatically, it convinced ten Presidential candidates to sign a political commitment to reduce chronic malnutrition by 5 per cent in five years. The CNI offered a coordinating space, bringing together partners working on a range of activities — including education, sanitation, distribution of micronutrients — and “an opportunity to focus on ‘what works?’,” says Dr. Mejía.

After the election, CNI drafted a 100-day action plan for Alan Garcia, the winning candidate, who committed his government to reducing malnutrition by 9 per cent. CNI also engaged regional Government leaders and other allies such as the World Bank. “Through these public acts of political influencing,” says Dr. Mejía, “the CNI ensured long-term commitment of political elites to advancing policy efforts in the fight against under-nutrition.”

When Ollanta Humala became president in 2011 he pledged to continue the commitment to nutrition. Actions included the creation of a new Ministry of Development and Social Inclusion (MIDIS), with a specific mandate to coordinate Government agencies, private sector and civil society to reduce child chronic malnutrition by 10 per cent. In 2012, Nadine Heredia, the First Lady of Peru, was appointed to the SUN Lead Group.

*Source: SMS 2012w: 19.*

177. Achievements of the CSN at country level include:

- increased organisation amongst CSOs and therefore stronger voice and influence (all CSAs);
- increased awareness of nutrition amongst different stakeholders, including journalists (e.g. Ghana, Kenya, Maharashtra), parliamentarians (e.g. Tanzania, Ghana), the general public (e.g. in countries participating in the Global Days of Action);
- contributing to increasing and maintaining political commitment (e.g. Peru, Zambia, Malawi, Guatemala);
- some CSOs have strong technical capacities to inform policies and to build national and local implementation capacity (e.g. influence of Kenya CSA on the national health policy);
- strong impacts on national policies and implementation plans (e.g. Zambia, Kenya, Peru);
- some CSAs are beginning to play a monitoring and accountability role (e.g. budget tracking in Zambia, Malawi, Mali, Niger, Uganda, Sri Lanka);
- contributing to increasing investments in nutrition (e.g. Madagascar).

178. The typical budget for a CSA, at about USD 250,000 per year, is quite small in relation to the potential results of civil society engagement in policy making as well

as the multiplier effects from awareness raising, capacity building and advocacy activities.

179. However the sustainability of CSN and CSA activities and impacts depends on the sustainability of their resourcing. As one participant in the 2014 SUN Global Gathering pointed out, it is ironic that national CSAs through their advocacy are contributing to sustained political commitment to nutrition across political cycles, but find it difficult to attract the adequate and long-term resources that they need to sustain their activities and impact.

180. One concern highlighted in the SUN Movement 2014 Annual Report (SMS 2014ab) and reinforced by ICE country case studies and interviews is that there is limited evidence of CSOs aligning their actions with nationally agreed plans and common results frameworks at country level. The CSN Secretariat reports that it has observed increasing alignment in a few countries and the CSN Steering Committee is commissioning a study on this issue to take place in 2015. Some informants pointed out that the ability of CSOs to align is to some extent, limited by the lack of alignment of donors.

181. There is tension between national and international CSOs in some countries. Nearly half (44%) of the CSAs in place by November 2014 were led by national CSOs, most of the remainder being led by INGOs. This might be acceptable in the early stages of development but is likely to cause tension between CSOs over time.

182. It is less clear to what extent social movements are engaging in national CSAs. The CSN secretariat is in the process of gathering information on this issue. Feedback from the CSA in Ghana reveals that over 50% of the 129 CSOs engaged are social movements. However, this is not necessarily representative. Furthermore, it is not clear how social movements are defined within the CSN and CSAs. In other contexts social movements are considered to consist of people who are directly affected by a particular issue, who share a common identity and who have self-organised themselves to represent their own interests.

183. In some countries, INGOs have a privileged route into policy discussions, which risks crowding out the voice of local and national CSOs who are organising themselves through the CSA. There may be a need for some CSAs to give greater attention to the criteria and process by which CSOs are identified to participate in multi-stakeholder platforms, events etc. Some may need to be more assertive in emphasising to all CSOs that the CSA should be the standard platform for determining the representation and participation of civil society in SUN activities.

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185. In some countries it is perceived that the organisation hosting the CSA Secretariat (often the INGO which initiated the establishment of the CSA) has too much influence over it.

186. As with the SUN Movement in general and the CSN globally, there is often a lack of clarity about the respective roles of CSA members and the CSA Secretariat. There is a tendency for CSA secretariats to take on implementation roles and end up acting as a new organisation rather than facilitating the work of members. This risks creating a big, expensive, bureaucratic structure that ends up competing with its members for scarce funds.

187. The results of SUN CSA actions have a high chance of sustainability, not least because CSOs themselves generally give high priority to sustainable impacts. For example, many CSAs are placing a lot of emphasis on raising awareness of nutrition amongst the public, media and parliamentarians to ensure that there is long-term demand for scaled up action across electoral cycles.

188. The interactive guidance note on the governance of national CSAs, currently being drafted by the CSN Secretariat is expected to address these issues relating to the relationships between CSOs, the role of CSA Secretariats etc.

189. The sustainability of national CSAs (and the global CSN) depends heavily on the ability to mobilise in-kind and financial resources. International donors currently fund most CSAs, with some better-resourced NGOs providing in-kind contributions. The CSN is almost entirely funded by donors, with some in-kind support from members.

**Box J14 ICE Country Case Study findings relating to civil society**

Bangladesh

A 2012 study reported that some NGOs felt they were not able to engage with SUN's Civil Society Alliance (CSA) Platform because of their perception that SUN does not address a number of factors of hunger in Bangladesh, including issues of inequalities, gender and power imbalances (Mousseau 2012).

There are two civil society networks. SUN initially provided support to the Bangladesh Civil Society Network for Promoting Nutrition (BCSNPN), hosted by Eminence. Following a number of complications, BRAC was subsequently elected to host the CSA. The CSA in Bangladesh is growing fast and is noted as being the most vibrant element of SUN in Bangladesh. It received one of the largest grants made by MPTF of USD 535,000, whilst BCSNPN has continued activities unsupported. SUN is criticised for creating divisions in Bangladesh civil society.

Despite triggering some confusion and acrimony, SUN inputs have made a positive difference in civil society through the CSA.

There are strong links between the CSA and the global Civil Society Network, and satisfaction from the CSA about the global support received.

Burkina Faso

In regard to civil society, international NGOs are represented in the Technical and Financial Partners group; however, they are interested in forming a civil society group which would encompass national civil society (not represented in the PTF group).

Ethiopia

The SUN movement has been influential in the establishment of a local CSA, hosted by Save the Children and funded by Irish Aid.

Guatemala

SUN, through MPTF funding, has supported coordination among civil society and has led to the establishment of the (national) civil society network. This has allowed civil society to play a stronger and more coherent role in the nutrition response.

SUN played a key role in the establishment of the civil society network, though the outcomes of stronger civil society participation remain to be seen. The civil society network has received MPTF funding from SUN, and selected inputs from the civil society global network.

Indonesia

The establishment of the CSO network is still at an early stage and shows no signs of direct support from SUN (global structures). Despite a sense that SUN is good for coordination and broadening participants' outlook and networks, there is uncertainty around the CSO network's agenda and relationship with Bappenas. With the civil society network in its embryonic state, there has been no support from the MPTF so far.

Mozambique

A civil society network for nutrition has been in place at the national level since 2011, and networks are also in place in selected provinces. MPTF funding has been received to strengthen NGO nutrition capacity. The SUN movement has brought about a stronger voice for civil society in nutrition governance. Civil society has also received financial support from the SUN MPTF for the training of local NGO staff in areas such as advocacy, nutritional assessments, and planning. Local level civil society actors are engaging with government nutrition focal points at provincial level, helping to transmit messages about malnutrition amongst target groups. Both the civil society and emerging business networks have received significant support from their global counterparts.

Senegal

SUN has changed the emphasis on stakeholder participation, especially of civil society, encouraging CSOs to play a more prominent role in the national nutrition coordination mechanism.

Tanzania

The Civil Society Partnership for Nutrition (PANITA) includes over 230 civil society organization (CSO) members with nine zonal coordinators. It formerly operated under Save the Children but is now a legal entity in its own right. PANITA engages in advocacy efforts, works with CSOs to programme nutrition into their activities, their members participate in the DSCNs and they engage members of the Tanzania Union Parliament and House of Representatives in Zanzibar to act as 'nutrition champions'. Whilst PANITA's membership has grown rapidly, it does not include all CSO nutrition entities and some international NGOs are conspicuous in their absence. Reported reasons for this included a lack of clarity around PANITA's objectives and the perception that it was a national-NGO organisation. It is also possible that some of the larger NGOs consider that they can influence national policy discussions directly and through the Development Partners Group on nutrition without working through PANITA. This is perceived by some as undermining PANITA's role in facilitating coordination and fair and balanced participation of CSO participation in policy development, monitoring etc. Financial support from UNICEF and Irish Aid facilitates capacity building activities, coordination, monitoring and evaluation, membership drive and mobilization activities. This support has contributed to the growth of the CSA. With more support the CSA would be able to implement advocacy initiatives at sub-national level.

190. At country level, a number of factors emerged from ICE interviews as key determinants of the strengths and weaknesses of SUN CSA performance.

- a) Dynamic leadership from Board/Steering Committee members and the CSA Secretariat.
- b) Openness and supportiveness of governments and others to CSO participation. In some countries, national governments and even UN agencies are either resistant to civil society participation or slow to organise it.

- c) The internal relationships between members of CSAs, especially between INGOs and local/national organisations. Attitudes of INGOs and sensitivity to power dynamics and the desire of local and national CSOs to take the lead.
- d) The degree of clarity on respective roles of members versus the CSA Secretariat. CSAs are more effective when individual CSOs are committed to contributing to collective action and aligning their own programmes with a common CSA strategy.
- e) Resource availability, from INGOs, donors and MPTF. Resources are typically insufficient for achieving the potential impacts that CSOs can have in sustaining political commitments and ensuring that they are turned into scaled up actions that achieve nutrition outcomes.
- f) MPTF funding has been a valuable resource in establishing CSAs. However, funds channelled through the MPTF have been slow reaching the CSAs as they get caught up in the bureaucracy of the UN agency that is administering the funds at country level on behalf of the MPTF Steering Committee. On average it takes about three months to reach the CSA from the time the Steering Committee make a funding allocation (Annex M).
- g) There is pressure on CSOs, nationally and globally, from some parts of the Movement, including the SMS, not to be too critical and to focus on service delivery programmes aligned with national plans (Source: interviews with CSN representatives).

### **Key issues for the future**

#### *Global level*

191. Not surprisingly, there are broad questions about the **profile and image of civil society, and the CSN, in the SUN movement**. In some parts of the movement – and, of course, in the broader international community, there is still a perception that CSOs – and thus the SUN CSAs and CSN – are all aggressive lobbyists. The CSN, including some CSAs, has already done a lot to demonstrate that CSOs can engage critically and constructively in the design, implementation and monitoring of policies. More work can be done in this respect at all levels whilst maintaining civil society independence and capacity to influence assertively on the basis of local level experience.

192. The CSN Steering Group need to continue to **dialogue with SUN sceptics and critics**, in the first instance, to continue developing a mutual understanding of each other's opinions. The existing strategy of the Steering Group and Secretariat to build relationships and understanding at country level with organisations who are members of critical global movements and alliances is a good one and should be stepped up. Continued engagement by CSN members with other CSOs in the ICN2 follow-up process is also key as is the continued building of links with other global

civil society platforms e.g. the International Food Security and Nutrition Civil Society Mechanism (CSM - ¶193 below).

193. During the ICE, a number of issues arose regarding the CSN **membership** policy. A key question arising from ICE interviews is whether individual organisations, mostly INGOs, should continue to have the same status as national CSAs. Some representatives from national CSAs expressed the view that the CSN Steering Group should increasingly be composed of CSAs.

194. One suggestion made, was that CSOs in middle and high income countries should be encouraged to establish or strengthen CSAs as opposed to CSOs from these countries having individual member status within the CSN. Such an approach would recognise that all countries are affected by malnutrition and can impact on nutrition in other countries (e.g. through international cooperation, trade and other policies). This could also enable the better exchange of knowledge, experience and skills between countries.

**Box J15 The International Food Security and Nutrition Civil Society Mechanism (CSM) for relations with the UN Committee on World Food Security (CFS)**

*The purpose of the CSM is to facilitate civil society participation in agriculture, food security and nutrition policy development at national, regional and global levels in the context of the Committee on World Food Security (CFS)*

In the reform process the UN Committee on World Food Security (CFS) in 2009, Member States recognised the right of CSOs to “autonomously establish a global mechanism for food security and nutrition which will function as a facilitating body for CSO/NGOs consultation and participation in the CFS”.

The CSM is reaching out to hundreds of CSOs in all continents, sharing information with them on global policy debates and processes, promoting civil society consultations and dialogue, supporting national and regional advocacy and facilitating the participation of a diverse range of CSOs at the global level, in the context of the CFS..

*Source: CSM 2014*

195. A related **governance** question concerns the membership of the SUN Lead Group. According to interviews, there is a concern in some CSAs that the CSO participation in the Lead Group (LG) is no longer appropriate and lacks legitimacy. Whilst recognizing that the LG are appointed on an individual basis, some of the civil society LG members and their organisations do not engage with the CSN. Some CSN Steering Group members are understandably calling for Lead Group members to be selected from the constituencies, e.g. the CSN would select the civil society members.

196. There are a number of concerns about the **resourcing and roles of the CSN Secretariat vis-à-vis CSN members**:

- There is a need for greater clarity on the extent to which the activities of the CSN are the responsibility of the members or the CSN Secretariat, and consequently where the resources should be sourced and allocated.
- Ideally, the CSN Secretariat would be playing almost exclusively a coordination and facilitation role, rather than providing technical support to CSAs. Technical support would come through country-to-country sharing of experiences and from members of the CSN, as is already being planned for 2015.
- A constraint to this is the lack of time available for member organisations and their staff to provide technical support to CSAs when they are very busy with their own organisations' programmes and activities.
- However, joining the CSN does mean that CSOs are committing to align their own activities with those of others and the overall CSN strategy. What this means in practice will be explored during a consultancy on alignment planned for 2015. CSN members need to determine and demonstrate that there is real high-level organisational commitment to alignment, rather than just an individual or departmental commitment within the organisation.

197. The CSN will need to identify the issues on which it develops common positions amongst CSAs and their membership and undertakes **advocacy**. Issues which were proposed during the ICE consultations include:

- the appropriate place for agreeing global level policies and policy guidance;
- the role of the private sector in national and global platforms to discuss public policy;
- rights-based and food sovereignty approaches;
- and related issues: governance of natural resources, global trade, biodiversity, food waste, shortage, obesogenic products, business engagement;
- making multi-stakeholder platforms really functional and building capacity to deliver scaled up actions.

#### *Country level*

198. The ICE identified uncertainty and some dissent among informants about the **role of CSAs within SUN multi-stakeholder platforms**. Some CSAs have requested participation in civil society learning routes as a means of sharing lessons about how to be an effective CSA. There is resistance to this from the SMS, which emphasises the importance of multi-stakeholder processes. However, members of CSAs are likely to want to re-emphasise their autonomy and highlight that CSOs have a distinct role and need the space to develop their own capacities and strategies,

whilst ensuring these are in support of national policies and plans to improve nutritional status.

199. More needs to be done in each SUN country to ensure that strong **Conflict of Interest** processes are put in place (see Annex L). CSAs need to push for this along with accountability mechanisms based on principles of mutual accountability.

200. The **resourcing** of civil society participation in SUN at country level remains a challenge. Clearly more resources are needed to fund the engagement of CSOs through CSAs. CSAs and the CSN as a whole should discuss the network's resource mobilisation strategy and the principles that should guide it. Should national governments be obliged or encouraged to provide funds to enable CSO participation, or would this jeopardise civil society's autonomy? International donors should increase the amount of money channelled directly to CSOs at country level as well as through the MPTF. The CSN should provide a clear guidance to well-resourced NGOs on how they can contribute financially as well as in kind to the work of CSAs and the CSN.

201. CSAs could give further consideration to how they **monitor** the implementation of government policies and the roles being played by different actors at country level, and how to report on this at the global level. Clearly civil society monitoring should feed into SUN's own monitoring and evaluation framework but also opportunities to share findings in the CFS, WHA and the UN human rights monitoring system could be considered. Linkages could be explored with social movements and other CSOs undertaking rights-based monitoring and reporting in this respect.

202. CSAs could consider agreeing on organising principles to guide the **way in which their member CSOs work together** in complementary ways providing guidance on the respective roles and ways of working of different types of CSO. This could help to prevent and alleviate intra-civil society tensions. Lessons might be learnt from the Civil Society Mechanism for the CFS (Box J15 above).

## **(e) The Business Network**

### **Background**

203. From the outset, the SUN movement has been based on the principle of inclusiveness – the 'big tent'. From the outset, too, that inclusiveness extended to the private sector. Despite the hostility and opprobrium that business has attracted in the nutrition sector over the years – deserved or otherwise – the idea of including the private sector can be traced back to the early days of the movement (following earlier reported dissatisfaction with the way the Standing Committee on Nutrition (SCN) handled engagement with the private sector). However, the business network has had a slow gestation (see Table J7 below for a timeline).

204. Introducing the policy brief on *Scaling up nutrition: a framework for action* in April 2010, David Nabarro thus wrote:

There is also an opportunity for more engagement from the international and national private sector, contributing to supplementation and fortification initiatives all over the world, and moving on to the social marketing of practices that will lead to better nutrition, improving the nutritional content of processed foods and committing to the creation of shared value through concerted action. (SUN 2010b: 4)

**Table J7 SUN Business Network: summary timeline**

Year	Month	Event
2009-10		Business representatives participate in preparation of SUN <i>framework for action</i>
2010	April	Policy brief on <i>a framework for action</i> refers to opportunities for engagement from private sector
2010		Business representatives participate in SUN Task Team
2010	September	SUN Road Map commits to involvement of private sector
2011	September	'Toolkit' on private sector engagement produced
2012		SUN business network facilitation meetings convened
2012		GAIN and Lagos Business School, Nigeria, organize multi-stakeholder dialogue
2012	September	SUN <i>Revised Road Map</i> and <i>SUN Movement Strategy 2012-2015</i> refer to business network
2012	December	Launch of SUN Business Network
2013	January	Draft SBN strategic and operational plan
2013	June	Nutrition For Growth summit: 37 companies make commitments
2013	July	SBN Manager employed
2014	January	SUN Business Network launched at World Economic Forum, Davos
2014	February	Second staff member employed in SBN secretariat
2014	August	Third staff member employed in SBN secretariat
2014	September	Axton Salim (director, Indofood) becomes co-chair of SBN Advisory Group
2014	October	Planning meeting for formulation of SUN business network, Pakistan
2014	January	Meetings in Tanzania on <i>Partnerships with Business to Address Undernutrition</i>
2014	November	Launch of SUN business network, Zambia
2014	November	Launch of draft <i>Guide to Business Engagement</i> at SUN Global Gathering
2014	November	Publication of <i>Global Nutrition Report</i> , initiating tracking of private sector pledges

**Box J16 Gain**

205. These words signalled SUN's early and continuing emphasis on micronutrients and food fortification, reflected also in the fact that the Global Alliance for Improved Nutrition (GAIN), which focuses on this area (see Box J16), was joint coordinator of the movement's private sector efforts from the outset, along with fellow Lead Group member the World Food Programme (WFP),

The Global Alliance for Improved Nutrition was launched in 2002. According to its website, it acts "as a catalyst – building alliances between governments, business and civil society – to find and deliver solutions to the complex problem of malnutrition" (GAIN 2014). Active in 28 countries, it runs programmes in large scale food fortification, maternal, infant and young child nutrition, agriculture and nutrition, and business partnerships for nutrition.

which has its own active private sector partnership strategy (WFP 2013). This emphasis was apparent again in the full *Framework for Action*, dated June 2010:

...the private sector has become more actively engaged in solutions to undernutrition. This comes partly through production of high quality foods— including those fortified with micronutrients. In addition, new public-private partnerships for food fortification have been formed internationally and in many developing countries, including National Fortification Alliances, International Business Alliances, the International Business Leaders Forum hosted at Harvard University, and the Flour Fortification Initiative. These are complements to public sector and NGO nutrition programs. The private sector can also help by applying its marketing skills to “social marketing” of positive nutrition messages. In addition, there is growing recognition of the broader role of the private sector in fighting undernutrition through food production, employment and income generation. Partnership with the private sector also should include means to address issues of products, mislabelling or misleading advertising, that contribute to poor nutrition. (SUN 2010a: 3-4)

206. There were various other references in the *Framework for Action* to the roles that the private sector should play, alongside civil society, national governments and bilateral and multilateral development agencies. According to a later document, business representatives took part in the series of meetings in 2009-10 that developed the *Framework for Action* (SUN Road Map Task Team 2010a: 2).

207. As the SUN Transition Team steered the growth of the movement from 2010, one of its six Task Forces was charged with *Engagement of the business community*, producing a ‘toolkit’ on that subject (SUN Transition Team, Task Force E, 2011).

208. Also in 2010, a 12-person Task Team (including at least one private sector representative) was convened to “develop recommendations for the means through which multiple stakeholders could work together to make the SUN Framework come to life” (SUN Road Map Task Team 2010a: 22). Records of the meetings of this Task Team show the importance accorded to business engagement in scaling up nutrition, as well as caution and misgivings. The Task Force mentioned above (also described as a Working Group) made inputs to this process. One comment on a draft it submitted sums up the concerns.

One participant noted that the paper may be too business-orientated, identifying the advantages to private companies of involvement in the SUN process, but not identifying the advantages to the affected population in involving the private sector. It was suggested that some elaboration on the guiding principles of the role of the private sector would be helpful. If not this could potentially undermine the legitimacy of the SUN, being seen instead as a tool of agro-food business to capture new markets. (SUN Road Map Task Team 2010b: 5)

209. The core statement on business in the Road Map itself said that:

Emphasis will also be given to encouraging the involvement of the international and national private sector, based on principles that seek to limit any conflicts of interest, foster partnerships and create shared value through concerted action. (SUN Road Map Task Team 2010a: 6)

210. The commitments were there, and so were the qualms. Subsequent progress was slow, although, as noted above, the ‘toolkit’ on private sector engagement was produced in September 2011. By 2012, SUN was convening network facilitation meetings. At the 12 June meeting that year, business network facilitators were

apparently in place: a staff member of GAIN and a colleague from WFP. But the network had not really taken shape. Statements at the meeting on its purpose and activities were in the future tense. Funding arrangements “such as through GAIN” were being sought. At that time, membership of the business network

also include[d] participants from the UN system, NGOs and academia. There is a need to expand the membership of the Network, through an e-platform or regional and business level groups. It is looking to expand business involvement beyond food related companies to include, for example, telecoms, logistics, or marketing companies.

211. The meeting also heard that

The Network needs to be re-energized. Business is keen to work on concrete actions to improve nutrition. As the process for implementing the new Stewardship arrangements for the overall Movement are coming to fruition, business is better able to focus on their role in the Movement towards actions that deliver results.

212. There were plans to “develop principles of engagement adhering to the principle of do no harm, setting out clearly the parameters for involvement in the SUN business network: who to engage with and who not” and to “set out its (first draft) strategy that includes governance, principles, and focus within one month” (SMS 2012aa: 7-8).

213. Three months later, the SUN *Revised Road Map* and the *SUN Movement Strategy 2012-2015* were giving optimistic statements about the status and activities of the business network, which in fact was still at a very early stage of development. According to the *Road Map*, the network was “providing innovative tools and sharing best practices for enabling SUN Government Focal Points, and others in the Networks, to better engage with responsible businesses that can contribute to the Government’s plans to scale up nutrition; identifying mutual value propositions that link the social benefits of SUN with their need to ensure profit...; encouraging corporate social responsibility in nutrition...; and organizing forums in SUN countries to facilitate discussions on the role of the private sector in scaling up nutrition with all stakeholders” (SMS 2012y: 20). The *Strategy 2012-2015* similarly shifted the business network into the present tense:

The SUN Business Network is facilitated by international organisations involved in building business support for scaling up nutrition. The Network is developing tools for businesses and other stakeholders to use so as to increase business engagement in scaling up nutrition. The tools are made available through an e-platform which also serves as the venue for sharing good practice through case studies of private sector engagement in scaling up nutrition. The Network undertakes advocacy meetings around major events (UN General Assembly, World Economic Forum annual meeting) and is having a public launch late in 2012 involving other SUN Networks and stakeholders. The Business Network, working closely with others in the Movement, is establishing positions on issues critical for business (such as tax exemptions for food fortificants and premixes). The facilitators organise in-country multi-stakeholder meetings on ways in which businesses can be incorporated within national SUN platforms through identifying potential partnerships that ensure benefits for all interests and reflect best business and development practice. (SMS 2012s: np<sup>110</sup>)

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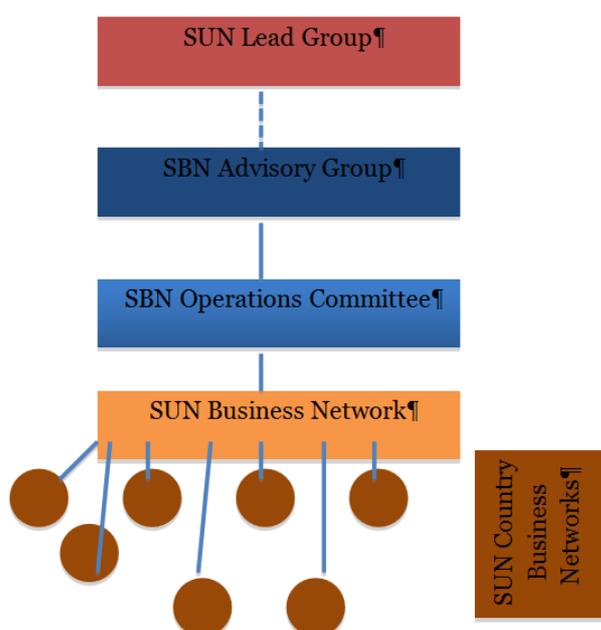
<sup>110</sup>No page number.

214. The SUN business network (SBN) was eventually launched with a dinner and inaugural workshop in London on 10-11 December 2012. WFP and GAIN continued to be co-conveners of the network, with the latter housing the network secretariat. Supported with funding from the Bill and Melinda Gates Foundation (BMGF) and the Government of the Netherlands (the latter until December 2016), the SBN secretariat employs a Network Manager (from July 2013) and two other staff members (from February and August 2014 respectively). A fourth person works half time (also since August), focusing on events and logistics.

215. Figure J8 below gives an overview of the SBN's structure. The SBN is guided by an Advisory Group, co-chaired by Feike Sijbesma, Chief Executive of Royal DSM (a Dutch multinational specialising *inter alia* in micronutrient additives) and (since September 2014) Axton Salim, a director of Indofood (a major Indonesian food company). There are nine other members, some from major companies involved in food and nutrition and some from international agencies: including the Executive Directors of GAIN and WFP. The group meets about twice a year. GAIN and WFP are also members of the SUN Lead Group (LG). One other member of the Advisory Group is also on the LG: Tom Arnold of Concern Worldwide (currently Acting Coordinator of SUN). Two representatives of the private sector sit on the LG but not the SBN Advisory Group: Vinita Bali of Britannia Industries and Paul Polman of Unilever.

216. An Operations Committee provides more detailed supervision for the SBN. It comprises representatives of GAIN, WFP and the two Advisory Group co-chairs and meets every two months.

**Figure J8. SUN and its business networks**



## **Aims and objectives**

217. Following its lengthy gestation, the SBN has developed form and purpose since its launch in late 2012, and especially since its secretariat was staffed in mid-2013. The SBN website still gives access to a draft strategic and operational plan dated January 2013 (SBN 2013a). This does not state aims and objectives for the network, but indicates that

The SBN is established to support the overall objective of SUN Movement by providing a platform for business to align behind Government plans and support scaling up nutrition... The network is a light-touch structure set up to facilitate, empower and inform business engagement in the SUN movement, link business to other stakeholders, and provide a public record of company commitments and activities to scale up nutrition... The emphasis is on building an efficient, virtual platform which will help business to engage, while ensuring that activities support SUN priorities and ethical standards, and doing this with a minimum of bureaucracy. (SBN 2013a: 1)

218. This plan set out an “ABC” strategy for the network: advocacy work as an “ambassador of business and nutrition”; serving as a “broker between public and private sector” and being a “centre of expertise and experience” (SBN, 2013: 4).

219. The SBN now has a draft vision statement:

**To find the solutions required to end malnutrition through business, markets and people.**

The Scaling Up Nutrition Business Network will mobilise and intensify business efforts in support of the SUN Movement. Business has a responsibility to address malnutrition and it has an opportunity to develop the profitable, sustainable and innovative business models required to scale up nutrition globally and within countries.

Working in partnership with governments, civil society, donors and UN agencies, the SUN Business Network will support SUN countries to develop their own country-led approach to scaling up nutrition. (SBN 2014a)

220. Under the logos of GAIN and WFP, the PowerPoint presentation just quoted states two goals for the SBN:

Create the global platform for business commitments to scaling up nutrition

Support SUN countries to work with business within a multi-stakeholder country-led approach (SBN 2014a)

221. The SBN page on the main SUN website<sup>111</sup> says that

The SUN Business Network aims to harness business expertise and apply its strengths and comparative advantages to improve nutrition.

The Network works to advance opportunities for the business community to support efforts around agriculture, product development, infrastructure systems, distribution channels, or research and innovation. (SBN 2014b)

222. There is no contradiction between these statements, although there is some overlap; the ‘vision statement’ is not the usual summary of some desired future

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<sup>111</sup>The SBN has a separate website, [www.sunbusinessnetwork.org](http://www.sunbusinessnetwork.org).

situation; and more congruence might be expected between the aims stated on the website and the statement of goals in the PowerPoint *SBN strategy*.

### **Global-level activities**

223. So far, the activities of the SBN have been constrained by the slow start outlined above and by the limited human resources available in its secretariat. The network has had no choice but to be “light touch”, as envisaged in its draft strategic and operational plan. As noted above, reporting before 2013 was certainly generous in its descriptions of what the network was doing. Still in 2014, some of the SUN *Annual Progress Report’s* statements about the SBN and business engagement seem optimistic, for example the plan to “publish a business engagement toolkit for SUN country governments by September 2014” and the statement that “since January 2014, the network has worked with the Government of Tanzania on the development of a multi-stakeholder roadmap to integrate business into Tanzania’s National Nutrition Strategy” (SMS 2014ab: 60-61; see below). The reports by member countries that their multi-stakeholder platform (MSP) includes business might sometimes be queried on the ground, as in the case of Bangladesh and Indonesia; interestingly, Tanzania does not make this claim (SMS 2014ab: 86-87).

### *Principles of engagement*

224. The SUN movement has been careful to specify the principles to which companies must show they are committed before they can be considered for membership of the SBN:

- Businesses should support and respect the protection of internationally proclaimed human rights; and make sure that they are not complicit in human rights abuses.
- Businesses should comply with UN guidance on health and nutrition, with a specific mention of the International Code on Marketing of Breast Milk Substitutes and World Health Assembly resolutions related to Maternal, Infant and Young Child Nutrition
- Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.
- Businesses should uphold the elimination of all forms of forced and compulsory labour; the effective abolition of child labour; and the elimination of discrimination in respect of employment and occupation.
- Businesses should support a precautionary approach to environmental challenges; undertake initiatives to promote greater environmental responsibility; and encourage the development and diffusion of environmentally friendly technologies.
- Businesses should work against corruption in all its forms, including extortion and bribery. (SBN 2014h)

### *The business case*

225. The messages that SUN delivers to business combine commercial incentives with calls for responsible action (see, for example, SBN 2014e).

- Supplying the nutrition market with appropriately nutritious products is a significant commercial opportunity (although the SBN recognises that the

feasibility and profitability of commercial engagement at the ‘bottom of the pyramid’, among the large segment of many country populations that are very poor and undernourished, may be more limited). Partnerships between business and government are therefore essential (SBN 2014f: 2).

- Enhancing the nutrition of the workforce (including lactating mothers) can enhance productivity as well as contribute to enhanced national nutrition. The SBN secretariat and GAIN have developed a toolkit on workplace nutrition (SBN nd).
- At the 2014 Davos ‘launch’ (see ¶231 below), the chief executive of Unilever said that “there is no stronger business case within the MDGs than addressing nutrition”, and the United Kingdom Secretary for International Development argued that “the reality is that the innovation and creativity that we need to reach sustainable, self-financing solutions for nutrition will come from business” (SBN 2014f: 2).
- By working together as members of the SBN, companies can learn and share experience, showcase and track their commitments and generate useful collaboration (SBN 2014a).
- The network can help member firms by providing “best practice advice for nutrition investment”, “access to useful tools and resources”, opportunities to build relationships with government, civil society and international agencies; participation in national and global discussion forums and events; and “guidance on the introduction of nutrition friendly workplace policies and practices” (SBN 2014e).

226. The SBN’s new draft *Guide to Business Engagement* (SBN 2014f: 9) identifies five ways in which business can “contribute to nutrition”.

**1. Agriculture and nutrition**

At each stage of the food value chain, businesses can provide investment, technological innovation and commercial capabilities to increase the supply of nutritious, safe and diverse foods.

**2. Large scale food fortification**

Food businesses can fortify staples and condiments with essential vitamins and minerals to reach local populations cost-effectively and at scale.

**3. Specially formulated foods for targeted groups**

Market based approaches can increase the availability of specially formulated foods, with a particular focus on pregnant and lactating women and infants, complementing public delivery systems.

**4. Workplace**

Businesses across all sectors can educate employees about the importance of nutrition and provide diverse and nutritious foods in the workplace. Businesses can also introduce workplace policies that facilitate access to breast feeding facilities, childcare and maternity benefits.

## **5. Supporting nutrition sensitive interventions**

Businesses can play a key role in strengthening underlying health systems, for example providing health and hygiene products and health services, supporting women on economic empowerment and access to education.

227. SUN's approaches to business do not yet say much about the double burden of malnutrition (DBM), although this is likely to change as the movement increasingly confronts this issue.

### *Expanding SBN membership*

228. The expectation in SUN has been that the business network would follow the two-tier model of the other SUN networks, with members at global and country levels. Its secretariat has invested much effort in expanding the membership of the global network, which at last count stood at 52. Twenty-five firms that earlier joined a GAIN Business Alliance are now SBN members, the Alliance having been folded into the SBN. Similarly, the 37 companies that made commitments at the June 2013 Nutrition For Growth (N4G) summit are being invited to transpose this to SBN membership. It is possible that not all will ultimately meet the SBN criteria, as the N4G commitments were less specifically worded.

229. All global SBN firms are large corporations: most multinational, a few operating in a single country. By no means all are directly engaged in food and nutrition; others span sectors like banking (Barclays), telecommunications (Orange) and market consulting (Gallup). The SBN's target is to have 99 member firms by the end of 2015. It offers what it calls an "online portal to showcase business commitments", which will be "tracked annually" (SBN 2014a).

### *N4G summit*

230. The N4G summit (see Annex H) took place before the SBN secretariat was really operational. It was clearly a significant event in terms of business engagement with the world's nutrition challenges, although there was reportedly some ambivalence in SUN leadership about the character of the event and the movement did not initially adopt the original idea that SUN would track the pledges made at N4G – many of which have not yet been delivered. This function has been picked up instead by the Global Nutrition Report (IFPRI 2014b), although the SBN has worked with the report's authors to track performance on workforce nutrition policies by the 29 companies that made commitments on this at N4G (SMS 2014ab: 59), and expects to expand its tracking role in future. The SBN secretariat has also undertaken a review during 2014 of the extent to which business engagement is envisaged or specified in SUN countries' national nutrition plans. Not surprisingly, "large gaps" remain in many of these plans (SBN 2014g: 4).

231. The SBN was 'launched' again at an event at the World Economic Forum in Davos in January 2014. At this event, the merging of business commitments made at N4G into SUN was formally announced (SBN 2014f).

### **Country-level activities**

232. As will be explained below, there are few substantive SUN business networks in operation at national level so far, although the idea is under discussion – with varying levels of conviction – in many member countries. Every two months, the SBN secretariat facilitates a ‘membership call’ to which participating companies can dial in. But building national SUN business networks requires in-country facilitation, which the hard-pressed secretariat can only attempt in a very limited number of so-called ‘deep dive’ countries: certainly less than the “targeted support for up to ten starter/pilot countries in 2013-14” that was envisaged earlier (SBN 2013b). Indeed, further reflection is leading the secretariat to emphasise that the ‘conventional’ SUN approach of a general network (in this case, business) meeting periodically for a general discussion of nutrition issues would not be attractive to companies. They will need more focused reasons for meeting. Perhaps country-level consultation would lead to the emergence of business groupings around particular nutrition-specific or nutrition-sensitive themes, such as food fortification or agribusiness, which would then attract regular attendance by interested firms. The ‘network’ configuration could thus vary substantially from country to country.

233. The secretariat began a ‘deep dive’ in **Tanzania** in January 2014, arranging a high-level breakfast meeting on Partnerships with Business to Address Undernutrition in Tanzania to identify potential next steps for creating greater alignment between private sector investment and the goals laid out in Tanzania’s National Nutrition Strategy. However, partly because of the departure of the GAIN representative in the country and a long delay in fielding a replacement, progress has stalled since. At the time of the ICE country case study in October 2014, there was still no SUN business network operating in Tanzania. There is now a new GAIN employee in post, devoting 80% of his time to SBN work. So the work is expected to pick up again.

234. In **Guatemala**, an active private sector network has developed as part of the emergence of SUN – but largely as a domestic initiative rather than one inspired by the global SBN (see Annex O). It has conducted independent periodic monitoring of nutrition progress. It also organized an important national meeting in 2013 focussed on moving from the “what to how”, to identify operational, local nutrition strategies. Private sector firms are also involved through implementation of company-specific programmes for nutrition. The national Food and Nutrition Council has worked consistently with the private sector to encourage stronger corporate responsibility vis-à-vis nutrition.

235. Earlier (2012? – the SBN website gives no date), GAIN and the Lagos Business School “organised the first high-level multi-stakeholder country-level dialogue with business leaders and representatives from government, academia and research institutions” (SBN 2014c). This has not yet led to the formation of a SUN country business network in **Nigeria**.

236. In **Pakistan** in October 2014, a “meeting was organized in Islamabad under the aegis of the Ministry of Planning, Development and Reforms together with the Global Alliance for Improved Nutrition (GAIN), Micronutrient Initiative (MI) and the United Nations World Food Programme (WFP)... The representatives of the private sector... took keen interest in the proceedings of the meeting and committed to join the SBN as well as join hands with the public sector to manage malnutrition in Pakistan” (SBN 2014d, SBN 2014i). This meeting formally launched a SUN Pakistan business network. Companies were invited to submit applications for membership.

237. In **Cameroon**, UNICEF and the Ministry of Public Health hosted a first Business Forum for Nutrition (the documentation does not make it clear when this happened). Attended by representatives of 30 firms, it included a presentation on SUN (UNICEF & Ministry of Public Health nd).

238. More recently (November 2014), the SBN Manager travelled to a well-attended SBN launch event in **Zambia**. Some 160 people attended. Eighty-five businesses and organisations were represented, including 35 Zambian businesses or Zambian branches/franchises of international firms. About 30 organisations registered interest in participating in the network. The event was organised with WFP and supported by a detailed four-page briefing on the network and on the potential role of business in improving nutrition in the country (SBN, 2014e).

239. The ICE carried out brief case studies in eight SUN countries. The situation regarding business networks in two of them, **Guatemala** and **Tanzania**, was outlined above. In **Bangladesh**, there has been no movement towards establishing such a network. The **Burkina Faso**, **Ethiopia** and **Senegal** case studies found no SUN network in place yet. In **Indonesia**, a business network nominally exists but, at the time of the study, was as yet uncertain about membership, roles and procedures. In **Mozambique**, GAIN is working with SNV and with a large private sector association to develop inclusive business models that will enhance rural incomes and thus in principle address nutrition objectives. The process is at an early stage, but GAIN hopes to have ten model partnerships operational during the first half of 2015, as the foundation of a Mozambique business network.

240. The SBN secretariat has realised that dedicated facilitation time and effort are needed at country level if the SBN concepts and process are to move forward. As noted above, the Tanzania vacancy has at last been filled. Recruitment for such a position in Pakistan is now well advanced, and a facilitator will also be employed in Nigeria. UNICEF has taken the lead in supporting the work in Cameroon. In Zambia, WFP has arranged to second a staff member from TechnoServe to spearhead this facilitation.

## Emerging strategy and issues

### *Challenges in rolling out the SBN*

241. A common pattern emerges, at global and country levels, of well organised, high-level and often well attended events at which strong and cogent messages are delivered about the roles that business can and should play in the SUN movement and in tackling the world's nutrition challenges. These are supported by high quality printed and online media. The challenge is to build practical action. This obviously takes time, and for practical purposes the SBN is less than 18 months old. There are signs that interaction between global network members is beginning to accelerate, and in November 2014 network member Ajinomoto announced a partnership with the Government of Japan launching a 'Business Japan' platform to support business engagement in SUN countries in south east Asia.

242. At country level, the SBN secretariat is still trying to identify the best way forward. Recognising, as noted above, that a generic approach to a country network is unlikely to attract business participation, it envisages a mapping approach, starting from the national nutrition strategy, that identifies what businesses are active in which nutrition-specific and nutrition-sensitive sectors – and then, as noted above, starting to build alliances and engagement around these areas of common interest. Partnerships with government or NGOs may be promoted to make a better business case for investment at the 'bottom of the pyramid'.

243. Over half the SUN member countries have reportedly approached the SBN secretariat for support in engaging business in their national nutrition strategies. As outlined above, constrained resources have limited the secretariat's response. The new version of the toolkit – now retitled a *Guide to Business Engagement* and just completed in draft (SBN 2014j) – will at least consolidate some of the guidance that it can offer into an easily accessible and useable format. Preparing it has been another important task and workload for the secretariat during 2014. There are plans for three workshops in eastern and southern Africa, West Africa and Asia in 2015 to roll out the new *Guide* and generally raise the profile of SUN for the private sector.

### *Conflict of interest issues*

244. Conflicts of interest (COI) may arise, or be suspected, in various sectors of the SUN movement's work, which is why the issue is treated separately in Annex L. COI has not been a focus of the SBN secretariat's efforts so far, although they have of course been alert to the issue and aware of the COI project assigned to the Global Social Observatory (GSO) by the SUN secretariat. The draft *Guide to Business Engagement* advises countries to "develop your business engagement strategy with all stakeholders through a transparent and inclusive dialogue".

Ensuring an open and transparent dialogue with all groups will ensure partners in SUN multi-stakeholder platforms can be included in the development of any business engagement strategy. This will also ensure partners can identify the potential for conflict of interest... (SBN 2014j: 27)

245. Later, the *Guide* goes into more detail about the SUN principles of engagement and how SUN has approached the COI issue, with reference to the guidelines and related materials produced by the GSO (SBN 2014j: 32).

*SBN's forward perspective*

246. The whole SBN remains work in progress, which is not unreasonable given the short time during which it has been effectively operational. The current thinking in its secretariat is that, if dedicated facilitators can help build a business profile and participation for SUN in a small number of countries – they may be a range of groupings, alliances and action platforms rather than single networks – this model can be offered and explained to other SUN countries that would then, perhaps, adopt their own versions of it with their own initiative and resources. In this way, the deep dive and the light touch would combine.

**Assessment**

247. In terms of activity and outputs, the SBN has achieved less than other parts of the movement so far. Conceptually and strategically, it is widely seen as a disappointment, SUN's biggest challenge, or both. Given that SUN has been committed to engaging business from the start, and has been referring to its business network since 2012, relatively little has actually happened. One senior informant argued that, in terms of getting markets and the private sector engaged, SUN is "probably at failure level so far". The ICE questionnaire survey asked "how successful has the SUN movement been in achieving broader engagement in nutrition from the private sector in your country?" Most of the responses simply said that little or nothing had been done in their countries yet. One respondent said that "while there has been an increase in the understanding of nutrition as an issue, and the role of business, at the global level; more work is needed in engaging country level businesses". Another answered at greater length:

This has been one of the biggest weaknesses of SUN. Almost all the emphasis of SUN has been on public sector mobilization and response to nutrition. Yet, almost all aspects of the food and nutrition chain are private (production, distribution, processing, marketing and consumption). If good nutrition and nutrition advances are to become sustainable, markets will need to work well for the poor and the bottom levels of the income pyramid. This is not really being addressed at all by SUN. To the contrary, the dominant private sector issue in SUN has been "conflict of interest" which has been interpreted and applied to mean that the value proposition of making a profit comprises a conflict of interest. SUN is unlikely to achieve much forward movement towards sustainability in better nutrition until and unless this is changed. (ICE questionnaire survey respondent)

248. Any underperformance should not necessarily be blamed on the SBN secretariat, whose first staff member has been in post for less than 18 months and which remains heavily under-resourced. It is not clear why SUN took so long to get into gear on private sector engagement, but awareness of how controversial this would be in some quarters may have led to the picking of lower-hanging fruit first. Whatever the reasons for the delay, it has been costly in terms of the overall effectiveness of the movement so far, as the respondent above pointed out.

249. One of the evaluation questions for the ICE is whether the SUN movement has filled a gap in the international and country-level architecture for addressing nutrition, by mobilising actors, such as some businesses, that were previously inactive, destructive or marginalised. With regard to the private sector, the answer is a preliminary yes. Relatively little has been achieved so far, but some useful, partial foundations have been laid. At country level, SUN is the first attempt to start stimulating networked action by business, in coordination with government and civil society, to tackle nutrition challenges. It remains to be seen how much can be built, and how usefully, on the work done so far.

250. Another evaluation question is whether SUN's main inputs, activities and outputs have adequately reflected its goals, priorities and strategies, *inter alia* through global and country business networks. From this perspective, the question is best answered in terms of the movement's four strategic objectives: the creation of an enabling political environment, the establishment of best practice, the alignment of actions around high quality and well-costed country plans, and an increase in resources, directed towards coherent, aligned approaches (SMS 2010a: 8). At country level, as explained above, there have been too few inputs, activities and outputs for the answer to be anything but negative at this point. At global level, useful progress has been made towards creating an enabling environment, in the sense that the emerging global network is proving an effective way to build links and stimulate new strategy. Again, however, the establishment of best practice is still at a preliminary stage and there have not yet been significant increases in resources dedicated to coherent, aligned approaches. This is all work in progress.

251. A third question asks how far SUN has contributed to changed attitudes and procedures. For example, are country platforms inclusive, multi-stakeholder based, with balanced participation from business? Not yet, is the answer, and the initial thinking of the SBN secretariat is that a multi-stakeholder platform may not be the only or the best way to network businesses into scaling up nutrition at country level. After its short period of operational life to date, the SBN has not yet moved from mobilisation to action. Strong efforts have been made, but inevitably on a limited and preliminary scale. Those efforts have included the early stimulation of the concept of public-private partnerships, but practical action still lies in the future.

252. Another evaluation question must also receive only a preliminary answer. The SUN movement as a whole, and the SBN in particular, have only started to address the often highly contentious issues around conflict of interest (Annex L). In most cases, they have not even begun to resolve them. Perceived COI is a major reason why so many current or potential SUN stakeholders are reluctant to contemplate engagement with the private sector. With the inputs from the GSO, the SBN is able to refer to clear guidelines and procedures. But many around the world are not ready for objective, empirical procedures in this regard.

253. There has been less controversy, and less explicit focus, on the notion of a 'double value proposition', sometimes described as a 'blended value proposition' for

integrating social and financial returns in scaling up nutrition. This is the argument that the private sector – and, indeed, NGOs – can generate successful financial returns while also achieving social benefits such as enhanced nutrition. (In principle, the ‘triple bottom line’ should be targeted, including environmental benefits too.<sup>112</sup>) Some of the debate that the SBN has stimulated at global and country levels implicitly acknowledged the potential for this ‘double value’ to be generated, achieving multiple benefits for business and society, through public-private partnerships around the enhancement of nutrition and the reduction of poverty. But, like most aspects of the SBN, the debate itself needs to be scaled up before significant levels of practical action can be anticipated.

254. The SBN has made some useful progress with regard to nutrition-sensitive approaches, without placing much emphasis on the term itself. From the outset, it has encouraged non-food firms to join too, and has stressed the links between different sectors of society, economy, and nutrition challenges. This appropriately broad approach has of course complicated the task of bringing business on board and persuading the rest of society to understand and accept the necessity of doing so. The new draft *Guide to Business Engagement* now identifies “supporting nutrition sensitive interventions: as one of the five ways in which “business can contribute to nutrition” (see ¶226 above), and gives practical examples such as health and hygiene products and awareness and a series of measures to support women’s empowerment (SBN 2014j: 9, 22–24).

### **Key issues for the future**

255. It can be seen that most ICE answers with regard to the business network can only be preliminary. There is not enough operational experience yet on which to offer conclusive findings. Despite all the convincing language from 2010, and the references to the SBN from 2012, the Network Manager has only been in post since July 2013. But the widespread feeling that SUN needs to lift its game with regard to business engagement is justified. Real momentum might soon be achieved in some areas, but four significant challenges must still be overcome, namely (a) addressing mistrust and opposition to the concept of private sector engagement; (b) resource constraints; (c) developing a convincing strategy for scaling up; and (d) addressing the ‘double burden’ of malnutrition.

#### *(a) Mistrust and opposition*

256. The first is by far the hardest. Despite the clarity and conviction with which SUN and the SBN secretariat explain their ethics and criteria in engaging with the private sector, outright opposition and a fog of mistrust still hamper this effort in many quarters, notably (but not only) at country level. As one informant put it, “a

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<sup>112</sup>See also DSM 2014.

large constituency see the private sector as the main cause of malnutrition”. Another said:

The business group has not worked by and large. Divisions between NGOs and the food industry continue to plague SUN; most of the participants come from the food industry rather than from business more broadly, and haven’t really worked out how to add much value.

257. At the global level, SUN can stand firm by its principles of engagement – although some critics argue they need further refinement – and will not be blown off course by the continuing strident opposition of some activists, such as the International Baby Food Action Network (IBFAN). Whether it can eventually work with the World Health Organisation and global civil society to enhance and adequately monitor the baby milk code (possibly leading to agreement that past violators are not excluded for ever) is a question beyond the scope of this ICE.

258. At country level, the challenge is more complex and daunting. Many of those in influential positions have sincere (and sometimes well-founded) reservations about bringing the private sector into SUN. Activists opposed to such links are often influential too. Building the necessary understanding and consensus may be the work of many years. It will be a sensitive, political task requiring highly skilled facilitation and mediation, as well as technical clarification of how ‘double value’ can legitimately be achieved. This task must be performed mainly by citizens of the countries where it is attempted. While the global SBN can provide guidelines (including those it has developed on COI), each country must resolve this issue for itself.

*(b) Resource constraints*

259. Although it was realistically intended to be a “light touch” mechanism, resource constraints have so far made the SBN’s touch so light as to be almost ineffective in some contexts. With current levels of resourcing, its secretariat cannot expect to gain traction in more than a handful of countries. There are encouraging signs of funding for some country facilitators focused on engaging business in the SUN movement. SUN should aim to have such dedicated and skilled individuals working in at least ten member countries on building consensus and strategy around engaging the private sector, as the foundation for the scaled up approach that the SBN secretariat has begun to sketch out. All this means significantly more funding, and a stronger degree of interest and commitment, than has been forthcoming from funding agencies so far. SUN will have to persuade those agencies that it is not only legitimate but in fact also necessary for them to support business network development – especially at country level – in the same way as civil society network development. Clear discussion and a clear decision will also be needed about receiving direct funding from business itself for some of these activities: a notion that makes many SUN stakeholders uneasy but can be appropriate and constructive if conditions and purpose are carefully defined.

*(c) Strategy for scaling up*

260. Thirdly: at this early stage, the SBN secretariat (and evaluators) can only speculate whether the mode of scaling up that they currently envisage will actually work. First, with the help of country facilitators only now coming into post, business networks, groupings or alliances will have to be built in a few countries. Later, it is hoped that the successful experience can be communicated and advocated on a wider scale, so effectively that a much larger number of countries will adopt these approaches without the same level of resourcing from SUN. This may work. The SBN secretariat would be the first to agree that it is ambitious.

*(d) The ‘double burden’ of malnutrition*

261. Last and not least: to date, development of the SBN has skirted the ‘double burden’ question. This cannot last. If the SBN does not bring the matter into the foreground, it will soon be reminded of the omission. Explicitly addressing the role of the private sector in national efforts to tackle overnutrition and its consequences will pose new challenges of awareness raising and stakeholder mapping. It will take the SBN and national multi-stakeholder platforms into difficult new fields of potential regulation and almost certain conflict of interest. But the sooner the DBM is explicitly addressed in the SBN’s work at global and country levels, the more effective the SUN movement’s contribution to good nutrition in the 21<sup>st</sup> century will be.

**(f) Summary – common issues across the Networks**

262. Table J8 below compares networks' performance (as described in the preceding sections of this annex) against the priorities that were set for them in the 2012 Revised Road Map. The general picture is of the network structure as a work in progress. All the SUN networks have taken longer to develop, be launched and start work than was originally expected. From some perspectives SUN has grown at breakneck speed. Compared with SUN’s own expectations, the networks are not as far ahead as they should have been by now. The revised SUN Road Map said over two years ago that

The Networks are developing their own governance structures to oversee their members’ delivery and performance. In some cases these structures are already in place: others will be established by the close of 2012. The Networks’ member organizations will accept responsibility for specific activities and incorporate these in their internal planning (SMS 2012y, ¶25)

**Table J8 Networks Performance vs. Revised Road Map Priorities**

Priority*	Donor network	UN network	Civil society network	Business network
<p><b>a) Contribution and added value of each stakeholder group</b> (networks to scale up and improve effectiveness)</p>	<p>Activities have not been “significantly scaled up”, but intensive and productive collaboration at global level has achieved synergy and more effective support. More mixed picture at country level: synergy in some cases, certainly not all.</p>	<p>Some progress in collaboration and coordination, but little evidence yet that network members have significantly scaled up activities, increased resources they make available or working in greater synergy.</p>	<p>Some evidence of scaling up of mobilisation and advocacy work at global and country levels – latter supported, in some cases, by MPTF funding.</p>	<p>Members of global and country business networks embrace concept of scaling up their own activities and committing more resources, although extent to which this actually done so far is variable.</p>
<p><b>b) Principles of participation within each network</b> (networks to adopt membership principles)</p>	<p>Aims and objectives specified by RRM. Membership principles (i.e. who can join) are broad.</p>	<p>Objectives stated, rather than membership principles (apart from specification of SCN and REACH responsibilities).</p>	<p>Membership principles broadly follow SUN principles of engagement. Increasing reference also to SUN COI principles.</p>	<p>Network’s principles of engagement have been specified alongside overall SUN principles of engagement.</p>
<p><b>c) Network governance and accountability structures</b> (networks to adopt governance structures including a senior-level Board)</p>	<p>Has loosest governance of the SUN networks. Senior officials, technical officials, country level conveners.</p>	<p>Not applicable, beyond SCN/ REACH division of labour mentioned above.</p>	<p>Structure is in place: Steering Committee and Secretariat for global CS network, country CS alliances have own governance structures and secretariats.</p>	<p>Global structure is in place: Advisory Group, Operations Committee, secretariat. Very little structure at country level so far.</p>
<p><b>d) Activity plans for the networks</b> (networks to pursue priorities set by the LG and country focal points)</p>	<p>Activity planning has been loose, but overall SUN priorities have been followed.</p>	<p>Work plans produced for 2013 and 2014-15 at global level. Adherence to country Focal Points’ priorities has varied.</p>	<p>Evidence of one work plan (July- December 2013) for global network. Broad alignments with priorities of SUN Lead Group. Alignment at country level varies.</p>	<p>Draft strategic and operational plan January 2013; nothing since, although new Guide to Business Engagement is a useful framework. Good general alignment with overall SUN priorities; little evidence so far of alignment with country Focal Points’ priorities.</p>
<p><b>e) Resources required by the networks</b> (networks will need additional resources, primarily from the network’s members, but development partners may also assist)</p>	<p>Does not fully apply to donor network. However, secretariat resources completely inadequate until full time person appointed, and still insufficient at global and country levels.</p>	<p>Does not fully apply to UN network. Resources through SCN and REACH secretariats. No dedicated resources at country level. Merging UN and donor networks at that level pragmatic, though some fear conflict of interest.</p>	<p>Resources remain inadequate, but this network has benefited from MPTF support at global and country levels.</p>	<p>Some funding secured, but inadequate at all levels. Limited evidence that network members are providing resources.</p>

Priority*	Donor network	UN network	Civil society network	Business network
<b>f) Plans to expand network membership</b> (networks will actively expand to reflect global character of the movement)	Good continuity in original core group, but little success getting additional global level members. Mixed results at country level, often merging with UN network.	Plans to involve more specialised UN agencies have not been taken forward; still at the stage of resolving relationships among the "big four" –WHO, FAO, UNICEF, WFP.	This network has been active in expanding its membership at global and country levels.	This network is working hard to expand membership at global and country levels (subject to resource availability).
<b>g) Develop a public register of commitment</b> (to identify members of the network and make their commitments transparent)	Not done.	Five UN agencies (as above plus IFAD) endorsed network work plan at N4G, 2013, wrote joint letter of commitment to DFID.	No register as such, although statement of commitment made in final declaration of inaugural meeting of network, 2013.	Register of commitments in place; global members' commitments can be seen on network website.

\*This column summarises the priorities stated in ¶29 of the RRM – see also ¶5 in section (a) above.

263. In fact, three of the networks were only formally launched, and had their secretariats staffed, in 2013. The operational plans that were envisaged have not emerged in the way that was expected, although the UN network has produced work plans and the business network still refers to a draft prepared in January 2013. This ICE has had to take into account the still early status of what it is evaluating in the networks' activities.

264. At the same time, the ICE recognises that the years of debate, mobilisation and planning that preceded the formal launch of the networks themselves had multiple value in bringing participants together, stimulating better harmonised approaches and generating awareness of the key nutrition concepts and challenges on which SUN proposed that they focus. In some cases, good networking results were being achieved before the networks formally existed. Overall, before and since their formal launches, the networks have followed strategies that were consistent with each other and with the overall SUN theory of change – although, as will be argued below, consistency does not necessarily mean collaboration or synergy.

265. A common and predictable issue across the networks is that of variability and local adaptation. SUN proposed a structural concept for them; participants have responded in various ways, at differing speeds and with a range of understanding and enthusiasm. In some countries the idea of a business network is still viewed reluctantly. In others, donor and UN networks have merged. The donor network as a whole is less formally structured than the others.

266. This is all acceptable – in a movement like SUN it could hardly be otherwise. Although there have been some deviations, notably at country level, the networks have, overall, helped SUN's inputs, activities and outputs to reflect its overall goals, priorities and strategies. The core idea of structuring mobilisation and action through these groupings of the key categories of stakeholder has proved effective at the

process level. To prove effective in terms of outputs, outcomes and impact it obviously needs more time, and – somehow – enthusiasm and commitment that are sustained at the levels of these first four years.

267. Another common theme is the slender resources with which the networks have tried to operate so far. Their global secretariats have only a handful of staff (in the case of the donor network, that is a generous description) and very small budgets. The principal exception is the resourcing provided to Civil Society Alliances by the MPTF. Like the SMS, the secretariats of the global networks and the staff of most of the corresponding country-level structures will be unable to maintain the momentum of SUN if they do not receive substantially more funding.

268. A concern repeatedly expressed by ICE informants is that interaction between the SUN networks is insufficient. They do not talk together or work together enough, either globally or at country level. In the latter context, they should of course be sharing effort through the multi-stakeholder platforms convened by the Focal Point in government. There is only limited evidence that this is actually happening. Global network facilitators are brought together by the regular calls organised by the SMS, but while these individuals may feel reasonably well integrated into the movement as a whole, this is much less true of their networks generally. While there may be formal coherence in terms of strategies and theories of change, there is little evidence of synergy so far.

269. As if the challenge of effective coordination and collaboration between the networks were not enough, the new question arises of the interfaces between the networks and SUN's emerging Communities of Practice. The ICE encountered little mention of these in the network context. The COP concept is relatively new, although supposedly given a boost by the November 2014 SUN Global Gathering. At the time of this ICE, the paucity of comment on how networks and the COPs should interact suggests that much more explanation and mobilisation is needed on this.

270. The most fundamental challenge for the SUN networks is the challenge of the movement as a whole: whether an operationally effective compact on enhanced nutrition can be built at national and sub-national levels between government, civil society and the private sector (facilitated and advised at all levels, where needed, by a streamlined UN system). After a couple of years – again not surprisingly – progress on this is patchy at best. Most stakeholders in all three sectors need more convincing, and more successful experience together, before they will commit to such a compact in the required long term. At least these very young SUN networks have made them think about it.

271. On balance, the ICE concludes that the SUN networks structure is broadly appropriate for moving ahead – as long as the semblance of uniformity is balanced by an appreciation of diversity. As they evolve, these networks will become less like each other and, naturally enough, less like the original template. The private sector may find significantly different combinations and permutations to be a more

effective way of contributing to the scaling up of nutrition. ‘Donor’ and UN networks may increasingly merge at country level. Civil society structures – always diverse and evolving – will doubtless change too. But the core concept of organised groupings of different types of SUN stakeholder is fundamental to the character of this movement and should be retained. It is hard to imagine SUN without it. The biggest task now is to build real collaboration and synergy between the networks. It is hard to imagine SUN lasting without that.

## **Annex K SUN Movement Multi-Partner Trust Fund**

### **Introduction**

1. This brief analysis of the SUN Movement Multi-Partner Trust Fund is structured as follows:
  - *Background*: presenting the rationale, origins, purpose of the MPTF, its governance arrangements, fund allocation process and decisions, disbursement timeframes, use of funds, and accountability mechanisms.
  - *Analysis*: With attention to relevance, effectiveness, and efficiency, plus comments on sustainability and impact to the extent that is possible at this early stage.<sup>113</sup>
  - *Issues for future consideration*: including some suggested enquiries to be addressed in a dedicated evaluation of the MPTF.

### **Background**

#### **Origins of the MPTF**

2. In March 2012 the SUN Movement Multi-Partner Trust Fund (MPTF) was established by Participating UN Organizations (PUNOs) and contributing partners. It was formulated in response to a perceived gap in funding for country-level platforms, particularly those pertaining to the civil society alliances. As noted on the SUN website:

Resources for Scaling Up Nutrition in SUN countries are usually mobilized at country level from national budgets or through agreements with development partners. Funds for some in-country activities – particularly catalytic actions by national authorities and participation of in-country civil society groups within national SUN platforms – have not proved easy to mobilize in-country. (SUN 2014b)

3. According to interviewees, a key driver of the establishment of the MPTF was a proposal submitted to the SUN Movement Secretariat (SMS) by Task Force C (civil society).<sup>114</sup> The proposal requested funding for SUN civil society alliances in 11 countries, accounting for close to 300 participating organizations. It estimated a need for USD 10.5m over 3 years, both for national activities and the establishment of small international Secretariat for the global Civil Society Network (CSN).

4. Swiss government funding was made available to meet this request, but it needed to be committed before the end of the 2011 financial year. Therefore, a fund had to be established rapidly. A pooled fund administered by the UNDP MPTF Office was considered to be the quickest mechanism to establish.

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<sup>113</sup> The Inception Report (Mokoro 2014b ¶8.2c) noted that "we will broadly review the performance of the MPTF. However it is beyond our scope to undertake a full evaluation of the MPTF".

<sup>114</sup> This task force was a precursor to the civil society network.

## **Purpose of the MPTF**

5. The Terms of Reference of the MPTF state the purpose of the Fund as follows:

The SUN Movement MPTF is designed to ensure that catalytic grants reach governments, UN agencies, civil society groups, other SUN partners and support organizations. The SUN MPTF will enable partners to contribute finances that will facilitate the development and implementation of government or stakeholder actions for scaling up nutrition within the parameters of the Scaling Up Nutrition Movement's Strategy as approved in September 2012 and its Road Map.

It is not designed to be a vertical nutrition fund for large scale investments in food and nutrition security, nor to replace existing funding pathways at country level- it is a fund to be used for catalytic actions to enable, initiate or develop SUN Movement activity at country or regional level, and provide appropriate global-level support, when other funding is not available. (SUN MPTF 2012a)

6. The MPTF supports three primary areas for work, with three corresponding funding windows:

Window I: Support for initial SUN actions at country level to galvanize their commitments to the principles of the Movement;

Window II: Support for mobilizing of Civil Society to contribute to the goals of the SUN Movement; and

Window III: Support for global SUN strategic efforts.

7. Annex 2 of the 2013 MPTF Annual Report (SUN MPTF 2013) presents the MPTF Log Frame and Window II Theory of Change.<sup>115</sup> The key areas of change identified in the Window II Theory of Change are:-

1. Coordinated Civil Society Alliances (CSAs) in SUN countries;
2. CSAs advocate effectively;
3. CSAs participate in national platforms for scaling up nutrition;
4. CSAs contribute to better accountability in SUN countries; and
5. the collective of CSAs are a functioning learning network (i.e. the global SUN Civil Society Network).

8. It is beyond the scope of the ICE to assess the validity of this theory of change, however it may be an issue for consideration of the planned MPTF evaluation (see under Issues for Further Consideration),

## **Governance arrangements**

9. The Management Committee (MC) of the MPTF has the responsibility for reviewing funding proposals and deciding on the allocation of funds. The Coordinator of the SUN Movement serves as Chair of the MC. The MC is composed of all UN Organizations participating in the SUN Movement MPTF, including WFP,

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<sup>115</sup> As the majority of projects are funded through Window II, only a brief summary of developments in Windows I and III is presented (with no theories of change) in the annual report.

UN REACH, WHO, and UNOPS and, and the funds contributors, namely DFID, Irish Aid and Swiss Agency for International Development (see Table K5). FAO and UNICEF together with CSN facilitators participate as observers. Other organizations may be invited by the MC to join.

10. The SUN Movement MPTF is administered by the UNDP Multi-Partner Trust Fund Office (MPTF Office). The Administrative Agent is the appointed administrative interface between the Participating UN Organizations (PUNOs) and the donors. The MPTF Office is an ex officio member of the MC.

11. The SMS supports the work of the MC through its roles as MPTF Secretariat. This includes reviewing and assessing proposals submitted, as well as collating lessons learned from the initiatives supported. The SMS is also tasked with developing and implementing an effective knowledge management system and to ensure consistency between decisions of the SUN Lead Group and the catalytic support function of the MPTF.

### **Fund allocation process**

12. A summarised account of the funding allocation process is presented below:

- 1) Donors provide funds to the MPTF Office.
- 2) The MC agree criteria for allocating funds and the amount available per Call for Proposals.
- 3) Periodically, the SMS issues a Call for Proposals.
- 4) Proposals are submitted to the SMS which reviews them against the agreed criteria and makes recommendations to the MC.
- 5) The MC agrees on the allocation of funds.
- 6) The MPTF Office disburses funds to the respective PUNOs (UNOPS, WHO, UNICEF, and WFP) who are legally responsible for the use of the funds.
- 7) The PUNO transfers the funds to the Implementing Partner (IP), in the case of window II this is the CSA or a member organization when the CSA is not established as a legal entity.

13. Table K1 presents a summary of MPTF budgets, transfers and expenditures from 2012 – 2014. It demonstrates an overall delivery rate of just over 30%. The following sections go on to address the funding allocations, transfers, and use of funds, and present some reasons for the modest delivery rate.

**Table K1 MPTF Delivery 2012-14**

Year	Approved budget	Refunds	Expenditure	Delivery rate
2012	4,340,000	0	0	
2013	3,948,407	0	1,636,039	
2014	662,772	0	1,107,844	
<b>Total</b>	<b>8,951,179</b>	<b>0</b>	<b>2,743,883</b>	

Source: MPTF office

### History of funding allocations

14. This section presents a brief overview of the MPTF funding allocations to date by year. The section on “Use of Funds” presents a systematic breakdown of MPTF-funded activities by window. All information regarding allocation decisions is made available on both the SUN Movement website and the UNDP MPTF Office website. The following summary is based on MPTF annual reports (SUN MPTF 2012b, SUN MPTF 2013). A full list of MPTF recipients is provided in Table K6.

#### 2012

15. In MC meetings in August and December 2012, funding allocations were agreed as follows:

Window II: USD 3,745,000 for 9 Civil Society Alliances. Proposals from Zambia and Tanzania were funded in-country by bilateral donors. USD 535,000 was allocated to the CSN Secretariat.

Window III: USD 60,000 to MDF Consultancy for the development of the SUN Movement M&E Baseline Report (later published as SMS 2012r)

#### 2013

16. A Call for Proposals was issued in October 2013. Eighty-three applications were received by the SMS. Sixteen were taken to the Management Committee, twelve were approved, some were asked to provide more information. At the MC meeting in November 2013, it was decided to allocate:

Window I: USD 642,000 to PROCASUR Corporation for two “Learning Routes” (see Box K1 for a discussion of the Learning Routes initiative)

Window II: USD 2,985,407 to 11 CSAs and an additional USD 321,000 to the CSN Secretariat

2014

17. The following funding allocations were made in March 2014:

Window II: USD 662, 772 to 3 CSAs.

**Disbursement timeframes**

18. Table K2 reveals that for funds for the 23 CSAs, on average there is a 6.5 month delay between the decision by the MC and the date of transfer to the civil society IP. On average, there is a 2.8 month delay between the MC decision and the date of transfer to the PUNO and a 3.7 month delay between the date of transfer to the PUNO and the transfer to the IP.

**Table K2 Average time lags in MPTF disbursements**

	Approximate Time Lag between MC approval and transfer to PUNO	Approximate Time Lag between receipt of funds by PUNO and first transfer to IP
Total CSA Proposals	23	23
Total Months	62.5	83.2
<b>Average Months</b>	<b>2.83</b>	<b>3.69</b>
<b>Total Months between MC approval and transfer to IP</b>		<b>6.52</b>

Source: MPTF data, analysis by the evaluation team

19. However, the delays in the transfer of funds from PUNO to the IPs have improved significantly since the first funding approvals in August 2012, which took on average 5.5 months. Subsequent transfers have averaged less than 3 months (see Table K3).

**Table K3 Evaluation of time lags in MPTF disbursements over time**

Approval date (by MC)	Total # of approvals	Time lag MC approval – MPTF office (months)	Time lag – MPTF to PUNO to IP (months)
August 2012	7	4.6	5.5
December 2012	2	1.6	2.3
November 2013	11	2.15	2.93
March 2014	3	1.07	2.60

Source: MPTF data, analysis by the evaluation team

20. It is worth noting that the time delay between transfers of funds from PUNO to the IP varies by PUNO. Transfers from UNICEF were on average the quickest, followed by UNOPS and WFP. Transfers from WHO were the most prone to delays. (see Table).

**Table K4 Time lag between PUNO and IP by UN Organisation**

Agency	Number of transfers	Average Time lag (PUNO – IP)(months)
WFP	14	3.48
WHO	2	7.82
WHO/PAHO	1	5.06
UNOPS	2	2.76
UNICEF	4	2.07

Source: MPTF data, analysis by the evaluation team

21. A number of reasons for these delays were reported to the evaluation team. PUNOs require IPs to have correct legal status and an MOU with the PUNO which meets the individual PUNO's requirements. In cases where these MOUs are not already in place, and work to draw them up doesn't begin until the funding has been approved, substantial delays have arisen. Some delays have also been a result of a lack of clarity on the expected roles and responsibilities of PUNOs and IPs, and confusion over entitlement to indirect cost recovery. For example, throughout the finalisation process of the nine projects approved in late 2012 and the additional 12 approved in 2013, delays in fund transfer occurred where issues arose in relation to the ability of IPs to recover indirect costs that they had incurred whilst carrying out project activities. The MoU between the PUNOs and the Administrative Agent of the Fund allows only for indirect cost recovery through the 7% set aside by PUNOs for their own indirect costs. Funds approved for projects by IPs are assumed to be grants, consisting entirely of direct costs (SUN MPTF 2013).

22. Another broader issue which increases the timeframe between allocation and expenditure of these funds relates to the choice of the UNDP as fund administrator. This fund model requires all funding to be channelled via a PUNO. Whilst this evaluation is not going to consider the efficacy of this model in relation to other alternatives, it should be an issue addressed by the full MPTF evaluation (see under Issues for Further Consideration).

### *Income*

23. Table K5 and Figure K1 present the donors to the MPTF. They demonstrate that the MPTF is reliant on a small base of three donors, who provided the bulk of their funding in 2012 and 2013. There has been no active fundraising during 2014 because of the uncertainty about the future of the SMS.

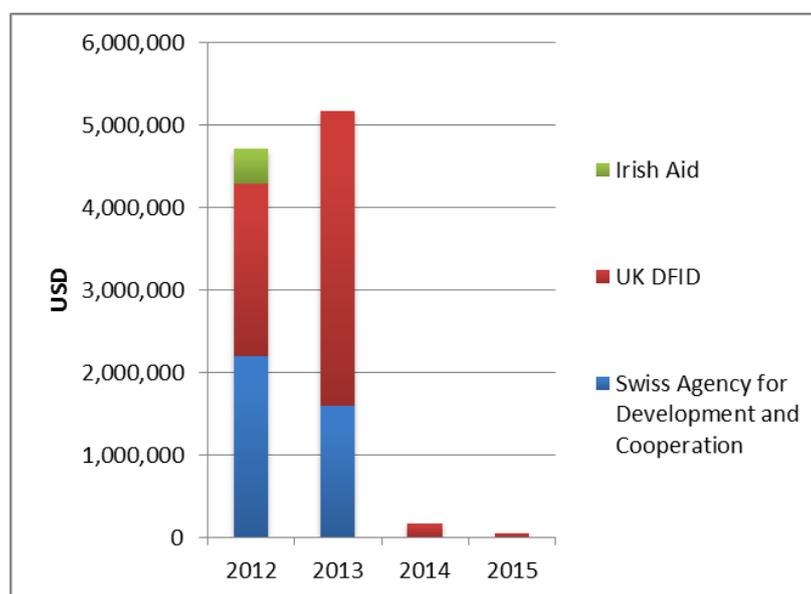
24. Some donors were unable to contribute because they have a 7% ceiling on administrative costs, and the MPTF's administrative costs, in practice exceed this (see ¶27 below).

**Table K5 Current status of MPTF funds received and allocated**

<b>Income</b>		<b>10,068,944</b>
DFID		5,861,209
Irish Aid		429,485
Swiss Agency for Development & Cooperation		3,798,083
<b>Total funds allocated</b>		<b>9,051,943</b>
<i>Activities</i>		
Window I:	2 Learning Routes	642,000
Window II:	23 Civil Society Alliances	7,393,179
	CSN Secretariat (2 allocations)	856,000
Window III:	SUN Movement M&E baseline report	60,000
<i>Administration</i>		
MPTF admin fee		100,411
Bank fees		353
<b>Balance remaining</b>		<b>1,017,007</b>

As of 14 November 2014, values in USD. Source: UNDP MPTF Office

**Figure K1 Donors to SUN MPTF 2012-2015**



Source: UNDP MPTF Gateway

### Allocations

25. Table K5 above also presents the allocation of funds between the three windows. The use of the funds for activities is described below. It should be noted that allocations for activities include a 7% administration fee for the Partner UN organisation, which channels the funds to the implementing partner. This equals USD 626,582. The UNDP MPTF Office charges a 1% administration fee. Therefore, USD 727,346 (8%) of the total funds allocated has been spent on administrative

costs. The SMS does not charge an administration fee for its role as technical secretariat.

### *Balance*

26. Table K5 above demonstrates the balance of MPTF as of November 2012, which was approximately USD 1 million. At the November MPTF MC meeting, it was agreed that one thing this balance would be spent on would be an independent evaluation of MPTF, to be undertaken in 2015. The final section of this annex presents some of the main issues that this evaluation may wish to consider.

### **Use of funds**

27. Although the TOR state that the MPTF is intended to provide catalytic grants to “governments, UN agencies, civil society groups, other SUN partners and support organizations”, the vast majority of the funds allocated to activities (92%) have supported civil society participation and actions (23 CSAs + CSN Secretariat) through Window II (see Table K6 for a full list of recipients). According to interviewees, this is in recognition of the difficulty faced by CSOs in raising funds in-country, particularly for coordination and advocacy activities, and the critical role which is played by CSOs in mobilizing public and political awareness, commitment and accountability.

### *Window I*

28. Resources from SUN Movement MPTF Window I have been utilized to support a pilot project led by the PROCASUR Corporation to improve sharing and learning initiatives between national SUN multi-stakeholder platforms.

### **Box K1      Learning Routes**

A Learning Route has training objectives geared towards capacity building on the basis of two central components: i) The interest of an organisation or need for knowledge; and ii) The identification of relevant experiences through which other people or organisations have dealt with similar problems in innovative ways, with successful results and whose accumulated knowledge is potentially useful to others. Learning Routes can be used as an inspirational means to showcase novel practices or as a way to train and deepen the knowledge of already sensitised people and organisations (Procasur 2013).

The SUN Movement Secretariat has partnered with the PROCASUR Corporation to develop a pilot programme to improve sharing and learning initiatives between national SUN multi-stakeholder platforms for scaling up nutrition. The programme is supported with SUN Movement MPTF funding and combines both face-to-face and web-based learning activities within a capacity building environment known as a “Learning Route”. The pilot aims to enable lesson learning, advanced knowledge management and the efficient dissemination of information.

*Window II*

29. Grants to the 23 Civil Society Alliances average USD 321,443 (range: USD 209,059 –USD 535,000) and cover project periods of 18 – 33 months.

30. The grants do not cover 100% of budgets of CSAs. One of the criteria for allocation of funds was that CSAs had co-funding. The funds are intended primarily for advocacy activities (developing strategies etc.), not programme implementation (amounts too small). Many of the grants include Secretariat costs, i.e. CSA Coordinators.

*Window III*

31. The allocation from Window III enabled the development of the SUN Movement Monitoring and Evaluation (M&E) Framework that was finalized in April 2013 (SMS 2013a). An initial Baseline Study was finalized in June 2013. This baseline was intended to serve as a reference point against which future progress and achievements in terms of impact, outcome and output can be captured.

**Accountability**

32. The MPTF Office developed a dedicated web page on the MPTF Office Gateway to ensure appropriate transparency and accountability: <http://mptf.undp.org/factsheet/fund/SUN00>. It contains real-time information on donor commitments and deposits, transfers to the Participating UN Organizations, and annual expenditure. Summaries of Management Committee decisions, project information and periodic progress reports are posted on the SUN Movement MPTF website.

33. In November 2013, the MC requested that the global SUN Civil Society Network start working on a paper to analyse the catalytic role of the SUN MPTF in terms of CSA impact at country level with regard to the five outcome areas spelt out in the SUN MPTF log frame, while compiling lessons learnt for improvement, dissemination and additional fundraising. In the end the MC agreed that the 2013 MPTF Annual Report (SUN MPTF 2013) would fulfil that requirement.

34. At the November 2014 MC meeting, it was decided that a comprehensive, independent evaluation of the SUN MPTF would be carried out in 2015. Recommended issues for that evaluation are presented in the final section of this annex.

**Table K6 MPTF Recipients (Jan 2012-Dec 2014)**

Countries	Project	Approved budget (USD)	Expenditure (USD)
<b>Civil Society</b>			
Bangladesh	SUN 02/BGD/001 "Civil Society"	535,000	231,722
Guatemala	SUN 02/GUA/003 "Civil Society"	428,000	118,144
Malawi	SUN 02/MWI/004 "Civil Society"	428,000	131,183
Mozambique	SUN 02/MOZ/006 "Advocacy"	428,000	213,699
Nepal	SUN 02/NPL/007 "Civil Society"	428,000	142,459
Niger	SUN 02/NER/008 Sensibilisation	428,000	168,604
Ghana	SUN 02/GHA/002 "Civil Society"	374,500	212,500
Mali	SUN 02/MLI/005 Civil Society	374,500	193,550
Uganda	SUN 02/UGA/010 CivSoc Cap Stre	321,000	0
El Salvador	SUN 02/SAL/013 CSO mobilizatio	299,600	0
Kenya	SUN 02/KEN/018 Mobilizing Civi	299,600	0
Madagascar	SUN 02/MDG/023 Civil Society P	299,600	0
Sierra Leone	SUN 02/SLE/022 Mobilised Civil	299,600	0
Guinea	SUN 02/GIN/019 Civil Society M	289,007	0
Peru	SUN 02/PER/014 Childhood Nutri	278,200	18,200
Lao PDR	SUN 02/LAO/015 CSO Alliance	267,500	159,045
Zimbabwe	SUN 02/ZWE/021 Supporting Civi	256,800	0
Rwanda	SUN 02/RWA/024 Coordinated CSO	240,750	0
Kyrgyzstan	SUN 02/KGZ/020 Structural Supp	235,400	0
Sri Lanka	SUN 02/LKA/017 Civil Society A	235,400	0
Myanmar	SUN 02/MNM/016 Civil Society A	224,700	224,700
Senegal	SUN 02/SEN/025 Gouvernance	212,963	0
Burundi	SUN 02/BDI/027 Strengthen CS r	209,059	0
<b>UN</b>			
United Nations	SUN 01/GLO/001 PROCASUR	642,000	327,770
	SUN 02/GLO/012 "Civil Society"	856,000	542,406
	SUN 03/Monitoring & Evaluation	60,000	59,900
<b>Total</b>		<b>8,951,179.00</b>	<b>2,743,882.74</b>

Source: UNDP MPTF gateway

## Analysis

### *Relevance and Effectiveness of MPTF-funded activities*

35. The MPTF has been an effective means of channelling donor funds to support critical activities for achieving SUN strategic objectives and monitoring progress. It should be noted that the ICE did not undertake specific, in-depth evaluations of each project or CSA funded by the MPTF. The evaluation team undertook country case studies in four countries in which CSAs had received funding though the MPTF: Bangladesh (funding received April 2013), Mozambique (funding received June 2013), Guatemala (funding received September 2013) and Senegal (funding received

July 2014). Summaries of the findings from these countries and others with respect to MPTF are provided in Box K1 above.

36. Strengthening the role of civil society in nutrition governance has been one of the distinctive achievements of the SUN movement so far (see Annex J), with MPTF support often being significant.

37. The projects funded through the MPTF have been highly relevant to the objectives of the SUN Strategy and Roadmap and the MPTF Log Frame and Window II Theory of Change. The MPTF has played a catalytic role in the establishment and/or strengthening of CSAs in 23 countries and the participation of civil society in SUN processes at country level. Interviewees affirmed that Civil Society Alliances would not have grown without funding through the MPTF. In-country funding for CSAs from NGOs, national governments and donors is not available or is inadequate in most SUN countries. As one donor informant stated:

“work needs to be done in building up confidence in the alliances amongst donors at country level. Hopefully the MPTF will have helped do that and will therefore have been an important step on the journey, but not a long-term financing solution for civil society action at country level.”

38. The decision to channel over 90% of the funds (as of November 2014) to support civil society participation and advocacy activities can be considered appropriate given the critical and effective role which CSAs have to play in raising awareness about nutrition, mobilising political commitment, informing policies based upon local level programmes, and holding other stakeholders and themselves to account for their obligations and commitments.

39. Funded under Window I, the Learning Routes provided countries with the opportunity to share experiences and lessons learnt from their activities to develop multi-stakeholder platforms, multi-sectoral policies, aligned actions and mobilise resources. They have been highly valued by participants and there is a clear demand for more events of this type. They were widely seen by ICE interviewees as an effective way of sharing experiences and learning between countries.

40. Under Window III, The SUN Monitoring and Evaluation Framework and Baseline Report have been central to the SUN movement's efforts to monitor and learn from the implementation of its Strategy 2013–2015; SUN M&E is discussed in depth in the main report, but we can note here that this use of MPTF funds was highly relevant to SUN's overall objectives.

**Box K2 Country Case Study MPTF summaries**

**Guatemala:** In July 2013 SUN approved a fund of USD 428,000 through MPTF to strengthen Scaling Up Nutrition through civil society in Guatemala. The funding is targeted at: strengthening monitoring of the nutrition response by CS; developing a strategy for the civil society response; putting in place a mobilization and information campaign about the 1000 day window. The MPTF funding is channelled to Save the Children Guatemala to manage on behalf of CS. Stakeholders stressed the importance of a stronger and more unified CS engagement. From the engagement with CS the evaluation team was left with strong impression however, that the approach to the use of the MPTF funding is to deal with it as another project. The communication component was being used, among other things, for the production of glossy materials on SUN and the CS involvement. While there is no doubt that visibility is key we were not sure this approach was going to bring about the envisioned changes.

**Mozambique:** MPTF funding was provided to Mozambique on the 30th of May 2013 to the tune of USD 424.000. The project ends in 2015. The funding is channelled through a local nutrition NGO, ANSA. The objectives of the project are to: create a CS network which has active participation of its members; advocate for nutrition – for the theme as well as for resources; monitoring the Government and also for aligning CSO priorities with those of the Government; and sensitization – listening to the beneficiaries and doing the feedback into national processes.

**Senegal:** Support via the SUN MPTF to Senegal is mainly to facilitate south-south exchanges, with Senegal as the example for other countries to emulate. A multi-sectoral plan has also been reviewed with funding.

**Tanzania:** No MPTF funds have been allocated to Tanzania to date. PANITA requested funds during 2014 but this was declined on the basis that PANITA currently has more funds available to it than some other national civil society alliances.

**Bangladesh:** Bangladesh (through the CSA via WFP) has received one of the biggest grants to date from the MPTF. This funding, available from April 2013 to December 2015, has strengthened the dynamism and networking of the CSA. From the secretariat at BRAC the CSA has been active in advocacy and networking, for example on breastfeeding. The CSA is also taking part in the development of a national advocacy and communication strategy on nutrition. Recently, it has selected ten member organisations to carry out nutrition advocacy programmes at district level. Given the strength of civil society structures in Bangladesh, and particularly of BRAC, the CSA could have been expected to be self-starters within the SUN movement. This is how it has turned out, with light touch support from the global CSO network (plus the frequent in situ engagement of global CSO Network Steering Committee member Dr Khanum).

**Ethiopia:** the embryonic CSA in Ethiopia decided to seek funding from DFID rather than the MPTF, thinking it would be quicker; but DFID funding did not materialise and support, after a delay, is being provided by Irish Aid.

*Possible unintended effects*

41. Some interviewees expressed the concern that the MPTF may be contributing to tensions between INGOs and national CSOs and, as one informant put it, “perpetuating the cycle of big INGOs taking money away from local and national CSOs”. This concern is based on the fact that the funds for 14 out of the 23 CSAs were received by INGOs. In theory, this fear should be unfounded as the role of the recipient INGOs should be to administer funds on behalf of all members of the CSA in accordance with decisions made by the CSA board (in the case of established CSAs), or to facilitate the establishment of an inclusive CSA that benefits all members, particularly local and national CSOs. However, such concerns may be valid in situations where the administering INGO is exercising undue influence over how the funds are used or is not appropriately facilitating the creation of the CSA.

42. A second concern that was expressed was that MPTF funds might be supporting the creation of a parallel CSO platform, e.g. in Bangladesh (see case study summary in Annex O). There were no unintended positive or negative effects reported from the Learning Routes.

*Concerns about efficiency*

43. It is the role of the upcoming MPTF evaluation to examine whether alternative arrangements might or might not be more efficient (see next section), however by way of preliminary observations that were noted during the course of the ICE, the SMS was praised for playing an efficient and effective role in supporting the establishment of the MPTF, including helping to develop allocation criteria, issuing calls for proposals, reviewing them, making recommendations to the MC, facilitating MC meetings and drafting annual and other reports. The MC was also found to be efficient in making funding decisions, facilitated by the good work of the SMS. One MC interviewee said that the excellent Secretariat support enabled the MC to “spend more time discussing desired strategic impacts of the Fund”.

44. However, the delays in the transfer of funds to the recipient organisations are frustrating for a movement trying to promote the rapid scaling up of nutrition. Most of the projects started late because of the delayed fund transfers. One donor considered that the “7% admin fee (charged by the PUNOs) is going to waste”. There does appear to be a lot of work all the down the chain from donors, to MPTF Office, MC/SMS, PUNO and implementing partner, for a relatively small amount of money.

*Sustainability*

45. The MPTF is intended as a last resort mechanism for catalytic actions, i.e. CSO and other recipients are meant to explore all other funding possibilities at country and other levels before being able to access funds from the MPTF. However, it is not clear that other sources of funding are being scaled up to the extent that is necessary, particularly to support CSAs. Notably, there is no a clear picture of the full amount of funds being provided to CSAs at country level in SUN countries.

46. Options for longer term CSA funding include:

- Financial and in-kind contributions from better resourced member NGOs
- National governments
- Other national donors
- International donors in-country
- International donor head offices (examples include Gates funding Save for advocacy, including CSAs; PATH and SPRING receiving USAID money)
- International donors via MPTF

47. The ICE reveals that both NGOs and donors are not adequately aligning their activities and resources with country plans and CSA strategies. In terms of funding for CSAs from national governments there does not appear to have been much discussion in the SUN Country Network and with Country Focal Points. Some CSOs are concerned that being heavily dependent on funding from national governments may impact on their advocacy and accountability roles. Options for funding from other national sources are very limited in most countries. In view of this, the sustainability of the MPTF and what it is trying to achieve with CSAs may be called into question. However, the fact remains that this sort of support to nutrition governance is likely to continue to be needed in many SUN countries.

### **Issues for further consideration**

48. The MPTF has a number of disadvantages, especially the multiple layers that the funds need to go through between donor and end users, with consequent financial costs and delays in the transfer of funds. However, given the reported inadequate bilateral funding opportunities, especially for CSAs, there may be a continued need for a global fund for some time to come, with funds being provided not only for catalytic purposes.<sup>116</sup> An early step, however, would be to undertake a mapping of the full amount of funds being provided to CSAs at country level in SUN countries, to identify specific gaps and shortfalls.

49. To date, there has been no official discussion in the MC about future of MPTF as there was a concern not to pre-empt the findings of the ICE and MPTF evaluation. However, consideration should be given to the mobilisation of funds for at least another year recognising that the SUN Movement is growing rapidly.

50. Additionally, in the interests of resource mobilisation efforts, there may also be a need to encourage donors to provide funds directly to CSAs and other actors at country level. The CS Network should also discuss the pros and cons of CSAs receiving support from national governments and should encourage better resourced

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<sup>116</sup>Or the role of CSAs in promoting the scaling up of nutrition may itself be seen as catalytic.

members to increasingly align their nutrition related in-country activities and resources with the national CSAs.

51. The planned MPTF evaluation will be critical in assessing the value added of the fund and best course of action for the future. The ICE identified a number of issues which the forthcoming MPTF evaluation should examine, namely:

- The validity of the Theory of Change of the MPTF.
- The results emerging from MPTF supported projects, building on findings in Box K2 but going into more depth, and with a broader sample of country case studies. This should include an assessment of whether the MPTF funds are proving catalytic.
- The current administrative arrangements of the fund should be compared against alternatives, to discern what might or might not be more efficient in terms of administrative costs, the "chain" from ultimate financiers via PUNO to IP and the timeliness of disbursements.

52. It is assumed that the evaluation will have a strong formative element, to consider the future role of the MPTF or any successor in supporting SUN's next phase, taking account of the present SUN ICE.

## Annex L SUN and Conflict of Interest

### The significance of COI

1. The definition of conflict of interest (COI) in Box L1 below is drawn from the initial documentation produced by the Global Social Observatory (GSO) in its current programme of work for SUN on COI – to which we return below.

#### Box L1 Conflict of Interest – definition

It is commonplace for individuals or organizations participating in any joint endeavour to have private or secondary interests that are unrelated to their activities in the joint endeavour. **Divergent or Competing Interests** exist when individuals or organizations have differences of opinion on an issue, when their values or even their interests extend in different directions, or when their intentions differ. Divergent or competing interests can be brought into synergy through dialogue, debate and negotiation. In the context of SUN Movement national multi-stakeholder platform, an **individual conflict of interest** arises when a particular individual's pursuit of private or secondary interests has the effect of compromising, interfering with, or taking precedence over the joint endeavour. An **organizational or institutional conflict of interest** arises when the pursuit of the private or secondary interests of the organization has the effect of compromising, interfering with, or taking precedence over the joint endeavour. (GSO 2014a: 2)

2. The ICE questionnaire survey (Annex G) asked two questions, among many others: one on how successful the SUN movement has been in achieving broader engagement in nutrition from the private sector; and one on whether there are any conflicts of interest that adversely affect SUN's work. Significantly, the second question generated more than twice as much commentary as the first. Some of it made the obvious point that, in trying to build multi-stakeholder action, the movement was bound to encounter more COI challenges.

3. Again significantly, much of the commentary was about the real or perceived risks of engaging with the private sector in efforts to scale up nutrition. All of SUN's work has been overshadowed by concern and controversy about involving business, against a background of decades of recrimination and censure arising from the marketing of breast milk substitutes. However, as some of the commentators pointed out, there is multiple potential for COI in SUN because this complex venture comprises so many competing interests, both institutional and commercial. As the GSO definition indicates, these interests can be brought into synergy; but there is also potential for COI. For example, UN agencies and donor organisations may seek to influence the course of the movement – globally or at country level – in order to expand their institutional turf or their funding base. Civil society organisations must cover their costs and generally seek to grow, seeking projects and consultancy business in ways that sometimes blur the boundaries between them and the private sector. They, too, may therefore seek to influence the institutional architecture and activities of SUN to make more space and money for themselves. And, of course,

there is potential for companies to seek to expand their current or future market share by engaging in the movement: possibly influencing regulatory policy or the content of nutrition advice to consumers.

### **SUN Movement Work on COI**

4. The SUN Movement Secretariat (SMS) realised at an early stage that – against the background of widespread suspicion and some hostility to SUN’s planned engagement with business – this multiple potential for COI would demand explicit attention. They also realised that SUN would have to tread a careful line in this regard. The 65<sup>th</sup> World Health Assembly in 2012 formally requested the World Health Organisation (WHO)

to develop risk assessment, disclosure and management tools to safeguard against possible conflicts of interest in policy development and implementation of nutrition programmes consistent with WHO’s overall policy and practice. (WHO, 2012: 13)

5. Although WHO has reportedly not made much progress with this task yet, SUN has no institutional mandate to specify approaches and procedures with regard to COI in nutrition. Furthermore, it would be both contrary to the character of the movement and operationally impractical to specify uniform regulations for addressing the issue in all the diverse nations and societies that are joining the movement. At the same time, it was clear from the outset that the COI issue would have to be ventilated as fully as possible, that SUN should be seen to be transparent on this issue, and that a comprehensive expression of views about COI across the growing SUN community might not only clarify how to engage constructively with the private sector, but also cast useful light on the other types of COI that would arise in scaling up nutrition.

6. Against this background, the SMS<sup>117</sup> resolved to commission an independent, Geneva-based agency, the GSO, to undertake a two year project on COI in the SUN movement.

The purpose of the project is to undertake a transparent process to address the issue of conflict of interest within the context of the SUN Movement, in order to ensure that all stakeholders can contribute fully to achieving the Movement’s objective of delivering better nutritional outcomes for mothers and children. (GSO 2013f: 1)

7. The GSO project runs for two years, to March 2015. It began by producing a detailed research paper (GSO 2013b) and went on to carry out three consultation exercises in Geneva during the second half of 2013. Those meetings were attended by members of the SUN global networks, as well as some SUN country Focal Points and other representatives from the field. The discussions that took place quickly revealed that, in some country circumstances, the principal COI concern is about civil society structures seeking advantage as they participate in the movement.

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<sup>117</sup>The COI Reference Note produced by GSO says that in September 2012 the SUN Lead Group “requested a document that would serve as a point of reference for government in SUN countries [on COI]” (GSO 2014c: 1). However, there is no reference to this in the record of the Lead Group’s meeting on 27 September 2012.

8. By the time the third consultation meeting took place, the GSO had drafted a *Reference Note on preventing and managing conflicts of interest*, and sought input from participants on how to refine it. That document, together with a *SUN movement toolkit for preventing and managing conflicts of interest*, has since been published for discussion during the second year of the project (GSO, 2014c, 2014d). Two legal consultants were asked to review the draft *Reference Note*, and submitted various suggestions on how to refine it. One of them pointed out that it was more realistic to refer to ‘managing’ conflicts rather than ‘resolving’ them. It also made a point that would occur to many other uninitiated readers of the draft, which is that it lacks real life examples of the types of COI that are likely to confront the SUN movement. The current text is generic, which would make it harder for many users to get to grips with the undeniably real substance of COI in the context of SUN. However, the steering committee set up by the SMS for this exercise reportedly advised against putting such examples into the draft document.

9. In 2014 the GSO project has now moved on to a further phase of consultation, at workshops held in Accra (April), Nairobi (May) and El Salvador (July). After some uncertainty over timing and venue, a fourth stage of this ‘enhanced learning exercise’ was scheduled for Jakarta in early December. These meetings, attended by country Focal Points and other SUN participants from countries in the respective regions, are intended to “explore the practical application of the Reference Note and Toolkit” (GSO 2014b: 1). They have served as a forum for lively debate about practical instances of COI in the context of SUN, and have highlighted the depth of hostile feeling that exists in some countries about the involvement of the private sector. The result of these four regional meetings will be revised versions of the *Reference Note* and *Toolkit*, to be presented at a closing conference on this COI exercise in February 2015. These final versions, according to the GSO, will be replete with the practical examples that are conspicuously absent from the drafts.

### **Country Case Study findings**

10. The country case studies carried out for this ICE found that the approach to the definition and management of COI being developed by the GSO is not yet common currency among SUN stakeholders, although general concern about COI is widespread and in some cases a significant constraint on the development of the multi-stakeholder platforms envisaged for the movement. This is mainly because of the common phobias about business engagement, although there are also many references to COI involving civil society organisations.

11. However, according to the GSO, there is enthusiasm among SUN participants who attended the 2014 workshops about moving forward with the approaches that they discussed there. Many reportedly feel that they should go ahead immediately with the prevent-identify-manage-monitor elements of a COI policy (GSO 2014c: 8) and start integrating these into the way their SUN platforms operate. These COI approaches are likely to be particularly useful for SUN Focal Points, who are based

within government and need transparent and systematic ways of engaging with civil society and the private sector.

### **Assessment**

12. The SUN COI process has had its critics. Some have considered it a retrograde step in terms of getting business usefully involved in scaling up nutrition, creating the discouraging impression that private sector participation must be nailed down before it happens by rigid guidelines and criteria, on the apparent assumption that business is guilty until proven innocent. Others have argued that the non-business risks of potential COI have been exaggerated, given the status of SUN as a movement.

If conflict of interest is defined as an individual or organization being in a position at the table to influence the work and effectiveness of SUN and using that position to advance principally the interests and "territory" of his/her organization, then there are loads of conflicts of interest that adversely impact... SUN. By this definition, some donors, some governments and many NGOs are in blatant conflicts of interest. But SUN is not a global decision-making entity, nor does it allocate resources, favours or advantages. Viewed through that optic, the concern over conflict of interest in SUN is quite misguided and uninformed by reality. (ICE survey respondent)

13. The ICE judgment is that the approach SUN has taken to COI through this GSO exercise has been relevant and useful. It has not solved the multiple COI challenges facing the movement; but it has helped more people to understand what they are. Although it has provided more space and air for opponents of private sector engagement, it has also laid the foundations for systems that can be used to peel away prejudice and allegations and establish objectively what COI, if any, might be associated with any specific business involvement. At least as important, it has helped many more SUN participants to realise how real the COI potential is in the other SUN networks and stakeholder categories, from UN agencies to local CSOs.

14. Like much of what SUN has done so far, however, these are only the first steps on a long road, and the challenge will be to gain traction and achieve sustainable COI systems at all levels, from the Lead Group to SUN structures at country level. The SMS has rightly emphasised that SUN has no formal jurisdiction over COI issues, but it has served a useful purpose with its initial consultative and advisory processes, and there is an appetite for much more of these. There have already been requests for single-country workshops to build on the 2014 regional events. Like the challenge of building harmony and constructive engagement on nutrition with the private sector, developing national COI systems and procedures that are broadly acknowledged and used as legitimate and country-owned will be the work of many years. As in the development of workable configurations for business engagement, the solutions are likely to vary considerably from country to country.

15. All this means much more work at country level. Further global effort is not the highest priority after the current GSO exercise concludes in 2015. But SUN should be given the resources to operate a multiannual programme of in-country facilitation and support to take the COI work further towards sustainability. So far, all that has been achieved (itself a significant result) is greater awareness of the

diversity of COI challenges that can arise, and of the range and strength of feeling that COI generates – potentially sabotaging the prospects of multi-stakeholder efforts to scale up nutrition. Some SUN stakeholders have also realised that there could be well-structured, transparent ways of identifying and addressing COI. But if SUN's COI effort ends in 2015, there will be few sustainable results. Much longer-term work will be needed for the seeds that have been planted to germinate. Strategic planning for the next phase of SUN should set out the COI principles and procedures that have been agreed so far and specify what further steps will be taken during the plan period, consolidating the measures in place at global level and developing country-level capacity and systems to deal with COI. A transparent and proactive approach to COI will remain vital for the success of the SUN movement.

## **Annex M Tracking Aid Flows and Domestic Expenditures For Nutrition**

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### **Introduction**

#### *Relevant objectives and processes*

1. The SUN Movement Strategy 2012–2015 (SMS 2012ab) identifies (a) the agreement of costed plans between stakeholders, (b) the provision of financial resources, and (c) accountability for scaling up commitments to nutrition as necessary intermediate steps to scaling up nutrition interventions and achieving better nutrition outcomes. Objective three of the SUN Strategy targets the agreement of high quality and well costed country plans and results frameworks to align actions and underpin mutual accountability. Objective four simply targets the scaling up of resources to finance the plans.
2. The SUN Movement monitoring and evaluation framework (SMS 2013a) translated the four objectives into four processes, with progress markers. These are
  - 1) Bringing people together into a shared space for action.
  - 2) Ensuring a coherent legal and policy framework.
  - 3) Aligning actions around a common results framework.
  - 4) Financial tracking and resource mobilisation.
3. Processes three and four, aligned with objectives three and four, are relevant to this annex. Note that process three drops any mention of a ‘high quality, well-costed plan’ and retains the common results framework as the essential element. Note also that process four includes financial tracking together with resource mobilisation.
4. This annex on costed plans, financial tracking and the scaling up of resources brings together findings from the global literature review and primary research, as well as the country case studies, to ascertain:

- a) to what extent countries have achieved the progress markers and/or the objectives (taking into account the differences between the two);
- b) whether the SUN movement has significantly contributed to this achievement;
- c) what key factors explain SUN's contribution (or lack of contribution); and
- d) what the analysis implies for SUN in future (lessons and recommendations).

5. The discussion is organised in terms of three basic themes : (1) the quality of costed plans; (2) SUN's contribution to any increase in resources for nutrition; and (3) progress in the better identification and tracking of resource flows at international and country level.

*Theme 1: The quality of costed country plans*

6. This theme maps across to objective 3 and process 3. In the evaluation matrix (Annex C) this theme is relevant to EQ3.2 (b): *To what extent has SUN brought about changed policies and resource commitments in SUN countries with the focus on whether actions aligned around high-quality and well-costed country plans, with agreed results frameworks and mutual accountability?*

*Theme 2: The contribution of the SUN Movement to an increase in financial resources for nutrition.*

7. This theme maps across to SUN Movement objective 4 and process 4. In the Evaluation Matrix this theme is relevant to several questions, specifically

- EQ 1.2 (e): *Has the SUN movement filled a gap in the international and country-level architecture for addressing nutrition in terms of the financial support to developing countries in addressing malnutrition?*
- EQ 3.2 (e): *To what extent has SUN brought about changed policies and resource commitments in SUN countries, with regard to a scaling up of current and credibly-projected funding by donors and other external funders?*
- EQ 3.3 (c): *Are these changes leading to the scaling up of nutrition in terms of mobilisation of financial resources, to include mobilisation of additional domestic resources and/or better use of existing levels of domestic resources.*

*Theme 3: The achievement of the SUN Movement process progress marker of better identification and tracking of resource flows at international and country level.*

8. This theme maps across to the SUN movement process 4, which in turn relates to objective 4, except that it adds the associated objective of tracking resources. In the Evaluation Matrix this theme is relevant to EQ 3.3 (c): *Are these changes leading to the scaling up of nutrition in terms of better identification and tracking of resource flows supporting nutrition at country level, and identification and tracking of international financial flows to support improved nutrition?*

9. The annex is set out as a review across all three themes of global, regional or country SUN movement activities in this area, a consideration of the results achieved against each of the themes identified, and a conclusion with recommendations. It begins with a summary of SUN activities in these areas, which links to the chronology in Table M1 below.

**Table M1 SUN activities in costing and tracking and mobilisation of resources**

Year	Month	Event
2012		Maximising the Quality of Scaling up Nutrition Programmes Framework (MQSUN) develops analytical frameworks and costing tools to review, cost and analyse country costed plans. The programme reviews 16 plans using the tools
2013	March	Review of 16 plans presented to SUN structures by MQSUN
2013		A further five countries' plans are reviewed, and eight countries are visited under the MQSUN work, to support planning and costing.
2013		Estimation of overall cost of scaling up nutrition using a similar approach to an earlier exercise by the World Bank. At the same time the Movement aggregated the cost from reviewed plans to estimate financing gap.
2013	June	Nutrition for Growth (N4G) event generates new commitments to nutrition worth USD 23 billion, including a proposal for a catalytic financing facility by the Children's Investment Fund Foundation, DFID and UBS Optimus.
2013	April	The SUN Monitoring and Evaluation system is agreed and published, which sets out four processes included for common resource frameworks, and tracking and scaling up resources. Progress markers are determined as key measure points.
2013	November	The SUN UN network through UNICEF and in collaboration with the SMS organizes a workshop on Costing and Tracking Investments for Nutrition in Nairobi, Kenya. The workshop proposes a network response to countries' capacity building needs in this area.
2013	December	The SUN donor network finalizes a methodology for tracking global commitments and disbursements by development partners for nutrition-specific and nutrition-sensitive expenditure.
2014	Jan to June	The SUN movement commissions work on assessing country budget documents for the ease with which resources can be tracked, and to develop a common generic methodology for resource tracking. The methodology will be piloted in 2015.
2014	April	The SUN Lead Group endorses the establishment of a Community of Practice on Planning, Costing, Implementing and Financing – an evolution of the network response agreed in the November Nairobi meeting.
2014	May	A two-day workshop on Monitoring, Implementation and Demonstrating Results for Nutrition is held in Nairobi, Kenya, also organized by UNICEF on behalf of the SUN donor network and in collaboration with the SMS.
2014	May	The SUN movement publishes a synthesis report arising from the MQSUN work on reviewing costed country plans. It reports on the content of plans and the balance of nutrition-sensitive and nutrition-specific actions, and on emerging lessons on planning and costing processes, and costed plans.
2014	July	A Community of Practice call – as a follow-up to the November 2013 workshop – is held, including the SMS Secretariat, key partners and global experts, and key emerging principles on costing, tracking and transparency are discussed.
2014	September	By September 2014, 13 donors had implemented the global donor commitments and expenditure methodology, and a report is drafted.
2014	October	A SUN movement workshop on costing, tracking and participative evaluation is held in Benin for francophone SUN countries. It is co-hosted by the Government of Benin and organized by UNICEF on behalf of the UN network and in collaboration with the SMS.

Year	Month	Event
2014	November	The Global Nutrition Report is published bringing together information on resource commitments – including from the donor tracking exercise and a round of reporting on N4G commitments -- and progress on costed plans and tracking.
2014	November	The SUN Global Gathering 2014 includes sessions for the Community of Practice.

## **SUN movement activities on planning, costing, resource mobilisation, and tracking of resources.**

10. Since its inception the SUN movement was clear on the necessity of common costed plans, resource mobilisation against those plans and being able to track financial commitments, disbursements and expenditure. This section tracks key SUN movement activities across these three themes. It does not evaluate the activities, but identifies them as reported by the SUN movement.

### **2011–2012**

11. The 2011-2012 Progress Report (SMS 2012w) referred to the development of the tracking system so as to mark countries' progress against the four processes, and the core principle of mutual accountability “that ties the SUN movement together” (p42). The Report noted the technical difficulty of tracking resources, and drew attention to efforts just starting to build experience and good practice examples in the movement. These included: (a) that the SUN Donor network was starting work on a financial tracking methodology for donor commitments and disbursements; and (b) that some countries have started country-level efforts, for example the Public Expenditure Review (PER) in Tanzania.

### **2013**

12. In late 2012 early 2013 the Maximising the Quality of Scaling up Nutrition Programmes Framework (MQSUN, see Box M1 below) developed analytical frameworks and costing tools, reviewed 16 country nutrition plans and presented the reviews to the SUN structures in March 2013.

13. Related to the MQSUN work, the SUN Secretariat reported in February 2013 that two processes were going on to estimate the cost of scaling up, both of which would support advocacy for scaling up resource commitments: (a) estimating the overall cost of scaling up nutrition in SUN countries and (b) aggregating the cost of implementing national plans for scaling up nutrition. This work was being supported by an advisory support group, chaired by the SUN Coordinator, and a technical work group. The result of the work was shared in the N4G event.

14. The 2013 Progress Report (SMS 2013m) reported that 15 of the 41 countries in the Movement had in place the elements (around the four objectives) “needed to

rapidly scale up actions” (p1).<sup>118</sup> Work on better tracking of resources, better national plans and increasing resources remained a priority.

**Box M1 MQSUN support to the SUN movement**

The Maximising the Quality of Scaling up Nutrition Programmes Framework (MQSUN) is a DFID-funded consortium of partners, led by the international non-profit organization PATH, collaborating to scale up DFID nutrition programmes globally, and running from 2011 to 2015. The 17 priority countries for the support are *Bangladesh*, Myanmar, *Ethiopia*, India, Kenya, Malawi, *Mozambique*, Nepal, Nigeria, Pakistan, Somalia, Sudan, *Tanzania*, Uganda, Yemen, Zambia, Zimbabwe. (*Italics* indicate countries which were also ICE case studies.)

The MQSUN support to the SUN movement is structured in three phases, working with the priority countries:

- In the first phase, the consortium provided a policy review and prepared the analytical framework and aggregate cost tool (ACT) to assess and analyse country plans. In this phase the MQSUN consortium reviewed 16 costed plans, and reported back to the SMS.
- In the second phase, the consortium piloted the costing tool, visited 8 countries and continued the desk review of 21 country costed plans. The country visits were to undertake a situational analysis, engage with stakeholders and set out the preliminary cost map for the country. The data from the 21 plans were entered into the ACT to provide cross-country analysis of plan contents, costs and funding. The results of this phase were presented at the G8 Nutrition for Growth event in 2013, towards an assessment of the cost of scaling up nutrition.
- In the third phase, the consortium is providing direct technical support to a few selected countries towards the development and implementation of common result frameworks, and developing the capacity to mobilise resources and track financial implementation. This phase will run until February 2015, and the lessons learnt will be disseminated through global events.

*Source: MQSUN 2013: Investigating Country Efforts in Scaling Up Nutrition in 20+ SUN Countries, presentation by MQSUN Washington, 30 September 2013.*

15. Key actions noted by SUN in 2013 to achieve objectives three and four were:
- a) The Nutrition for Growth event held in London, which generated new commitments amounting to USD 23 billion in pledges for nutrition-sensitive and nutrition-specific interventions. While this was not a SUN movement event as such, but a G8 event (see Annex H), it was supported by the Movement.
  - b) The proposal by the Children's Investment Fund Foundation (CIFF), DFID and UBS Optimus of a catalytic financing facility for nutrition at the N4G

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<sup>118</sup>See discussion and conclusion below for the SUN ICE assessment of the degree to which countries could be thought to have *effective* elements in place.

event. The intent was to channel funding through the World Bank and UNICEF. Countries were to be selected based on high need and burden, political commitment, readiness to scale up, and co-financing commitments. The Fund is still to be launched. Again, while the initiative is not a SUN movement initiative as such, it is put forward by the 2013 Progress Report as key progress for the Movement. Interview evidence for the ICE however, suggests that the need to select specific countries may not sit well with the Movement's inclusive approach.

- c) The extension of the review of country costed plans to 21 countries, including country visits to support eight countries, by MQSUN. The MQSUN work was presented at the N4G event, and provided the basis for assessments on resource requirements to scale up nutrition.
- d) The institution of various tracking systems by SUN countries, to be able to track resources. Examples put forward are of countries creating budget lines (7 of the 41 had done so), and Ethiopia's resource tracking system development.<sup>119</sup>
- e) The Lead Group agreed the SUN Monitoring and Evaluation system (M&E system) which set out the four processes described above along with progress markers for each across all the SUN networks. This included progress markers for processes three and four, towards objectives three and four. These are provided in the relevant sections below, together with a discussion on countries' achievement against the markers.

16. In November 2013 UNICEF, working with the SMS and other SUN partners, organised a workshop on behalf of the SUN UN Network in Nairobi, Kenya, to respond to requests for capacity building on costing and tracking of investments in nutrition (SMS 2013q). Eighteen African SUN countries attended, with representatives including government focal points, national nutrition bodies, and representatives from line ministries. Donors, implementing partners and resource people also attended. Global experts presented current research, best practices and different methodologies on costing and tracking investments in nutrition. This was followed by two interactive sessions where participants were asked to use a specific costing methodology and real cases to gain knowledge of how to track financial investments.

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<sup>119</sup> However, as noted below and in the Ethiopia case study, the REACH-supported tracking work in Ethiopia has involved a one-off survey of activities, not a system for continual tracking of resource commitments or expenditures.

17. Several SUN Countries presented their efforts. This included:
- The Gambia, on its costing of the national nutrition plan with interventions mostly within the health sector.
  - Mozambique on its costing of the national plan, completed in cooperation with partners, which resulted in multiple cost estimates at various coverage levels. The need for regionalised planning and costing was noted.
  - Tanzania, which presented its Public Expenditure Review (PER) on nutrition.
  - Madagascar, which designed a tracking template to capture investments in nutrition within government and carried out a survey to estimate investments outside the government budget.
  - Kenya which costed its National Nutrition Plan using the OneHealth Tool.
  - Ethiopia, which used the REACH mapping tool for a stocktake of ongoing nutrition programmes and activities. This allowed them to identify a concentration of development partners in regions of acute need. They also created and used an activity-based costing method, which included costs for programs in education, water supply, and agriculture.

18. The workshop identified a number of tools and methodologies used to track public expenditures: Budget Analysis, Public Expenditure Reviews, National Health Accounts, CHAI<sup>120</sup> Resource Mapping Tool and Public Expenditure Tracking Surveys.

19. The workshop also proposed a SUN movement response to the need for support on costing and tracking resources. It agreed that the working group<sup>121</sup> which organised the workshop and which had been active in coordinating SUN work on costing and tracking, should continue and take responsibility within the Movement for consulting partners and facilitating a networked response to country requests for support. For this it was going to draw on technical expertise available in key partners such as the MQSUN consortium members, the OneHealth team, FANTA Project/FHI360, and the World Bank. The Community of Practice on Planning, Costing, Implementing and Financing evolved from the working group. The workshop also generated a mapping of roles and responsibilities of different SUN partners in taking forward the work on costing plans and tracking resources; these roles were subsumed into the Community of Practice in early 2014 (SMS 2014ac, SMS 2014ad, SMS 2014ae).

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<sup>120</sup>Clinton Health Access Initiative.

<sup>121</sup>To include UNICEF, REACH, the SMS and three global experts on costing and tracking.

## **2014**

20. In 2014 there has been further work on the availability of information on nutrition in country budgets and the development of a flexible methodology to identify nutrition expenditure in country systems. The methodology (Picanyol 2014) proposed three steps to track investments on nutrition at the country level, starting with a basic data gathering exercise with the assistance of an Excel template (Step 1); categorisation of relevant budget programmes (Step 2); and attribution of parts of budget programmes to nutrition (Step 3). The SUN movement saw the methodology as a way to enable countries to track historical trends and be able to explain the parameters that have been used; this would support transparency and comparability in joined-up consultation processes. The intent is that from early 2015 the methodology will be applied in SUN Countries, for discussion in the 2015 Progress Report.

21. In April 2014 the SUN Lead Group endorsed the establishment of the Community of Practice on Planning, Costing, Implementing and Financing of scaled-up multi-sectoral actions that contribute to people's nutrition. This Community of Practice evolved from the network working group and partners' support roles which were discussed in the November 2013 Nairobi workshop on costing and tracking investments in nutrition. The Community's main focus is on responding to ad hoc requests from countries for support in this area, making linkages between needs and the available expertise amongst partners (SMS 2014ac, SMS 2014ad).

22. According to the 2014 Progress Report, 10 countries have noted the need for support in different areas of planning, costing, implementing and financing. Of these, five countries (Chad, Ghana, Malawi, Nepal, Yemen) have made specific requests to the SUN movement Secretariat, some of which are being addressed through the MQSUN network and others through other partners. Malawi and Nepal have accessed the Community of Practice for support on financial tracking of nutrition-related resources. The World Bank is assisting in Malawi (SMS 2014r). A key principle for accessing technical assistance for countries is that national assistance should be a first port of call, including from SUN partners in-country.

23. Furthermore, in May 2014, a two-day Workshop on Monitoring Implementation and Demonstrating Results for Nutrition was held in Nairobi, Kenya as a follow-up to the November 2013 workshop (SMS 2014n). The workshop was again organised by UNICEF on behalf of the UN Network and in collaboration with the SMS. Countries from Eastern and Southern Africa attended, together with regional and global partners and resource persons. The Workshop aimed to strengthen countries' capacity for results-oriented monitoring of implementation of nutrition programmes for the purpose of improving performance, accountability and learning. While this workshop did not directly deal with costing and tracking, its emphasis on results-based planning, implementation, monitoring and evaluation is relevant to the establishment of effective common results frameworks.

24. In July 2014 a first follow-up call bringing together key partner and expert stakeholders in the Community of Practice was held. The call agreed principles and emerging lessons on planning, costing, tracking resources and transparency.

25. Earlier in 2014, arising from the MQSUN work, the SMS published a synthesis report to summarise the findings from the experience of countries undergoing costing and from the analysis of the plans that were shared by 20 countries (SMS 2014). The synthesis report includes insights from consultations with governments and external development partners. This work provides a practice-based reference on how investments have been planned and costed in these countries to cover nutrition-specific, nutrition-sensitive and governance actions.

26. By April 2014 the donor network had finalised its methodology to track global investments in nutrition. It noted that nutrition-specific projects can be tracked by using the DAC purpose code 12240 “basic nutrition”. All projects encoded under this DAC code were to be considered Category 1 (i.e. nutrition-specific), and scored at 100% attribution to nutrition. However, the methodology to track nutrition-sensitive projects – Category 2 expenditure – was more complex and resource intensive. It comprised three steps:

- Step 1: use a combination of prescribed DAC codes and a key-word search on the DAC's CRS (Creditor Reporting System) database to select a pool of potentially nutrition-sensitive projects.
- Step 2: review the projects selected in step 1 by individually assessing each project document.
- Step 3: the “intensity” of nutrition-sensitivity is classified into two sub-categories: "nutrition-sensitive dominant" or "nutrition-sensitive partial". Criteria were posed to determine which category, and which weighting of attribution were to be used (100% or 25%).

27. Between April and August 2014, 13 donors applied the methodology. Donors reported that the application was onerous, and highly subjective. The Donor Network has committed itself to finding an approach to resource tracking that has lower transaction costs.

28. In October 2014 the SUN movement, through UNICEF, and the Government of Benin co-hosted a workshop for Francophone SUN member countries on costing, tracking and participative evaluation of the impact of nutrition interventions.

29. At the country level, 2014 also brought more cases of good practice with regard to planning, costing, scaling up resources and tracking resources for nutrition. A key example is Zambia, which had put in place a trust fund for nutrition, to which both government ministries and bodies and non-governmental organisations can apply for funding of nutrition interventions. In Tanzania development partners are thinking about a multi-sector pooled fund for nutrition, although some government counterparts were less enthusiastic given the number of pooled funds already in existence.

30. In summary, since its inception the SUN movement has devoted considerable efforts to knowledge management around costing and tracking resources. At the time of the ICE, processes were under way to develop standardised methodologies that could be applied across countries to track country level investments and track global investments. In countries various good practices in the arena are emerging. The Movement has also enabled learning across countries.

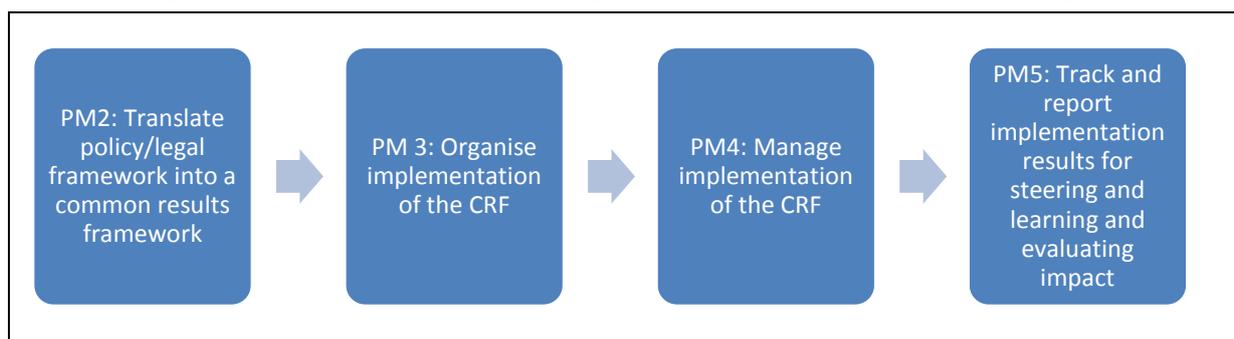
## Theme 1: Alignment of actions around high quality, well-costed country plans

### What does the SUN strategy expect?

31. If the four objectives of the SUN movement are seen as sequential, then progress on process three (aligning actions around a common results framework) appears to be a barrier for many member countries on the road to scaling up nutrition interventions.

32. Process 3 (see Figure M1 below) comprises *aligning of actions* around a nutrition-policy-anchored common results framework, and the *implementation* of the Common Results Framework (see SMS 2014ab p22 for a diagram of processes and progress markers<sup>122</sup>). The existence of a common results framework is seen as essential to mobilise resources, and to enable the prioritisation and planning of actions, and accountability for the implementation of actions.

**Figure M1 SUN movement progress markers (PMs) for process 3**



33. This annex treats the SUN Monitoring and Evaluation Framework use of a common results framework as synonymous with or including the costed country plan of the SUN movement Strategy statements. While the SUN Monitoring and Evaluation Framework adjusted the dual focus in the objective statement on plans and result frameworks to a focus on common results frameworks in process 3, countries' scoring and reporting of their progress against this process more often than not refer to country nutrition strategies and plans as the basis for reporting positively against PM1<sup>123</sup> and PM2.

<sup>122</sup> Also in Figure 3 in the main text of this report.

<sup>123</sup> PM1 concerns whether donor and other stakeholder action is aligned to country nutrition policies and plans.

34. While the SUN strategic and monitoring and evaluation documentation is inconsistent and confusing on this topic between 2012 and 2014 as the concepts evolved, the discussion on common results frameworks in the 2014 SUN movement progress report goes some way to clarify the relationships. A summary of the discussion is provided in Box M2 below.

35. In essence, the discussion indicates that the SUN approach is for there to be a **single, agreed set of expected results between all stakeholders within and outside of government**, and that the national nutrition plan:

- (i) should flow from this set of results;
- (ii) should indicate the roles to be played by different actors;
- (iii) should include nutrition-sensitive actions that will tackle the determinants of malnutrition;
- (iv) should be costed and indicate expected sources of funding; and
- (v) should indicate how the results will be achieved at scale through alignment of programmes.

#### **Box M2 SUN's understanding of common results frameworks**

The 2014 SUN movement Progress report describes national nutrition plans “as the main vehicle for translating policy into action and results”. A national nutrition plan should be based on a common results framework – a **single** and **agreed** set of expected results (or **common results**), which is generated through effective engagement of different sectors of government and multiple other actors. This set of results should be based on the national goals and targets for people’s nutrition, and reflect the ways in which different sectors and actors can best contribute to the achievement of these targets and the results they would expect to achieve through their individual and collective actions.

The national nutrition plans should then indicate: (a) the expected results and the roles to be played by different actors in achieving these results; (b) how actions within different sectors will become nutrition-sensitive and prioritise actions that tackle the major determinants of malnutrition; (c) the strategy for implementing these actions, the estimated costs to achieve them and the anticipated sources of funding; (d) how the alignment of different actors’ programmes will contribute to achieving results at scale.

Common results frameworks (CRFs) serve as the basis for useful and relevant nutrition plans, for effective systems to implement actions and for the different actors to be accountable to each other and to those whom they seek to serve. A CRF can assist with the joint planning of priority actions that will be undertaken by several different organisations in pursuit of expected results. It can be used to show how and when different programmes are clustered together so that they operate in synergy.

As technical personnel from different government sectors and actors working outside government collaborate to establish a CRF, they can use it as the basis for developing and costing nutrition plans. The CRF can also guide the development of systems to manage implementation and monitor progress.

*Source: SMS 2014r, p. 30*

36. Thus interpreted, **country performance against this process compared to progress against objectives one and two is lagging**. As stated by the SUN movement Progress Report for 2014: “... for many countries, on-going

tremendous efforts on increased coordination of multiple stakeholders, development of policies and legislations and mobilization of resources for nutrition have yet to be fully translated into properly managed and monitored actions and in investments that are scaled up, aligned and adequately accounted for” (SMS 2014r, p31).

37. Furthermore, the analysis in the Report’s annex on country progress of the self-assessment exercise indicates “significant gaps in the implementation of actions around common results (Process 3)” (p31). The report shows *most of the 37 reporting countries scored themselves a 2 or a 1 against these processes, implying that the processes were started (1) or on-going (2)*. Most countries reported that the first progress markers, namely alignment of programmes to the country’s nutrition relevant policies and translation of these policies into a common results framework were ongoing (scored a 2). For the remainder of the progress markers, namely organising, implementing and evaluating against the common results framework, most countries reported that processes have just started (scored a 1).

38. The views of many key global SUN ICE interview respondents reflected these self-assessments. Besides noting slower progress on this process, respondents also questioned the quality and functionality of the plans, as instruments that truly direct funding and action for nutrition. For example:

“The third [process] which is the really tricky one where every country gets stuck, is trying to align actions across sectors with a common results framework, well-costed plans and then mutual accountability built in.” (SUN movement global respondent)

“The problem with the costed plans [is that] governments will always give astronomic numbers because they think if they ask for a large amount of money for activities they’re more likely to get a higher portion of it; they’re often not followed up, they’re wish lists, they’re not prioritised and a year later you can’t find them” (SUN movement donor)

“Whereas different countries had different approaches to putting the plans together, for the most part they are an amalgamation of agency plans in prior existence.... Also, the status of information from different agencies in different countries is not the same – some provided their realistic, funded plans for the process. Others gave what they think should happen – their wish list...The country plans are not robust. That is what the next phase [of MQSUN support] is for.” (MQSUN respondent)

39. Many respondents at the global level also expressed the view that the self-assessment process is too much of a box-ticking exercise, in which some form of a common nutrition plan would suffice for a positive self-score, without sufficient examination of whether the costed plans/common results frameworks are likely to be functional mechanisms, i.e. whether they could be a key instrument in aligning actions for maximum nutrition impact around common, agreed objectives and targets.

## **Planning and results frameworks in SUN ICE country case studies**

### *Overview*

40. The evidence from the eight country case studies provides some support for these views on the self-assessment process, but also raises issues about the criteria posed in the SUN M&E framework and how these are interpreted by countries.

Thus, countries may report that they have multi-stakeholder, multi-sector plans in place, but these may be far from the commonly agreed, single, unifying instruments that the SUN road map envisaged. Moreover, the case study findings support the perception that getting such single, commonly agreed and functional instruments in place is a complex and difficult task.

41. Table M2 below summarises the country 2014 self-assessments against process 3, reflects key findings from the country case studies, assesses apparent results, and makes a judgement on the contribution of the SUN movement to these results. The ICE judgements are set against the SMS scores (which are mostly based on country self-assessments in 2014) in Table M3 below (which is much shorter!). The tables highlight issues about the SUN M&E framework and its application as well as about the contribution SUN has made to whatever progress has been achieved. We deal first with the M&E implications.

**Table M2 Country plans and common results framework (CRFs) analysis of evaluation findings and country self-assessments**

Country Conclusion	Country self-assessment	Evaluation findings on costed plans
<b>Bangladesh</b>		
<p>The SMS rated Bangladesh’s progress as 73% against process 3, based on the country’s self-scores.</p> <p>Based on the evaluation team’s findings however, and as backed by the MQSUN report, it is not clear that these high scores are merited. The CIP does not have the buy-in of multi-stakeholders as the plan for nutrition, nor the health SWAp, and one common plan or results framework does not exist. It is difficult to see how the organisation of implementation of a common results framework, and its implementation can be nearly complete, if the framework itself is not in place, as acknowledged by the country.</p> <p><b>ICE judgement: low results, low contribution</b></p>	<p>Align own programmes to national nutrition relevant policies – <b>completed</b></p> <p>Translate the policy framework into a common results framework –<b>nearly completed</b></p> <p>Organise implementation of the common results framework – <b>nearly completed</b></p> <p>Manage implementation of the CRF – <b>nearly completed</b></p> <p>Track and report implementation results for steering and learning and evaluating impact – <b>ongoing</b></p> <p>The country based its positive self-scores on the existence of frameworks in six sectors, although acknowledged that it has only “begun developing a common results framework”. It states that all government and non-government actors are implementing nutrition programmes in line with national policies and programmes.</p>	<p>The evaluation team found that there is a health and nutrition sector SWAP under the Ministry of Health and Family Welfare strongly supported by the World Bank. Under the Ministry of Food are a food and nutrition security action plan and Country Investment Plan (CIP). Despite the presence of SUN, there is little integration between these so far, although nutrition elements from the health sector SWAp have been integrated into the CIP. A new nutrition policy has been developed (following the 1997 National Plan of Action for Nutrition), but is not yet published and there is no clarity on how a fully integrated and coordinated programme or a single costed plan and management system may be developed.</p> <p>The MQSUN review of SUN costed plans treated the CIP as the costed plan, because of the inclusion of nutrition components from the SWAp. The review however supports the ICE findings that country actors see the CIP as not adequately representing nutrition, and therefore a new nutrition policy and action plan is required. It found that the CIP however is a living document, with up to date financial data and a monitoring framework.</p>

Country Conclusion	Country self-assessment	Evaluation findings on costed plans
<b>Burkina Faso</b>		
<p>Progress assessed at 30% by SMS given country self-scores. Evaluation finds issues with quality of plans against SUN principles: costed policy pre-dates SUN, post-SUN policy not costed; neither are multi-sector. There is no evidence that donor and other stakeholder action is aligned to country nutrition policies and plans, which is the requirement for PM1.</p> <p><b>ICE judgement: low results, medium contribution</b></p>	<p>Align own programmes to national nutrition relevant policies – <b>nearly completed</b></p> <p>Translate the policy framework into a common results framework – <b>on-going</b></p> <p>Organise implementation of the common results framework – <b>on-going</b></p> <p>Manage implementation of the CRF – <b>not started</b></p> <p>Track and report implementation results for steering and learning and evaluating impact – <b>not started</b></p> <p>Country reported harmonisation of sector frameworks with the National Nutrition Policy in place, but a roadmap and results framework were being drafted.</p>	<p>There are two documents that can be considered the country plan. The National Food and Nutrition Security Policy was developed in 2013 by the Ministry of Agriculture and Food Security and was understood by the evaluation team to be the country plan. It is however not multi-sectoral or costed. The Nutrition Strategic Plan, elaborated before Burkina joined SUN, was considered to be the country plan by the MQSUN team which analysed and assessed country plans. The Nutrition Strategic Plan is a product of the Nutrition Directorate in the health ministry. The MQSUN team assessed it and found that it was not multi-sectoral; outdated and not comprehensively costed. The MQSUN team noted plans to draft a multi-sectoral country plan and results framework in 2014; however, there had been limited discussion of a multi-sectoral coordination body that could oversee all sectors.</p>
<b>Ethiopia</b>		
<p>The SMS assessed Ethiopia to have achieved 65% progress against this process, based on scores prepared by the SMS.</p> <p>The NNP is a very impressive document in recognising the need for a multi-sectoral approach and in including nutrition-sensitive as well as nutrition-specific objectives and activities (although most expenditure requirements identified are nutrition-specific).</p> <p>The costing is based on a clear methodology but is presented at a very high level of aggregation and cannot be clearly related to government budget requirements or to existing donor</p>	<p>(NB: Assessment by SMS –self-assessment not undertaken)</p> <p>Align own programmes to national nutrition relevant policies – <b>completed</b></p> <p>Translate the policy framework into a common results framework – <b>completed</b></p> <p>Organise implementation of the common results framework – <b>nearly complete</b></p> <p>Manage implementation of the CRF – <b>ongoing</b></p> <p>Track and report implementation results for steering and learning and evaluating impact – <b>just started</b></p> <p>The Ethiopia country scores – prepared by the SMS -- are based on the revised National Nutrition Programme (NNP) described in the next panel. As explained in the</p>	<p>Ethiopia's National Nutrition Programme 2013–2015 is a considerable advance on the National Nutrition Strategy published by the federal Ministry of Health in 2008. It appears as a federal government publication, and is signed by the State Ministers of Health, Education, Industry, Water &amp; Energy, Agriculture, Labour &amp; Social Affairs, Finance &amp; Economic Development, and Women, Children and Youth Affairs.</p> <p>The NNP outlines programmes across sectors, organised under 5 strategic Objectives, and for each one provides an estimated total cost for the period 2013–2015: (1) to improve the nutritional status of women and adolescents – USD 75m / 14% of the total programme; (2) to improve the nutritional status of infants and young children – USD 409m / 75%; (3) to improve nutrition service delivery for communicable and non-communicable diseases – USD 11m / 2%; (4) strengthen nutrition-sensitive interventions in various sectors – USD 19m / 4%; and (5) improve multisectoral coordination and capacity for NNP</p>

Country Conclusion	Country self-assessment	Evaluation findings on costed plans
<p>commitments. The NNP has therefore reached the stage of providing clear common objectives and strategy, but not yet a common work programme or a clear basis for mutual accountability across stakeholders.</p> <p>The SUN contribution is assessed as low to medium, since the strengthened planning process was initiated by Ethiopia independently of SUN, but SUN has contributed to the intellectual approaches followed.</p> <p><b>ICE judgement: medium results, medium to low contribution.</b></p>	<p>first column, the ICE team regards the SMS scores as on the high side.</p>	<p>implementation – USD 33m / 6%.</p> <p>The costing was developed using activity based costing to estimate the costs of each component. Of the total 3-year estimated requirement of USD 547m, Government is expected to provide USD 38m, and the overall financing gap is estimated at 33.3%.</p> <p>The NNP presents detailed annual outcome targets against activities under each objective. However, the costing is presented at a very aggregated level, so does not show either the budget requirements of government agencies or the expenditure commitments of donors, who are apparently the dominant source of funds. It is therefore not clear how tracking and monitoring of resources will take place.</p>
<b>Guatemala</b>		
<p>The SMS assessed Guatemala to have completed 66% of process 3, based on the country's self-scores. This is roughly aligned with the evaluation's country assessment. The evaluation argues high contribution by SUN to the progress made towards objective three.</p> <p><b>ICE judgement: high results, high contribution</b></p>	<p>Align own programmes to national nutrition relevant policies – <b>completed</b></p> <p>Translate the policy framework into a common results framework – <b>completed</b></p> <p>Organise implementation of the common results framework – <b>ongoing</b></p> <p>Manage implementation of the CRF – <b>nearly completed</b></p> <p>Track and report implementation results for steering and learning and evaluating impact – <b>just started</b></p>	<p>A National Food and Nutrition Security Strategy was developed after joining SUN, followed by a regional plan in an area of the country where malnutrition is the highest. These culminated in a Hambre Cero (Zero Hunger) Pact, which is multi-sector and multi-stakeholder. There is a strong focus on financial allocations, monitoring and tracking with a budget line for Hambre Cero in the budget, and particular officials are accountable for their respective targets and associated budget. A spending tool and a monitoring tool are in place. Donors are aligned, but their funding contributions are not explicit. There are strong coordination mechanisms.</p>
<b>Indonesia</b>		
<p>The SMS assessed process 3 to be 48% complete in Indonesia, based on the country's self-scores.</p> <p>The country reported near complete alignment of programmes to the</p>	<p>Align own programmes to national nutrition relevant policies – <b>nearly completed</b></p> <p>Translate the policy framework into a common results framework – <b>ongoing</b></p> <p>Organise implementation of the</p>	<p>Nutrition was incorporated into the 2010 RPJMN (the 2010-2014 Medium-Term Development Plan). The GOI published the 2011-2015 Food and Nutrition Action Plan (FNAP), focusing on stunting and an Essential Nutrition Intervention package (derived from the Lancet series), in line with the recommendations of the recent WHO analysis. Since Indonesia joined the SUN</p>

Country Conclusion	Country self-assessment	Evaluation findings on costed plans
<p>national nutrition policy, and other processes as on-going. In the M&amp;E framework however, PM1 refers to the alignment of non-government programmes, and it is not clear that this occurred. Other self-scores aligns with the evaluation findings. The evaluation however does find that the SUN movement has contributed to higher awareness and an ongoing process to strengthen the costed plan/common results framework.</p> <p><b>ICE judgement: low results, medium contribution</b></p>	<p>common results framework – <b>ongoing</b></p> <p>Manage implementation of the CRF – <b>ongoing</b></p> <p>Track and report implementation results for steering and learning and evaluating impact – <b>just started</b></p> <p>The country sees the FNAP as its common results framework and reports that a process is under way to align the indicators and targets in the plan to the SUN policy framework, and that its implementation is under way.</p>	<p>movement in late 2011, the RPJMN and the FNAP have remained the basis for nutrition policy and programming, although revision of both these plans is now under way. After joining SUN a policy framework for the First 1,000 Days of Life Movement ('1,000 HPK') and associated guidelines for programme planning were prepared in 2012 and published in 2013. There is however no costed plan or common results framework in place. Translation into decentralised policies and plans is also weak.</p> <p>The MQSUN reported after its 2013 review that the national plan for nutrition was being expanded with additional indicators, and that the SUN movement in Indonesia would track the plan. The evaluation found no clear evidence of this occurring. The government did acknowledge that the SUN approach did encourage it to strengthen its approach to multi-sector planning and budgeting for nutrition, and a working group has been set up, but that costing and resource tracking remain a challenge.</p>
<b>Mozambique</b>		
<p>Progress assessed at 43% by SMS given country self-scores. Given evaluation findings on quality of plan and on monitoring processes, this could be roughly right. However, costing is too high level, and expenditure not tracked. While the initial plan predates SUN, evaluation found SUN contribution to revision and more detailed costing under way.</p> <p><b>ICE judgement: medium results, medium contribution</b></p>	<p>Align own programmes to national nutrition relevant policies – <b>on-going</b></p> <p>Translate the policy framework into a common results framework – <b>nearly completed</b></p> <p>Organise implementation of the common results framework – <b>just started</b></p> <p>Manage implementation of the CRF – <b>on-going</b></p> <p>Track and report implementation results for steering and learning and evaluating impact – <b>just started</b></p> <p>Mozambique reported the revision of the Nutrition Action Plan in 2013, to refine realistic indicators and goals to enable the measurement of the contributions by different sectors. However, it noted that an M&amp;E system was yet to be developed.</p>	<p>The Nutrition Action Plan predates Mozambique's SUN membership, and is the result of a Multiple Indicator Cluster Survey (MICS) in 2008 and multi-sector dialogue that followed it. It was costed at the level of general categories, so lacks the detailed budgeting necessary for facilitating effective implementation. It includes both nutrition specific and nutrition sensitive activities, and there are monitoring processes associated with it, including reporting to the legislature. The Action Plan foresaw the drafting of provincial plans, and these are under way. A revision of the Plan is also under way, which will be costed to a higher level of functional detail.</p> <p>The evaluation found that there are no specific nutrition lines in sector plans, and in key areas like agriculture there is evidence that economic growth goals rather than social and nutritional outcomes may be targeted.</p>

Country Conclusion	Country self-assessment	Evaluation findings on costed plans
<b>Senegal</b>		
<p>The SMS assessed Senegal’s progress against this process at 55%, given its self-scores. The evaluation found that an updated multi-sector plan and common results framework is not in place, a finding which is validated by the country report. The PRN could be seen as a multi-sector plan, but it does not align the actions of all actors, as the objective requires. It is not clear that donor actions for example, besides the World Bank, are aligned which is a requirement for a high score under PM1. The finding here is therefore of low results.</p> <p><b>ICE judgement: low results, low contribution</b></p>	<p>Align own programmes to national nutrition relevant policies – <b>completed</b></p> <p>Translate the policy framework into a common results framework – <b>nearly completed</b></p> <p>Organise implementation of the common results framework – <b>nearly completed</b></p> <p>Manage implementation of the CRF – <b>nearly completed</b></p> <p>Track and report implementation results for steering and learning and evaluating impact – <b>ongoing</b></p> <p>The country reports that the multi-sector strategic plan <i>is still to be drawn up</i>, together with a common results framework. Its positive self- assessment seems to be based on the “a number of sectors that validated their individual plans with the multi-sector platform”, and the ongoing implementation of the PRN.</p>	<p>Senegal implemented a multi-sector, multi-stakeholder, multi-level approach to fighting malnutrition at the turn of the century, through a single programme the Programme de Renforcement de la Nutrition (PRN), with its own multi-sector fund predominantly funded by the World Bank (until 2014). Since joining SUN, there has not been a new policy document on nutrition, although it was meant to be published by now, there is no credible, costed multi-sector plan outside of the PRN, and no comprehensive results framework has been agreed. The revised Nutrition Policy Brief and a Multi-Sector Strategic Plan on nutrition have not been published and were not made available to the evaluation team. The evaluation identified a concern with lack of involvement by line ministries in the PRN, as it is funded through and implemented directly by a unit in the prime minister’s office. Donor activity on nutrition is led by the World Bank, but other donors are not significantly involved, besides UNICEF and USAID.</p>
<b>Tanzania</b>		
<p>The SMS assessed progress against process 3 in Tanzania at 42%, based on the country’s self-scores.</p> <p>The country’s self-assessment is aligned with the evaluation team assessment, indicating medium results. The contributory line from SUN to these results is clear, as the NNS resulted from the multi-stakeholder platform processes, put in place as a result of the country joining SUN.</p> <p><b>ICE judgement: medium results, high contribution</b></p>	<p>Align own programmes to national nutrition relevant policies – <b>nearly completed</b></p> <p>Translate the policy framework into a common results framework – <b>ongoing</b></p> <p>Organise implementation of the common results framework – <b>ongoing</b></p> <p>Manage implementation of the CRF – <b>just started</b></p> <p>Track and report implementation results for steering and learning and evaluating impact – <b>just started</b></p> <p>The country’s reporting against process 3 reflects the findings of the evaluation team.</p>	<p>After joining the SUN movement, Tanzania developed a National Nutrition Strategy with a costed implementation plan, as a consequence of joining SUN. The plan costing provides summary amounts against each strategy, and each strategy is in turn aligned with key objectives in the NNS. The evaluation team found however that there was not a good understanding by non-government stakeholders of the assumptions that generated the costings, even though it was done through a multi-sector process in government.</p> <p>The plan was also still predominantly nutrition-specific, and was not a common desk-instrument that directed the actions of all stakeholders, although some of the activities around nutrition – particularly around governance and advocacy – did align with the plan and some CSOs were using it as a framework. It did not have a clear common results framework, and systems to implement monitoring and accountability. A revision of the 1992</p>

Country Conclusion	Country self-assessment	Evaluation findings on costed plans
		Nutrition Policy was under way, which was intended to lead to a new action plan, with improved costing and a common results framework. In the meantime, government reported that all sector policies have been aligned to the NNS, and that local government authority alignment was also under way, through multi-sector processes at that level.

*Source: SUN ICE country case studies; SUN Movement Progress Report 2014 and Compendium of Country Profiles; MQSUN phase 2 country report; SUN Movement Progress Report on Baseline Data and Country Self-assessment Workshops*

**Table M3 Country plans and CRFs: SMS scores vs. ICE judgements**

Country	SMS score for process 3	ICE judgement	
		country result	SUN contribution
Bangladesh	73%	LOW	LOW
Burkina Faso	30%	LOW	MEDIUM
Ethiopia	65%	MEDIUM	MEDIUM/LOW
Guatemala	66%	HIGH	HIGH
Indonesia	48%	LOW	MEDIUM
Mozambique	43%	MEDIUM	MEDIUM
Senegal	55%	LOW	LOW
Tanzania	42%	MEDIUM	HIGH

*Source: Table M2 above.*

### *The M&E framework and its application*

42. Findings from only seven SUN countries<sup>124</sup> cannot be conclusive, but they raise strong question-marks about the quality of the SUN M&E process, including its self-assessment aspect. In two of the cases reviewed (Bangladesh and Senegal) there was a clear disagreement between the country's self-assessment and the evaluation team findings. More generally, there is a strong suggestion that the self-assessment process may be superficial in its review of plans and CRFs, since it does not distinguish between the mere existence of a plan/CRF and its practical utility. The findings raise issues about countries' understanding of the M&E framework and criteria posed, and also about the criteria themselves. Thus:

- c) The criteria as set out in the M&E framework tend to conflate the existence of a common plan with a common results framework. This allows countries to self-assess that they have a common results framework in place, as well as processes to implement the framework, while also acknowledging that they

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<sup>124</sup> Ethiopia did not undertake the self-assessment.

are yet to develop a common results framework (see for example Bangladesh). Or, to claim a higher score for implementing the framework, than for organising the implementation of the framework (see for example Guatemala and Mozambique).

- d) In all cases this was based on processes to monitor the implementation of standing government plans or policies for nutrition, rather than a **common** SUN-like results framework amongst all stakeholders. Judged by the explanations, the self-assessments also are predominantly based on what occurs within the state, rather than between all stakeholders (which is a key tenet of the SUN approach).
- e) The commonality of the plan/results framework did not seem to be assessed by countries; indeed in some cases there was more than one plan competing for the space, and in most cases no mention is made of the buy-in of non-state actors or of the alignment of their plans. The same point relates to their assessment of Progress Marker 1, namely whether all stakeholders have aligned their programmes to government policies: this assessment is backed by descriptions of how government programmes are aligned to policies, but in the SUN M&E framework for the four processes, this marker is deemed not to refer to government plans at all (SMS 2013a, p25)

43. Accordingly, the M&E framework would benefit from a clearer statement on the definition of a common results framework, and how this relates to the notion of "a high quality, costed plan" in the SUN objective statements.

44. In the countries which undertook self-assessments, there seemed to be more congruence between the ICE evaluation team findings and the country self-assessments in cases where the common platform was stronger. In Tanzania, for example, the self-assessment was a multi-stakeholder common process managed through the multi-stakeholder platform; this allowed cross-examinations of the assessments and produced an assessment that matched the ICE team's independent judgement.

#### *ICE assessment of results and contribution to results*

45. We return now to the discussion of results and SUN's apparent contribution to whatever progress was observed the right hand columns of Table M3 above. In one of the eight countries reviewed (Guatemala) we found the results to be high with a high contribution by SUN. In one other country results were found to be medium, with a high contribution (Tanzania), but with a process under way which could yield high results. In Mozambique the results were medium, with a medium contribution, given the pre-existence of a plan and processes. In Ethiopia, results were judged to be medium (mainly because costing of an impressive multi-sector plan is still at a very high level of aggregation that does not clearly relate to Government budgets or donor commitments) with medium to low contribution from SUN (because, although Ethiopia has participated in SUN forums discussing costing, the initiative was clearly

Ethiopia's). In the other four countries, however, the results were low. In two of these SUN made low contributions to changing the results (Senegal and Bangladesh), while the evidence points to medium contributions to changing results, even if they were still low in the other two (Indonesia and Burkina Faso).

*Explanations for results<sup>125</sup>*

46. The following factors appeared to be relevant in explaining the ICE findings:
- d) A key factor in high and medium results was political commitment and high level placement of country focal points and multi-stakeholder platforms.
  - e) Common factors in low results were sector-specific placement, sector competition for the nutrition space and low central political commitment. However, in Indonesia it seems that processes are slow towards a multi-sector multi-stakeholder plan even though key central structures are in place and despite some momentum.
  - f) In countries in which sub-national governments had autonomy and in which expenditure responsibilities for many nutrition-specific and nutrition-sensitive actions were assigned to the sub-national governments, national plans had only limited linkage to effective scale-up; local governments' responsibilities, plans and actions also needed to be linked to the common results framework.

**MQSUN reviews of country costed plans**

47. The MQSUN review of country costed plans (SMS 2014I) was undertaken on behalf of the SMS in the run-up to the N4G conference and continued subsequently. It further supports evidence from the SUN progress report, global interviews and country case studies. All sources indicate that progress on objective 3 (high quality, costed country plans/common results frameworks) has been slow compared to progress on objectives 1 and 2. Key findings from the review of 20 country plans are summarised below.

*Comprehensiveness and balance of plans*

48. The MQSUN synthesis report found that plans do not encompass all nutrition-specific and nutrition-sensitive activities, nor all nutrition governance activities, and do not cost all the stakeholders in countries. They are not policy-driven strategic plans centred around a common results framework, but rather amalgamations of what actors already do.

49. Regional differences are apparent in the imbalance between nutrition-specific and nutrition-sensitive interventions in country plans. Plans from Africa tended to

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<sup>125</sup> The findings reported in this section are based on the overall CCS reports in Annex O and Annex P, as well as the details summarised in Table M2.

be more focused on nutrition-specific activities. Thus, all the countries where more than 50% of the costed interventions costed were nutrition-specific were in Africa. Only Malawi, Rwanda and Uganda out of 13 African countries, had more than 30% of their interventions in the nutrition-sensitive category. On the other hand, in five out of seven non-African countries nutrition-specific interventions comprised less than 15% of planned actions.

50. Does this mean that the plans themselves are unbalanced, or that they are appropriate and merely reflecting regional differences in nutrition problems to address, potentially related to the historical emphasis and weaknesses in public services? The MQSUN analysis itself notes that most plans (driven by the predominance of African countries in the analysis) include the known package of nutrition-sensitive components; they also reflect weaker understanding by countries of what nutrition-sensitive means (SMS 2014I, p24). In countries (such as Yemen, Indonesia and Nepal) where MQSUN directly supported processes, related nutrition-sensitive sector plans could be merged into a single dataset. Such integration was already present in the plan frameworks of only two of the 20 countries, namely Guatemala and Sierra Leone.

51. The report also highlights a high focus on agricultural and food security interventions in nutrition-sensitive interventions, and the relatively low inclusion of health, water & sanitation, and care environment interventions. In the costing, food systems and food security interventions amount to almost 22 times the value of health, water and sanitation interventions, and over 1,600 times the value of care environment interventions. Within health, water and sanitation interventions, the analysis notes a predominance of nutrition-sensitive health interventions.

#### *ICE case study insights on MQSUN findings*

52. A cross-mapping of findings from the ICE country case studies suggests that the imbalance noted in the MQSUN exercise between nutrition-sensitive and nutrition-specific activities in plans, and between different types of nutrition-sensitive interventions **may have a basis in weak institutions relative to the SUN approach, and/or is related to choices made by MQSUN in what was reviewed** in the exercise. By country:

- In **Bangladesh** the MQSUN exercise took the agricultural ministry's plan for food and nutrition as the country costed plan. The high predominance of food system and food security interventions is thus understandable. The SUN movement focal point on the other hand, is based in the health ministry, which has a health and nutrition sector SWAp, which was not used for the MQSUN exercise. The underlying issue is that engagement with the SUN movement in Bangladesh has not yet resulted in a common, truly multi-stakeholder plan.
- In **Burkina Faso** the plan used by MQSUN pre-dates the SUN movement membership and originated from the health sector. It is therefore largely

nutrition-specific and health sector oriented. The post-SUN-membership nutrition strategy is not yet costed, and therefore was not used, but was found by the ICE team to also not be multi-sectoral. The government focal point is based in the health ministry and a functional multi-sector, multi-stakeholder platform has not yet been put in place, although there is a government multi-sector platform that pre-dates SUN, and a post-SUN donor and technical partner platform.

- In **Indonesia** the MQSUN exercise used the National Plan for Food and Nutrition which pre-dates SUN membership, and as part of the MQSUN exercise integrated other sector plans and donor programmes in order to get to the costing for Indonesia. The MQSUN exercise therefore does not reflect, for the purposes of the ICE, the coverage and costing of a SUN-type common results framework and country costed plan. Furthermore, a post-SUN policy framework which emphasises the SUN approach on 1,000 days – the 1,000 HPK – is a policy framework and not a plan, and is not costed.
- In **Senegal** the government focal point is part of a unit which had been implementing a multi-sector programme for nutrition, funded substantially by the World Bank. The post SUN strategic plan for nutrition reviewed in the MQSUN exercise was not made available to the ICE team, but the analysis of strategies in the multi-sector strategic plan reflected in the country synopsis in the synthesis report (SMS 2014l, p68) shows a strong alignment with the strategies being implemented by the Senegal unit responsible for implementing the strongly World Bank-funded programme. As the country evaluation reported low involvement by other ministries, the lack of balance in the plan appears to have an institutional base.
- In **Tanzania** the multi-sector platform includes membership from all relevant line ministry focal points, but the ICE evaluation team found that active participation by nutrition-sensitive stakeholders in underlying processes to support the work of the multi-stakeholder platform was infrequent. All stakeholders acknowledged that the current strategy – used in the MQSUN exercise – although it is a SUN-initiated document – is not sufficiently multi-sector and not sufficiently driving or aligning the actions of all stakeholders. A process is under way to recraft a strategy that will be more of a common results framework and multi-sector.

53. In summary, a cross-mapping of the MQSUN analysis to the ICE evaluation findings suggests that the identified weaknesses in the content of what was being costed in country plans, relate to weak progress on key SUN objectives with regard to the commonality of results frameworks, and effective multi-stakeholder platforms. As acknowledged by the report: “The plans tend to reflect who coordinated or led the process” (SMS 2014l, p 31). This is discussed further below.

*The quality of planning and costing*

54. The SUN movement synthesis report following the review of the country costed plans (SMS 2014I) does not directly assess the quality of the planning/costing or of planning/costing approaches. Key themes however did emerge from the exercise, most of which were presented in the report as prospective guidelines on costing, drawing on good practice examples found, rather than findings on the quality of existing costings. These include:

- a) The need to set clear priorities in plans. Only 12 out of the 20 plans were prioritised. Where prioritisation was not evident, “it is unclear what interventions are being prioritised; when and over what time frame; and what the cost implications will be” (p 30).
- b) The need to set targets, preferably annual targets. The report mentions only two plans out of the 20 that set targets. It is difficult to see how plans could act as common results frameworks that could align actions, and facilitate mutual accountability, without targets.
- c) The need to be clear about how scale-up of interventions would be reached. While not clearly set out in the report, this should also reflect how sub-national implementation would be facilitated, a key issue in the ICE country case studies where government is significantly decentralised.
- d) The report noted the need to involve not only the health and agricultural sectors and government actors, but to be truly multi-sector and multi-stakeholder. “Given the multisectoral approach needed to tackle malnutrition, country plans may be more comprehensive and realistic when the assumptions used in costing the interventions are aligned across those sectors and organisations that fund or provide nutrition interventions and governance.” (p31).
- e) On costing, the report noted several shortcomings, namely: (i) costings should include all costs associated with an activity, regardless of who is paying for it; (ii) human resources and infrastructure costs should be included together with the direct programme costs of interventions; (iii) nutrition governance activities should be fully costed; and (iv) the costing methods and assumptions should be fully documented and transparent to all role players, in order to ensure that the plan is a functional instrument to align actions. The report noted a lot of variation on the costing methodologies used.

55. At the same time, however, there is acknowledgement that the requirement for country plans catalysed useful processes. Written comments to the ICE survey question on whether the multi-sector plans were worth the time and effort that went into preparing them highlighted the value of bringing people together to analyse problems and plan solutions. The plans, respondents pointed out, drove discussions between sectors; brought together all relevant sectors onto the same page with the same information to draw attention to nutrition; and at least started a thinking

process resulting in the topic of nutrition being more clearly defined (see Figure G11 and Table G8 in Annex G).

56. The Community of Practice could provide an important hub for exchange on developing costed common results frameworks and plans and to match needs with available expertise across partners, but has to date reached a limited number of countries with direct support (5 on costed plans out of the 54 members). This has been mostly through MQSUN, the work plans of which pre-date the Community of Practice. There is also as yet no knowledge hub or web-forum for the Community.

### **Conclusion on theme 1: quality of costed country plans**

57. Overall the ICE concludes that progress against multi-stakeholders aligning their actions with high quality, well costed country plans and common results frameworks is low. The SUN 2014 progress report notes that 21 countries have reported that they have national common results frameworks in place. The evidence available to the evaluation suggests that countries' reporting may reflect optimistic interpretations of what constitutes a **common** result framework against the guidance of the SUN movement itself. Countries that have a results framework and associated plan that reflect the criteria set out by SUN itself, such that the results framework and plan are an effective instrument to align the actions of all stakeholders towards achieving objectives at scale, appear to be the exception rather than the rule.

58. Key issues are:

- a) institutional barriers to achieving a single, common results framework and a single aligned plan (or a set of aligned plans) which include an appropriate balance of nutrition-specific and nutrition-sensitive actions from all sectors;
- b) the inclusion of all stakeholders – government and non-government – in setting the results framework, drafting plans and costing strategies and actions;
- c) the need to roll out the SUN approach to sub-national governments in cases where they have autonomy and significant nutrition expenditure responsibilities;
- d) the quality of costing and costing approaches, and buy-in to costings;
- e) the utilisation of common results frameworks and agreed plans for mutual accountability.

59. The countries reviewed above show differences in political leadership, in the positioning of SUN movement structures, and in the functionality of common results frameworks and plans for scaling up nutrition interventions. These suggest that more work may be needed under SUN's strategic objective one (enabling political environment, shared space etc) in order to lay a better foundation for progress on functional common results frameworks and national nutrition plans.

60. In addition, clearer guidance is needed on what is meant by a common results framework and national nutrition plans, the relationship between these concepts, the sequencing of actions to establish them in practice, the underlying processes to get there, and what is meant by costing.

61. In keeping with the SUN movement approach of building on what is already in place in countries, this guidance should be appropriately nuanced. SUN should not require all member countries to have results frameworks and national plans that conform to a single SUN template (although a generic template could help to illustrate concepts). Rather, the Movement should have a clear statement on the key functionalities of a common results framework, the characteristics it should commonly display to fulfil these functionalities and the relationship between the results framework and plans – even plans already in place. Much of this guidance has developed across various SUN movement documents (such as the progress report, the synthesis report from the review of plans, the M&E framework document, outputs from the Nairobi workshops on costing and tracking – see below for further discussion), but it is not available as a single, clear, advisory document with good practice examples, which is updated as lessons are learnt over time.

## **Theme 2: The contribution of the SUN movement to an increase in financial resources for nutrition**

### **What does the SUN strategy expect?**

62. The SUN strategy (SMS 2012ab), together with the SUN road map and M&E framework, envisages that increases in resources for nutrition would be enabled by effective coordination through multi-stakeholder platforms, and catalysed by common results frameworks and costed plans. The anticipated scale-up of resources for nutrition is from all stakeholders, including government, development partners and civil society organisations. For development partners, a relationship between global donor commitments to nutrition, enabled through engagement with SUN, and country-level scale up is assumed.

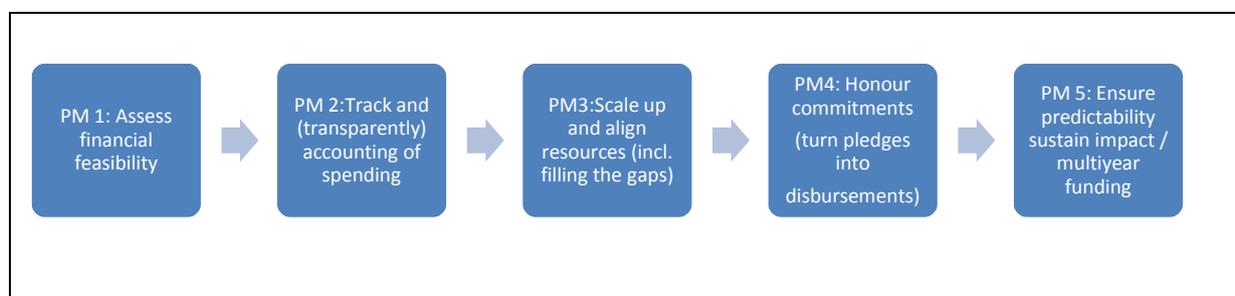
63. This section considers whether scale-up of financial resources has occurred, and SUN's contribution to such scale up. Main evidence sources are: the SUN 2014 Progress Report and Compendium of Country Profiles (SMS 2012ab); the Global Nutrition Report (IFPRI 2014b); and the ICE country cases (Annex O, Annex P).

### **Increased resources at country level: SUN 2014 annual report**

64. The SUN 2014 progress report includes an extensive discussion on efforts to track financial resources, but less information on whether resources were actually scaled up. It however refers to 11 countries, which did report progress in disbursements for nutrition at the country level. These are Bangladesh, Burkina Faso, Chad, Ethiopia, The Gambia, Malawi, Nepal, Peru, Rwanda, Senegal, and Sri Lanka.

65. Countries’ self-assessment is scored against the progress markers for process 4 (financial tracking and resource mobilisation), particularly progress markers 2 and 3 – see Figure M2 below. Note that PM1 overlaps with the costing of common results frameworks and country plans, insofar as it requires a comparison of current spending with the costed plan.

**Figure M2 Progress markers for process 4: financial tracking and resource mobilisation**



### The ICE country case studies

66. Table M4 below compares countries’ self-assessments in the Compendium of Country Profiles against findings from the ICE country cases studies, to reach conclusions on progress against the 4<sup>th</sup> SUN Objective of scaled up resources for nutrition. Once again the detailed table is accompanied by a much briefer summary of ICE judgements compared with SMS scores (Table M5 below).

**Table M4 Scaling up resources: analysis of country progress in ICE case study countries**

Country/ summary finding	Country self-assessment	ICE case study findings / MQSUN findings
<b>Bangladesh</b>		
<p>The SMS assessed progress against this process at 65%, based on the country self-assessment, up from 40% in 2012, when it was assessed by the SMS itself.</p> <p>On balance, while the health sector SWAp appears to carry significant donor support, there is no clear evidence of scale-up post SUN. The ICE country case study suggests that even if there has been some scale up of donor and country funding, there is no clear evidence of SUN actions contributing to this scale up.</p> <p><b>ICE judgement:</b></p>	<p>PM 1: Assess financial feasibility: <b>on-going</b></p> <p>PM3: Scale up and align resources (incl. filling the gaps): <b>nearly complete</b></p> <p>PM4: Honour commitments (turn pledges into disbursements): <b>nearly complete</b></p> <p>PM 5: Ensure predictability sustain impact / multiyear funding: <b>on-going</b></p> <p>The country profile does not make reference to specific scaling up that has occurred, but merely says that Bangladesh is mobilising domestic and international resources for nutrition through the</p>	<p>With the exception of the funding provided through the MPTF for the work of the Civil Society Alliance, SUN has not yet made an identifiable difference to resource commitments for nutrition in Bangladesh. The multi-stakeholder platform in Bangladesh has not yet really looked at resourcing issues. The World Bank has already been providing substantial funding to the HPNSDP, and USAID has committed major resources to nutrition efforts in the country through its SPRING programme (Strengthening Partnerships, Results and Innovation in Nutrition Globally) and, indirectly, its Feed the Future food security programme in the south west of the country. These initiatives have not been directly influenced by SUN.</p> <p>The MQSUN report notes some scaling up in 2011 of funding to nutrition, outside the annual development programme, and that Bangladesh is a priority country for USAID’s programmes. Other funding reported was committed by June 2011,</p>

Country/ summary finding	Country self-assessment	ICE case study findings / MQSUN findings
low results low contribution	development budget.	through pooled funds associated with the Health SWAp.
<b>Burkina Faso</b>		
<p>The SMS assessed progress against this process at 52%, based on the country self-assessment, up from 9% in 2012, when it was assessed by the SMS itself.</p> <p>Between the country ICE study and the MQSUN report there is evidence of scale up of resources in the period after joining SUN, but little evidence that this as a result of SUN membership</p> <p><b>ICE judgement: Medium results, low contribution.</b></p>	<p>PM 1: Assess financial feasibility: <b>on-going</b></p> <p>PM3: Scale up and align resources (incl. filling the gaps): <b>on-going</b></p> <p>PM4: Honour commitments (turn pledges into disbursements): <b>nearly complete</b></p> <p>PM 5: Ensure predictability sustain impact / multi-year funding: <b>on-going</b></p> <p>The country profile does not make reference to why disbursements are deemed near complete. The underlying country report in fact notes incomplete disbursements.</p> <p>Neither the profile nor the report contains evidence on why resource scale up is deemed on-going.</p>	<p>The Burkina ICE evaluation was not able to track down significant evidence of SUN movement activities contributing to increased resources. There is evidence of an increase in resources in 2013, after an appeal by government at UNICEF's 2013 global conference on child under-nutrition, but this is only indirectly related to SUN. The ICE country case study noted that funding for nutrition is emergency related, rather than a systematic scale-up of multi-year funding. The MQSUN report on Burkina Faso notes an increase in government resources after 2011 to the nutrition plan, following a reduction between 2009 and 2011. It notes however that this and increases in donor resources was in response to the 2011/12 crisis.</p>
<b>Ethiopia</b>		
<p>The SMS assessed progress on the full process 4 to be 67% compared to 71% in 2012. Both scores were assessed by the SMS.</p> <p>In view of the information obtained by the ICE, it is hard to see how the score for PM3 can be recorded as "nearly complete" and if follows that the score for PM4 is also too optimistic.</p> <p>The ICE judgement takes account of clear Government contribution, but weak evidence of scale up by development partners.</p> <p><b>ICE judgement: medium/low results, low contribution.</b></p>	<p><b>(NB: Assessment by SMS –self-assessment not undertaken)</b></p> <p>PM 1: Assess financial feasibility: <b>Complete</b></p> <p>PM3: Scale up and align resources (incl. filling the gaps): <b>nearly complete</b></p> <p>PM4: Honour commitments (turn pledges into disbursements): <b>nearly complete</b></p> <p>PM 5: Ensure predictability sustain impact / multi-year funding: <b>just started</b></p> <p>The evidence offered to support the scores given by the SMS is that the "Government has committed to allocate additional domestic financing of USD 15 million per year to nutrition until 2020."</p>	<p>As noted in Table M2 above, Ethiopia's National Nutrition Programme (NNP) includes estimates of costs and the financial gap for the years 2013–2015, with the bulk of the anticipated funding to come from non-government sources, and an estimated financing gap of 33.3%.</p> <p>At the N4G summit in 2013 Ethiopia committed to increase nutrition spending by USD15m annually, and the GNR reports this commitment as on-course.</p> <p>Several of the main development partners involved in nutrition report recent or planned increases in nutrition spending, but the Government reports that most such spending is for third-party implementation, rather than direct support for the scaling up of Government programmes. The ICE team was not made aware of clear and comprehensive data which would show whether and by how much donor funding has increased. An extensive stakeholder mapping exercise was completed in 2014, but at best this would provide a snapshot of funding, not trends.</p>

Country/ summary finding	Country self-assessment	ICE case study findings / MQSUN findings
<b>Guatemala</b>		
<p>The SMS assessed progress against this process at 54%, based on the country self-assessment, up from 31% in 2012, when it was assessed by the SMS itself.</p> <p>The ICE country case study findings support the self-assessment, particularly against PM4, in which the specific budget line has meant that expenditures are protected, and therefore disbursements are higher. There is not much information on donor commitment and disbursement increases: both of these were scored 2 in the self-assessment.</p> <p><b>ICE judgement:</b> Medium results, high contribution</p>	<p>PM 1: Assess financial feasibility: <b>near complete</b></p> <p>PM3: Scale up and align resources (incl. filling the gaps): <b>ongoing</b></p> <p>PM4: Honour commitments (turn pledges into disbursements): <b>ongoing</b></p> <p>PM 5: Ensure predictability sustain impact / multiyear funding: <b>ongoing</b></p>	<p>The approval of the Hunger Pact led to a specific instruction for the Ministry of Health and other institutions to prioritize this area and to provide corresponding resources. The fact that nutrition is a key government priority has resulted in Hambre Cero having a specific budget line within all line ministries – thus in 2012 a budget line named “1,000 days” was created. In this manner, the actions of the 1000-day window are linked to results in the budget which gives them visibility and ensures that resources are attributed to the response. However, there is no reference to funding contributions from donors and development partners unless they are subsumed under the overall state budget for food and nutrition security. The government has committed to increasing its funding by 32% by 2014 from a baseline of 2013. However, key institutions such as the Guatemalan Ministry of Health could not provide specific evidence of funding increase from the government at the time of this evaluation. However, they did highlight that the “1000-days” budget line is nevertheless an important achievement as government funding that is allocated to this priority programme cannot be re-allocated mid-year (as often happens otherwise) to other government spending priorities. Thus in practice there has been more funding available to ministries.</p>
<b>Indonesia</b>		
<p>The SMS assessed progress against this process at 35%, based on the country self-assessment, down from 59% in 2012, when it was assessed by the SMS itself.</p> <p>The self-assessment of just started against progress markers 3, and ongoing against progress marker 4 aligns with other evidence.</p> <p><b>ICE judgement:</b> Low results, medium contribution</p>	<p>PM 1: Assess financial feasibility: <b>on going</b></p> <p>PM3: Scale up and align resources (incl. filling the gaps): <b>just started</b></p> <p>PM4: Honour commitments (turn pledges into disbursements): <b>ongoing</b></p> <p>PM 5: Ensure predictability sustain impact / multiyear funding: <b>Just started</b></p> <p>The country profile and report makes reference to some resources being mobilised at the local level and from the private sector.</p>	<p>The ICE country case study was not able to assess the degree to which resources have been scaled up on account of SUN, except for the expectation that the Millennium Challenge Account funding will increase resources, but the extent was not yet clear. The MQSUN report details various donor fund flows, both pre-dating and post SUN membership. This includes making the cash transfers to households programme more nutrition –sensitive. The overall contribution of the SUN to a refocusing of the nutrition landscape however suggests a medium contribution to the upscaling results achieved, such as they are.</p>

Country/ summary finding	Country self-assessment	ICE case study findings / MQSUN findings
<b>Mozambique</b>		
<p>The SMS assessed progress against this process at 39%, based on the country self-assessment.</p> <p>The country self-scores indicate low results against scaling up of resources, but the ICE country case reports some resource scale up, particularly institutional support costs. It however notes that full attribution is unlikely, but that contribution can be argued.</p> <p><b>ICE judgement:</b> Medium results, medium contribution</p>	<p>PM 1: Assess financial feasibility: <b>Not started</b></p> <p>PM3: Scale up and align resources (incl. filling the gaps): <b>Not started</b></p> <p>PM4: Honour commitments (turn pledges into disbursements): <b>Not started</b></p> <p>PM 5: Ensure predictability sustain impact / multiyear funding: <b>Not started</b></p> <p>While the country self-scores are at zero progress, the country profile does not progress on mobilisation of resources, both domestic and external.</p>	<p>Donors have scaled up their commitment to nutrition, especially with support to provincial plan development and in some cases implementation.</p> <p>The key nutrition institution has seen its budget through the government funding system (e-Sistaffe) increase significantly since the national plan was approved. The Government Budget to the institution increased by 40% in 2012. Some of this funding has come from DANIDA via earmarked budget support.</p> <p>Increased funding has allowed the recruitment of new staff. It is difficult to attribute all or part of this to SUN, but the guiding principles of the movement align with an evident commitment by the institution.</p>
<b>Senegal</b>		
<p>The SMS assessed progress against this process at 62%, based on the country self-assessment, up from 39% in 2012, when it was assessed by the SMS itself.</p> <p>The country case study concurs with the country profile assessment of ongoing scaling up of resources, but does not attribute this to SUN as such, rather to programmes established prior to SUN. It could be argued that these commitments have been sustained because of SUN. There is no evidence of increased donor commitments on account of SUN.</p> <p><b>ICE judgement:</b> Medium to low results, medium contribution</p>	<p>PM 1: Assess financial feasibility: <b>ongoing</b></p> <p>PM 2: Track and (transparently) accounting of spending: <b>ongoing</b></p> <p>PM3: Scale up and align resources (incl. filling the gaps): <b>ongoing</b></p> <p>PM4: Honour commitments (turn pledges into disbursements): <b>complete</b></p> <p>PM 5: Ensure predictability sustain impact / multiyear funding: <b>ongoing</b></p> <p>The country profile offers commitments made by government in 2011, to increase nutrition funding from year to year, to reach 2.8 billion CFA francs per year in 2015, as evidence for the scores. In 2013, investments in specific nutrition programs by a number of platform members were mapped out, revealing the importance of consistency in mobilizing funds from other partners to ensure the sustainability of interventions. Funding requirements can be identified because priorities have been identified for most sectors.</p>	<p>The country ICE case study found that there was strong World Bank funding, supplemented by funding from among others UNICEF, WFP, and USAID, up to mid-2014. This predates SUN. In addition there is important government funding for the nutrition programme that pre-dates SUN, but none yet for the as yet unpublished and uncosted multi-sector plan. Government funding is more than USD 7 million a year until 2016, irrespective of continued World Bank financing. The more important challenge was found to be the consolidation of funding behind a multi-sector multi-stakeholder plan over the medium to long run. The case study thought that it is too early to judge the SUN movement contribution to increasing resources.</p>

Country/ summary finding	Country self-assessment	ICE case study findings / MQSUN findings
<b>Tanzania</b>		
<p>The SMS assessed progress against this process at 40%, based on the country self-assessment, up from 27% in 2012, when it was assessed by the SMS itself.</p> <p>The country-self assessment and ICE evaluation concurs on a moderate increase in resources. The country case study is clear that SUN made a contribution to this increase.</p> <p><b>ICE judgement: Medium results, high contribution</b></p>	<p>PM 1: Assess financial feasibility: <b>ongoing</b></p> <p>PM3: Scale up and align resources (incl. filling the gaps): <b>ongoing</b></p> <p>PM4: Honour commitments (turn pledges into disbursements): <b>ongoing</b></p> <p>PM 5: Ensure predictability sustain impact / multiyear funding: <b>just started</b></p> <p>The country profile reports an overall increase in nutrition funding, most coming from donors. It notes that health, agriculture and other sector budgets that contribute to nutrition are increasing.</p>	<p>The country case study reports increased funding for nutrition, based on the Public Expenditure Review (PER) and subsequent tracking of the implementation of the National Nutrition Strategy. The PER showed slight improvement from 2010/11 to 2012/13 of 0.01% of GDP, and increase in terms of Government total expenditure budget from 0.15%, to 0.22%. An implementation tracking exercise showed an increase in budgeted and spent resources over the three years assessed (2011/12 to 2013/14), but a decline in completed and partially completed activities as a proportion of budget at both national and LGA level. The increase at council level was low, from TZS 52 to TZS 78 million per annum. The PER however noted a sharp increase in ministry (national) and regional level expenditure: at ministry level (national) it was from TZS126 to TZS 836 million, and at regional level from TZS 19 to TZS 92 million per annum</p>

*Source: SUN ICE country case studies; SUN Movement Progress Report 2014 and Compendium of Country Profiles; MQSUN phase 2 country report; SUN Movement Progress Report on Baseline Data and Country Self-assessment Workshops*

**Table M5    Scaling up resources: SMS scores vs. ICE judgements**

Country	SMS score for process 4	ICE judgement	
		country result	SUN contribution
Bangladesh	65%	LOW	LOW
Burkina Faso	52%	MEDIUM	LOW
Ethiopia	67%	MEDIUM/LOW	LOW
Guatemala	54%	MEDIUM	HIGH
Indonesia	35%	LOW	MEDIUM
Mozambique	39%	MEDIUM	MEDIUM
Senegal	62%	MEDIUM/LOW	MEDIUM
Tanzania	40%	MEDIUM	HIGH

*Source: Table M4 above*

67. Analysis from the ICE country case studies suggests that moving towards increased mobilisation of resources depends heavily on the prior achievement of a functional multi-stakeholder platform and a functional country resource framework/nutrition plan. (The SUN annual progress report makes the same observation.) In the eight case study countries analysed:

- a) No countries have seen high results in terms of scaling up resources. Five however report some or moderate scaling up of resources, while the SMS reported the same on behalf of Ethiopia. The only two countries where our analysis indicates low results are Bangladesh<sup>126</sup> and Indonesia, where there has not been a significant increase in resources since engaging with SUN. In Bangladesh the contribution of SUN to efforts to increase resources is deemed to be low, while in Indonesia it is deemed to be medium.
- b) Of the countries with medium results, SUN was deemed to have had a high contribution to the upscaling in Guatemala and Tanzania, both again with strong political commitment and high placement of multi-stakeholder platforms. In Burkina Faso the contribution to results was seen as low, given that upscaling was more in response to a crisis and as a result of a UNICEF conference, than systematic SUN in-country effort towards medium-term predictable funding. In the remainder, the SUN ICE evaluation studies could argue some contribution by SUN but also identified other contributing factors.

68. It is noteworthy that more than one country regarded the upscaling of resources as only one component of financing improved and increased nutrition interventions. In Tanzania for example, the PER has shown that not all existing nutrition spending is equally cost-effective, leading the government focal point to argue that improving the efficiency of existing spending may be as important as increasing total resource commitments. (The same point was also made by some global interviewees.)

### **Increased Resources at country level: the N4G commitments**

69. The difficulty of upscaling resources for nutrition, in terms of commitments but also in terms of disbursements, is confirmed by the analysis of progress against country commitments made at the N4G event, in the 2014 Global Nutrition Report.

70. Altogether twenty-five signatory governments committed themselves to making reduction of undernutrition a high priority, to increasing domestic budgets for improving nutrition, and to scaling up the implementation of their country nutrition plans. Of these 15 committed themselves to increasing their domestic resources for nutrition. Of these fifteen, in only 3 cases could the Global Nutrition Report team determine that they are on course, namely in Bangladesh, Ethiopia and Senegal. The ICE country case studies in two of the three cases confirmed the evidence of scale-up of resources, but could not find compelling evidence in Senegal that it is on account of SUN. In Bangladesh the case study did not find significant evidence of scale-up since engagement with SUN.<sup>127</sup> The only country that reported that it is off-course with scale-up against its commitments is Zimbabwe. In the other

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<sup>126</sup> As for process 3, the Bangladesh self-assessment could not be verified by the ICE team. The GNR reports Bangladesh as "on course" to meet its financial commitment made at the N4G event in 2013; however, the commitment was unquantified, and the progress reported against it is similarly unspecific (IFPRI 2014c).

<sup>127</sup> See footnote 126 above.

11 cases the GNR team could not ascertain from countries' reports whether scale-up occurred.

### **Increased resources across countries**

71. At the global level, development partner funding for nutrition appears to be increasing. The SUN donor network developed and implemented a methodology for tracking global donor commitments and disbursement for nutrition-specific and nutrition-sensitive interventions (SUN Donor Network 2013). Thirteen donors implemented the methodology for 2010 and 2012.

72. For the 13 donors, commitments to nutrition-specific interventions increased from USD 665m in 2010 to USD 925m in 2012, a change of 39% , led by substantial increases from the World Bank (more than 450% between 2010 and 2012), Canada, and the Bill & Melinda Gates Foundation. Nutrition-specific disbursements were much lower than commitments but did increase from USD 334m in 2010 to USD 480m in 2012, an increase of 44%.<sup>128</sup>

73. Nutrition-sensitive commitments declined by 14%, from USD 5.95 billion in 2010 to USD 5.13 billion in 2012. This change can be attributed to an extraordinary spike in World Bank nutrition-sensitive commitments in 2010, when large projects were approved for Mexico, and a 3% decline in US Government nutrition-sensitive commitments, attributed to fluctuations in spending but also declining Congressional allocations to WASH and HIV/AIDS funding. For the 10 donors that reported their disbursements for nutrition-sensitive expenditure, these disbursements increased from USD 937 million to USD 1.112 billion, or 19%.

74. With the sizable declines in US and World Bank commitment figures, total commitments fell from USD 6.62 billion to USD 6.06 billion, a decline of 9%. Total disbursements exclude the US government's and the World Bank's nutrition-sensitive category as they did not report on disbursements in this category, but rose from USD 1.262 billion to USD 1.532 billion, an increase of 21%.

75. Other evidence on cross-country increases in resource commitment is the reporting by civil society partners against their Nutrition for Growth (N4G) commitments. Table M6 below captures key data from reporting against these commitments by the Global Nutrition Report (IFPRI 2014b, p59).

76. The GNR report notes that it is too early to report against the substantial donor commitments made at the N4G event. These would only show up in later donor funding cycles. One component is the Catalytic Financing Facility for Nutrition, for which the design was agreed by the partners in June 2014, and which is now securing formal funding proposals (CIFF et al. 2014).

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<sup>128</sup>This section reflects the Global Nutrition Report (2014) reporting on the donor financial tracking exercise. See IFPRI 2014b pp 50-51.

**Table M6 Global CSO fulfilment of financial commitments to nutrition**

Partner group	Number making financial commitments	No. on track (disbursing to match commitments)	No. off track	No. not reporting or reporting unclear
Global Civil Society Organisations	7	5	1	1

*Source: Global Nutrition Report 2014*

77. At the global level there appears to be some scale-up of global development partner commitments to nutrition in the wake of SUN. It is however noteworthy that the SUN movement (and the N4G event) are not the first efforts to increase resources at the global level. In previous cases however, weak tracking of commitments made, has meant weak accountability for commitments fulfilled. It follows that strengthening tracking (the subject of Theme 3 below) needs to be an integral part of any strategy for scaling up resources.

**Conclusion on theme 2: increased resources for nutrition**

78. In the eight SUN ICE country case studies more precise quantitative information on scale-up was only available for Tanzania, where evidence pointed to scale-up of resources for nutrition in the wake of SUN membership, but more so at the national level than at the level of the local governments which are responsible for most nutrition interventions on the ground.

79. Difficulties in determining for purposes of the SUN ICE, the degree to which SUN movement partners, including donors, other development partners and member countries, have scaled up resources, is related to difficulty in tracking relevant spending, particularly nutrition sensitive resources, in government budgets (see discussion of theme 3 below).

80. Based on qualitative evidence (interviews and non-quantitative reports) for the other seven countries, scale up was moderate to low. In only two countries (Tanzania and Guatemala) did the ICE find a high SUN contribution to whatever progress had occurred. In others scale-up pre-dated SUN or related to other factors.

81. The donor resource monitoring exercise undertaken in 2014 provided positive indications of scale-up of resource commitments and disbursements. However, given limitations of the data (only 13 donors, the subjectivity of the exercise, and only two data points), the data should not be over-interpreted (IFPRI 2014b).

82. Overall, the conclusion is that quite limited progress has been made against objective four (mobilise resources), and the resource scale-up component of process 4. This is borne out by the SUN 2014 Progress Report and Compendium of Country Profiles, which noted that the most common score against progress marker 3 (scaling up commitments) is 1 (just started), and for progress marker 4 (honouring the commitments) is 2 (ongoing).

### **Theme 3: Tracking financial resources**

#### **Methods of tracking nutrition-related expenditure**

83. The difficulty the ICE experienced in collecting systematic, comprehensive data at the country level on resource scale-up for nutrition confirms the relevance of SUN's efforts to develop methodologies to track resources. This section reports on progress at the country level in terms of results on progress marker 2 of process 4 (i.e. tracking of nutrition spending – see Figure M2 above).

84. The SUN 2014 Progress Report noted that the use of budget lines for nutrition is quite widespread in SUN countries, with twelve countries reporting the establishment of budget lines in the general budget and six in the budgets of sectoral ministries. Budget lines can contribute to increasing resources for nutrition; they can also protect allocations from in-year cuts on account of non-disbursement against the lines. A budget line however does not necessarily mean a specific allocation in the appropriations. In Tanzania, for example, the ICE found that although this was the intent when the line was introduced, it was not used in this way; instead a specific coding in the expenditure coding system is used to identify nutrition expenditures, which makes tracking easier.

85. The 2014 Progress Report also noted the development of a methodology to track expenditure. At the time of the present evaluation, however, this methodology had not yet been tested, and so does not feature in the country-level reported results. Similarly, pilot studies to track donor and civil society expenditure at the country level were in the pipeline, but not yet implemented.

86. As reported above (¶71ff), the donor network methodology to track expenditure had already been implemented by 13 donors at the time of the evaluation, but was being reviewed, because donors felt that the transaction costs were too high and the results too subjective in relation to nutrition-sensitive expenditure.

87. Overall across countries, the score most often returned by countries against progress marker two of process four (track and transparently account for expenditure) was a 1 (just started). The Global Nutrition Report (IFPRI 2014b, p47) also reflected that few countries can currently track financial commitment to nutrition.

#### **Performance in ICE country case studies**

88. Table M7 below compares ICE case study findings with country self-assessments; it also draws on MQSUN findings where these were available. As before, it is followed by a succinct summary of the ICE assessments against the scores reported by the SMS (see Table M8 below).

**Table M7 Resource tracking in ICE country case studies**

Country and summary finding	Country self-assessment	ICE case study findings / MQSUN findings
<b>Bangladesh</b>		
<p>The SMS assessed progress against the full process at 65%, based on the country self-assessment, up from 40% in 2012, when it was assessed by the SMS itself.</p> <p>While there is evidence of tracking of investments linked to the health SWAp and the agriculture, food security and nutrition investment plan, the ICE case study is clear that these mechanisms cannot be attributed to SUN.</p> <p><b>ICE judgement:</b> Medium results, low contribution</p>	<p>PM 2: Track and (transparently) accounting for spending: <b>nearly complete</b></p> <p>The country self-score is based on the “robust mechanisms for tracking expenditures, in particular for the Flagship Nutrition Program – National Nutrition Services (NNS) of MoHFW [health ministry] and the Country Investment Plan (CIP) for agriculture, food security and nutrition [in the agriculture ministry]”.</p>	<p>The SUN ICE Country case study report does not note explicit interventions for tracking expenditure that can be related to the country's engagement with the SUN movement.</p> <p>The MQSUN report on the review of Bangladesh costed plans and financing for nutrition, reported that the health sector SWAp is supported by a World Bank managed pooled fund, which is tracked by the World Bank. It also mentions reporting by donors on their activities, and expenditure analysis against the investment plan for agriculture, food security and nutrition, including government expenditure.</p> <p>All of these mechanisms however pre-date engagement with the SUN movement. There is no evidence that the SUN movement has led to their integration, to track common spending on nutrition.</p>
<b>Burkina Faso</b>		
<p>The SMS assessed the full progress against this process at 52%, based on the country self-assessment, up from 9% in 2012, when it was assessed by the SMS itself.</p> <p>There is concurrence between the SUN country self-assessment, the SUN ICE and MQSUN reports that results against tracking progress markers are low.</p> <p><b>ICE judgement:</b> Low results, low contribution.</p>	<p>PM 2: Track and (transparently) accounting of spending: <b>just started</b></p> <p>The country profile concurs with the ICE evaluation and MQSUN reports: “Funds targeting nutrition are classified as a sub-account of the national budget account for maternal and child health, which makes them difficult to monitor. The implementation of the costed plan is mainly the remit of the Health Ministry, with support from other ministries concerned and technical and financial partners.”</p>	<p>The SUN ICE evaluation country report concurs with the MQSUN monitoring report that there is not an overarching mechanism to track resources, and that, in the absence of a multi-sector multi-stakeholder platform that is above sector level, membership of the SUN movement has not contributed to putting in place tracking mechanisms that could track multi-actor, multi-sector expenditure.</p>

Country and summary finding	Country self-assessment	ICE case study findings / MQSUN findings
<b>Ethiopia</b>		
<p>The SMS assesses Ethiopia to have made 67% progress against process 4 overall, down from 71% in 2012.</p> <p>The ICE recognises some exceptionally comprehensive analyses undertaken in Ethiopia, with the more recent stakeholder mapping directly supported by REACH. But considerably more work is required to achieve regular means for systematically tracking both government and development partner expenditure commitments and disbursements. "Ongoing" would be a more accurate assessment than "nearly complete" for PM2.</p> <p><b>ICE judgement:</b> Medium results, medium contribution</p>	<p>PM 2: Track and (transparently) accounting of spending: <b>nearly complete</b></p> <p>The SMS notes in its assessment of Ethiopia's progress that "the country has advanced in the development of a sustainable financial tracking system which allows an estimation of the contribution of main donors to key interventions of the plan and to mobilise new partners. Financial information is available for other sectoral programs but it is not accounted for against the NNP. The challenge is to improve harmonization of financial information to ensure tracking of financial expenditures across sectors." [Essentially the same information is reported as for 2012]</p>	<p>The preparation of the National Nutrition Programme (NNP) 2012–2015 involved an exercise to take stock of government and development partner expenditure commitments and estimate a financial gap (see Table M2 above). This was a very important initial step, but neither this exercise nor the more recent stakeholder mapping constitutes a <b>sustainable system</b> whereby partners can keep track of expenditures and hold each other accountable for disbursing against commitments.</p> <p>Major focus has, naturally been on nutrition-specific expenditures; tracking of nutrition-sensitive expenditures will be more complex, and tracking expenditures to service-delivery level is further complicated by the system of decentralisation to regional and district levels.</p>
<b>Guatemala</b>		
<p>The SMS assessed progress against this process at 54%, based on the country self-assessment, up from 31% in 2012, when it was assessed by the SMS itself.</p> <p>The SUN ICE and self-assessment concur on Guatemala having put in place a functional system to track resources against food and security spending. The country ICE case study finds that membership of the SUN movement made a significant contribution.</p> <p><b>ICE judgement:</b> High results, high contribution</p>	<p>PM 2: Track and (transparently) accounting of spending: <b>ongoing</b></p> <p>The country profile states that until 2011, there was no integrated, coordinated budget</p> <ul style="list-style-type: none"> <li>• focusing on food security and nutrition or directed towards the actions of the Thousand-Day Window. In 2012, a process was initialised to develop and consolidate resources</li> <li>• using the government Integrated Accounting System. The use of resources can now be tracked online in real time.</li> </ul> <p>The SUN movement 2014 Progress Report singles out the Guatemala tracking system.</p>	<p>The SUN ICE country case found that Government has designated a budget line to track food security and nutrition spending, which enables tracking of resources.</p> <p>SUN has contributed to the prioritization of progress across the four areas which it advocates for, and a focus on 10 clear action points in the Action Plan for Zero Hunger. This has been a critical input into the focus on financial resources by government and has allowed for advocacy around the need for a separate budget line. The existence of this budget line has made it easier to assess progress. The country is focussing on strengthening the nutrition response at sub-national levels, with plans being developed, resources now more available, and a monitoring system that is in place and which holds national level institutions accountable to progress at local level. A regular system of reporting to the highest levels of Government is in place which has made progress in implementation a priority.</p>

Country and summary finding	Country self-assessment	ICE case study findings / MQSUN findings
<b>Indonesia</b>		
<p>The SMS assessed progress against this process at 35%, based on the country self-assessment, down from 59% in 2012, when it was assessed by the SMS itself.</p> <p>There is concurrence between the various evidence sources that little concrete results have been achieved in terms of resource tracking. However, SUN membership has catalysed on interest in improving systems for resource tracking, and in experience from other countries in doing so.</p> <p><b>ICE judgement</b> <b>Low results, high contribution</b></p>	<p>PM 2: Track and (transparently) accounting of spending: <b>just started</b></p> <p>Indonesia's profile states that much still needs to be done with tools already available to improve costing and tracking of resources. Guidelines for budgeting are being finalised.</p>	<p>The SUN country case found that SUN has made a difference to Indonesian thinking about resource planning and management.</p> <p>GOI representatives felt that that they did not yet have a good handle on the mapping of nutrition related programmes and activities, especially at the level of nutrition sensitive work. They believed that the global SUN movement could contribute to the costing of nutrition programmes through the provision of a methodology and perhaps technical support. Once the mapping is completed, the government would have a better 'baseline' for the tracking of resources associated with nutrition and would be better able to advocate for increased resource allocation (or better realignment of current resources). SUN's approach has encouraged the GOI to strengthen its approach to multisectoral planning and budgeting for nutrition, as reflected in the planning and budgeting working group set up under the technical team chaired by the central planning body. The intention is that 1,000 HPK (the Indonesian SUN movement) should be reflected in the budgets and plans of each ministry, such as Agriculture. However, there is recognition that costing and financial resource tracking remain a big challenge, especially for nutrition-sensitive activities. In the UN and development partners, too, there is recognition that the tracking of their commitments and expenditures needs to be improved.</p>
<b>Mozambique</b>		
<p>The SMS assessed progress against the full process at 39%, based on the country self-assessment.</p> <p>The country self-scores indicate low results on results with regards to system to track financial commitments across stakeholders. The Country profile however indicates a desire to develop strategies to track across actors and sectors, and first efforts to map resources. The country case study indicates that this is at least partly on account of SUN membership.</p> <p><b>ICE judgement:</b> <b>Low results, medium contribution</b></p>	<p>PM 2: Track and (transparently) accounting of spending: <b>Not started</b></p> <p>Mozambique reports the need for a strategy in financial tracking. No information on national investments is available and neither government nor donors have direct lines for nutrition.</p> <p>Fragmentation in financing of programs on the ground remains and no system exists to reconcile costs estimates with national investments and external contributions. Some steps have been taken to improve financial tracking. One of them is the Public Expenditure Review which started in August 2013</p>	<p>The country case study for ICE reports that there is no systematic system to track resource commitments, disbursements and expenditure for nutrition, although a mapping was done in 2013 through REACH to determine where resources are going and where the gaps are.</p>

Country and summary finding	Country self-assessment	ICE case study findings / MQSUN findings
<b>Senegal</b>		
<p>The SMS assessed progress against the full process at 62%, based on the country self-assessment, up from 39% in 2012, when it was assessed by the SMS itself.</p> <p><b>ICE judgement:</b> Medium to low results, Low contribution</p>	<p>PM 2: Track and (transparently) accounting of spending: <b>ongoing</b></p> <p>The country self-assessment profile refers to an exercise in 2013 to identify investments in specific nutrition programs by a number of multi-stakeholder platform members.</p>	<p>The country ICE case study did not find a system to track resources beyond allocations and donor support to the unit in the prime minister's office that manages the existing cross-sector programme for nutrition. This includes both donor resources – predominantly from the World Bank – and domestic resource allocations. Beyond this unit and programme however, there is no system to track nutrition-sensitive or specific expenditure, against a multi-stakeholder (in government) nutrition plan. Resource tracking against the pre-existing programme predates SUN membership.</p>
<b>Tanzania</b>		
<p>The SMS assessed progress against this process at 40%, based on the country self-assessment, up from 27% in 2012, when it was assessed by the SMS itself.</p> <p>The country-self assessment and ICE evaluation concurs on moderate performance on putting in place tracking systems. The country case study is clear that SUN made a contribution to this being put in place, as well as to the once off exercises to map and review expenditure.</p> <p><b>ICE judgement:</b> Medium results, high contribution</p>	<p>PM 2: Track and (transparently) accounting of spending: <b>just started</b></p> <p>The country profile includes reference to the Public Expenditure Review and the establishment of a budget code. The PER is reported to have been useful to identify coverage and map funding gaps.</p> <p>Donors and NGOs have codes to track expenditures within their own organizations. However, a systematic process of tracking, reporting and sharing has not occurred yet. However, the Government has put in place a robust and transparent mechanism to trace finances for all sectors at all levels, in which nutrition is mainstreamed.</p>	<p>Tanzania undertook a Public Expenditure Review (PER), which was published in 2014, and a subsequent mapping of stakeholder activities, as well as a tracking of the implementation of the National Nutrition Strategy at national and local government level. All of these efforts however are essentially once-off exercises. The case study also found processes under way to be able to track resources more systematically and on a regular basis from local government authorities, through standard reporting channels with assistance of the national nutrition body, with reporting to the Prime Minister's Office and by extension the multi-stakeholder platform. These processes are however difficult to realise, insofar as they are dependent on capacity at all levels to identify and track nutrition specific and sensitive investments. Tanzania instituted a budget line for nutrition, which is not an allocation as such, but a coding in the expenditure coding system, which will assist in such tracking.</p>

*Source: SUN ICE country case studies; SUN Movement Progress Report 2014 and Compendium of Country Profiles; MQSUN phase 2 country report; SUN Movement Progress Report on Baseline Data and Country Self-assessment Workshops*

**89. ICE case studies confirm that few countries can currently track financial commitment to nutrition, but did find some exceptions. Key findings are:**

- a) **In one case study country SUN membership is deemed to have significantly improved performance on resource tracking, comparatively speaking. This is in Guatemala (see Box M3 below for a discussion of the system). Guatemala is singled out in the SUN 2014 Progress Report and the GNR on account of the system.**

**Table M8 Resource tracking: SMS scores vs. ICE judgements**

Country	SMS score for process 4	ICE judgement	
		country result	SUN contribution
Bangladesh	65%	MEDIUM	LOW
Burkina Faso	52%	LOW	LOW
Ethiopia	67%	MEDIUM	MEDIUM
Guatemala	54%	HIGH	HIGH
Indonesia	35%	LOW	HIGH
Mozambique	39%	LOW	MEDIUM
Senegal	62%	MEDIUM/LOW	LOW
Tanzania	40%	MEDIUM	HIGH

Source: Table M7 above. Note: Reports the same SMS process scores as in Table M5 above.

- b) In four further countries the SUN ICE teams observed moderately strong or emerging systems to track nutrition expenditure, but in two (Bangladesh and Senegal) these were associated with pre-SUN programmes on nutrition or with nutrition programmes that were not fully aligned with the SUN approach insofar as they were not associated with a multi-stakeholder effort to scale up resources against a common results framework and then track these resources. In any event, engagement with the SUN movement was found not to have made a discernible difference to the nature or strength of these systems.
- c) In the remaining two countries with medium results (Ethiopia and Tanzania), the SUN ICE found significant efforts already under way to map, track and monitor financial commitments, disbursements and expenditure. However, these were largely once-off exercises that could not be repeated regularly. In Tanzania's case the establishment of a budget line in the coding system, together with other efforts by the multi-stakeholder platform to systematise tracking, however comprised a strengthened base for regular resource tracking.
- d) In the remaining three countries (Senegal, Mozambique and Indonesia) low results were observed. In Indonesia and Mozambique, however, engagement with the SUN movement had raised awareness on the need to track financial resources, and commitment by stakeholders to strengthen this aspect.

### Conclusions on tracking resources

90. Much still needs to be done to achieve SUN objectives in terms of tracking financial commitments to nutrition. This is despite (i) progress at the global level to develop a methodology to track globally committed donor resources; (ii) emerging good practice in a few countries on approaches to regularly and systematically track resources at the country level; and (iii) the development of a methodology by the

donor network to track global investments by development partners in nutrition. (This conclusion is in line with assessments in the Global Nutrition Report and the SUN 2014 Progress Report.)

91. The country case study evidence suggests that there is a relationship between, on the one hand: the strength and positioning of multi-stakeholder platforms and commitment to, and progress on resource tracking mechanisms; and, on the other hand: the strength of and buy-in into single, common results frameworks and progress. Specific technical mechanisms however are still needed, as is illustrated in the two emerging good practice cases discussed in Box M3 below. In both cases SUN is deemed to have made a significant contribution to the progress reported.

### **Box M3 Emerging good country practices on tracking resources**

The Zero Hunger Pact in **Guatemala** connects the interventions, programs, plans, and projects of various public institutions in the field of food and nutrition security, with a special emphasis on the capacities of local governments. To assess whether financial resources are being focused on high-priority actions, Guatemala has developed a well-functioning monitoring system. Monitoring financial resources starts with planning. In recognition of this the National Food Security and Nutrition Secretariat, together with the Ministry of Finance, developed a tool to enable ministers, secretaries, and managers to understand the connection between their budgets and the targets that their respective institutions are responsible for attaining. The relevant ministries are accountable to the National Food Security and Nutrition Council. The Council holds special sessions with departments to verify compliance with the targets and continuous monitoring occurs of implementation at national and local levels.

Monitoring is enabled through the integration of nutrition budgets as a budget line in the national Integrated Accounting System, the official system that tracks the execution of the national public budget in the country. Together with the tools developed to visualise the linkage between sectoral budgets and expected targets, this allowed the government to verify budget execution and monitor progress in achieving nutritional targets both at the national and at the local level. The setting up of departmental and municipal Food Security and Nutrition Commissions and their institutional strengthening has been key in defining clear targets and agreeing budget allocations at the local level. It has also aided efforts to regularly monitor progress in programme implementation and budget execution. Progress is transparently reported on the site [www.guatecompras.gt](http://www.guatecompras.gt). As a result of these measures, Guatemala now has (1) a food- and nutrition-security budget broken down by institution, program component, and activity; (2) clear responsibilities, with particular officials accountable for their respective targets and associated budgets; (3) a simple implementation tool that makes it possible to understand public spending at different levels; and (4) good coordination between institutions.

The emerging system in **Tanzania** shares some of the features of Guatemala: nutrition steering committees have been established at the local level to replicate the SUN approach of multi-sector platforms at the local level. Committees prepare nutrition plans in line with that national nutrition strategy. However, the financial allocations to implement these strategies have to come from local level budgets. The ICE country case study found that where there has been some scale-up, this is a stumbling block to significant scale up of local resources for nutrition sensitive and specific interventions on the ground. The emerging monitoring system, however, requires local level councils to report on their nutrition expenditure and plan implementation to the national local government ministry, which assesses it with the help of the national nutrition body. Reports are then provided to the Prime Minister's Office, which is where the government focal point is located, and which spearheads the nutrition effort and houses the multi-stakeholder platform. The creation of a budget line assists in the tracking of resources. The system is however just emerging, and country respondents acknowledged that much further development is required to be able to track financial commitments regularly, systematically and accurately

*Source: SUN ICE country case studies; Global Nutrition Report 2014; SUN Progress Report 2014*

## **Overall conclusions and recommendations**

### **Conclusions**

92. The evaluation findings support the SUN movement's emphasis on being able to track financial commitments, disbursements and expenditure as a pre-condition for scaled-up nutrition investments.

93. The SUN movement, through its structures, partners and member countries, has invested effort in building capacity for and knowledge on planning, costing and financial resource tracking in the network. To date this has had limited results at country level, with limited progress against objectives three and four of the SUN Strategy at the country level. Good practices are emerging, and in some countries, these have led to a scale-up of resources.

94. While countries may report that they have multi-stakeholder, multi-sector plans in place, these may be far from the commonly agreed, single, unifying instruments that the SUN road map envisaged. This weakens SUN movement claims of progress made in this regard (e.g. that 21 countries had CRFs in place by 2014).

95. While at the global level there appear to have been additional resources invested in nutrition since the SUN movement started, the ICE could attribute scale-up of resources to the effects of engagement with the SUN movement in only two of the eight case study countries.

96. There are further countries where resources for nutrition scaled up since the country joined SUN, but the contribution of the country's engagement in SUN to this scale up appears to be slim or non-existent. Such scale-up seems associated with pre-SUN sector-anchored nutrition programmes. This is not necessarily an indictment of SUN, which aims to reinforce existing processes. However, the scale-

up may be associated with sector-specific programmes and narrow stakeholder groups, which does not offer the same opportunity for maximising the complementarity and effectiveness of additional funding that a fully multi-sector, multi-stakeholder plan and grouping in line with the SUN approach could bring.

97. Even though SUN movement membership to date may have had limited results in terms of actual improved systems to cost and track effective multi-stakeholder and sector plans and common results frameworks, there is evidence that countries have benefited insofar as they are more aware and more committed to establishing such frameworks and systems.

98. However, such systems remain difficult to develop and maintain in practice, particularly with regard to costing and tracking nutrition-sensitive expenditure. Budget lines can in principle be useful to track nutrition-specific expenditure, but it would be difficult to apply them to nutrition-sensitive expenditure, particularly if the line operates as a budget category for appropriation. It does not make sense to classify as nutrition expenditures what are essentially health, education, water, sanitation or agricultural programmes that address the underlying causes of malnutrition,.

### **Recommendations**

99. There is a need to sharpen the self-assessment and reporting mechanism on common results frameworks. The ICE finds evidence of optimistic interpretation, both by SUN country multi-stakeholder platforms and by the SMS aggregating numbers based on these assessments, so that reported progress on common result frameworks is exaggerated. By the end of 2014 the SUN movement had developed a better understanding of the key functions and features of effective common result frameworks and costed plans. More precise assessment tools should be designed and implemented utilising this understanding to ensure that SUN and its member countries track real progress, and can identify issues more clearly for follow-up.

100. The emerging Community of Practice on Planning, Costing, Implementing and Financing is potentially a key mechanism to support improved performance by countries with regard to effective common results frameworks for scaling up nutrition investment and tracking of nutrition resources. Thus far however, there is limited use of the Community of Practice by countries to make progress on planning, costing and tracking. The model proposed by the Community, in which it operates as a hub for matching needs with available technical resources, appears a sound approach. However, mechanisms to operationalise the Community and raise awareness on its offerings, are under-developed. Strengthening these mechanisms should be a priority.

101. Relatedly, the Community of Practice can place far more emphasis on sharing approaches between countries, and peer learning. Initial efforts in the Africa-region, through three workshops, were well received. Learning routes on costing and tracking should be identified and exploited.

102. A comprehensive, up to date knowledge hub – linked to the Community of Practice – could also be highly beneficial. Making progress against objectives three and four of the SUN strategy (agreement on and the scaled-up financing of costed plans) is an area of great difficulty for countries. Currently the SUN movement guidance in this regard is scattered across the SUN documentation. Emphases have changed over time as the Movement has deepened its work in this area, and this adds to confusion. The Movement would benefit from a single set of clear guidance materials, which allows for country diversity, but makes key necessary common features and functionalities clear, and provides examples to illustrate concepts.

103. Several countries have implemented budget lines for nutrition, which is reported by the Movement as an achievement. There is however not much learning across the network on how these budget lines are being or can be used beyond their establishment. Budget lines as sub-ministry or cross-ministry appropriation categories offer a route to make country scale-up explicit for nutrition-specific expenditure, and track disbursements and use of funding. However, charts of account (the systems of expenditure codes for the budget) are multi-dimensional in many countries, and so offer opportunities for identifying and tagging expenditures in additional ways than by the public body or programme under which they are appropriated.<sup>129</sup> The SUN movement should explore such mechanisms as a means of also tracking nutrition-sensitive expenditure.

104. SUN country common results frameworks and associated costed plans and country resource tracking systems are crucial enabling factors to scale up resources and interventions, but only if they are based on a truly multi-stakeholder, multi-sector platform. The evidence suggests that getting these elements in place for process 3 and 4 requires onerous, country-specific work, often on objective 1 (political support and getting truly multi-stakeholder and sector platforms in place) given that contexts and starting points differ.

105. While there is value in the inclusiveness principle, it should not be emphasised at the cost of real progress. There are some countries where the elements for scale-up are more likely to be achieved, or which by virtue of their size or the severity of nutrition under-performance, may be more crucial to assist. For the SUN structures as such, there are trade-offs in selecting countries for specific support, insofar as it may carry a cost of waning enthusiasm from non-favoured countries. At the same time however, trying to provide support for everyone and shying away from prioritising some countries, may mean reaching none. One way in which SUN can address this is by utilising its global partners even better: the proposed catalytic fund for example could provide significant momentum under the Movement's umbrella, without the inclusivity of SUN structures being compromised. Similarly, by working more closely with global partners to provide specific support to specific countries through their country offices, the SUN structures can reach a better

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<sup>129</sup>Some countries for example developed the capacity to tag expenditures by whether they are funded through debt relief, or against their national development plans, or by any cross-ministry initiative.

balance. There are examples of where this approach already works, for example World Bank support in Malawi and the MQSUN support. The Movement could benefit from pushing this model further.

## Annex N SUN Governance

### (a) Introduction and overview of SUN Governance arrangements

#### Scope of this annex

1. SUN's character as an evolving "movement" makes its governance more elusive but no less important than for other partnerships. The Inception Report noted a useful distinction between "governance" and "management":

**Governance** concerns the structures, functions, processes, and organizational traditions that have been put in place within the context of a program's authorizing environment "to ensure that the [program] is run in such a way that it achieves its objectives in an effective and transparent manner"

**Management** concerns the day-to-day operation of the program within the context of the strategies, policies, processes, and procedures that have been established by the governing body. Governance is concerned with "doing the right thing"; management is concerned with "doing things right". (IEG 2011, cited in Mokoro 2014b, Annex F)

2. This annex addresses both governance and management, with a particular focus on the SUN movement secretariat (SMS) and the Lead Group (LG). It responds to EQ4.1 (How effective have SUN's governance and management arrangements been?) and particularly addresses the following subquestions (cf. Annex C):

- *EQ4.1(a): Structure and quality of the SUN Lead Group and commitment/time of its members (including communication with other governance levels) ;*
- *EQ4.1(b): Structure and quality of the SMS (incl. communication and capacity to deliver concrete results).*
- *EQ4.1(e): How well does SUN governance follow the principles of aid effectiveness? And the lessons of effective global partnerships?*

3. The SUN networks are important components of SUN's governance and management arrangements; they are reviewed in Annex J. Annex K focuses on the SUN Multi-Partner Trust Fund (MPTF). All of these annexes feed into the main report's assessment of SUN governance (see Chapter 5).

4. The rest of this section briefly describes the evolution of SUN governance; Sections (b) and (c) address the SMS and the LG respectively; Section (d) provides an assessment against the lessons of global partnerships. Stakeholder comments often mix assessment of current performance with proposals for future roles and priorities; to the extent possible, we reserve discussion of the future for the main text of this report.

## **Evolution of SUN governance**

5. The SUN movement's initial governance arrangements were established in early 2010, following a two-year period of intensive discussion on what the architecture of a global response to the challenges of nutrition might look like (see Table N1 for the timeline). These sought to find an approach that would remedy what until then had been a very dysfunctional architecture, as documented in the 2008 Lancet series (Morris et al. 2008a).
6. A key premise of these initial discussions and consultations was that the SUN Movement should not repeat what had until then been a highly fragmented and dysfunctional global architecture and that it should “more effectively represent supra-national organisations, the private sector, and civil society, as well as facilitating dialogue with national actors from high-burden countries” (Morris et al. 2008a).
7. From the outset, SUN was premised on the need for country ownership, and hence that any global structures should support rather than direct country-led plans.
8. In the first year and a half the global structures were led by a SUN Transition Team with experts representing different SUN stakeholder groups. The transition team was chaired by the UN Secretary-General's Special Representative for Food Security and Nutrition (the SRSG) and informed by a United Nations (UN) Reference Group comprising agencies with mandates to work on food security and nutrition as well as by an interim Country Partner Reference Group which included Government focal points from SUN countries. This structure also included six inter-linked Task Forces (on country capacity development, advocacy and communications, civil society, donor agencies, private sector, and monitoring) which sought to help in-country stakeholders align behind Government plans to scale up nutrition. The work of the Transition Team, Reference Groups and Task Forces was at this stage supported by a small group of four specialists from the offices of the Transition Team Chair and the Executive Secretary of the Standing Committee on Nutrition, which responded to the Secretary-General of the UN.
9. At an early stage, the Principles of Engagement shown in Box N1 below were adopted, and they have continued to influence SUN's approach to governance and partnership.
10. Just over a year after being formally established, the Movement commissioned a Stewardship study (published in due course as Isenman et al 2011) which took an in-depth look at the governance structures and at progress to date. The purpose of the study was to reflect on how the Movement might evolve, and what structure it might take, and to ensure that decisions around its governance and management would be guided by lessons that had been learnt from the establishment and functioning of other global partnerships.

### **Box N1 Principles of Engagement**

Stakeholders within and outside SUN countries commit to *seven principles* which are fundamental to the achievement of these objectives:

- Be transparent about impact: all stakeholders to transparently and honestly demonstrate the impact of collective action.
- Be inclusive: through open multi-stakeholder partnerships that bring proven solutions and interventions to scale.
- Be rights-based: act in line with a commitment to uphold the equity and rights of all women, men and their children.
- Be willing to negotiate: when conflicts arise, as can be expected with diverse partners working together, hold the intention to resolve conflicts and reach a way forward.
- Be mutually accountable: act so all stakeholders feel responsible for and are held collectively accountable to the joint commitments.
- Be cost-effective: establish priorities on evidenced-based analysis of what will have the greatest and most sustainable impact for the least cost.
- Be continuously communicative: to learn and adapt through regular sharing of the relevant critical lessons, what works and what does not, across sectors, countries and stakeholders.

*Source: This is the version that appears as ¶6 of the Strategic Plan 2012–2015.*

11. The study suggested a multi-stakeholder mechanism as the best option for steering the SUN Movement. This mechanism, it was suggested, would consist of a high-level Lead Group (LG), a number of task-focused networks (which would replace the six aforementioned task forces), and a system of well-connected SUN ‘champions’ (at different levels: country, regional, global) to drive change in each country. It also called for the establishment of a SUN Secretariat to facilitate the work of the Lead Group, to coordinate country Focal Points (FPs), and facilitate the sharing of best practice and knowledge amongst SUN members.

12. In November 2011, a stewardship model for the SUN was adopted which reflected recommendations of the Stewardship study and further reflections and consultations (SMS 2011c). To provide legitimacy and also resolve issues of hosting and potential capture, the SUN Movement Secretariat (SMS) was constituted under the authority of the UN Secretary-General (UNSG), but it does not belong to any particular UN agency and is not an agency in its own right. The Lead Group was similarly constituted under the authority of the UNSG, and intended to include strong representation from SUN countries, so as to reflect the country focused character of the movement. In September 2012 the Lead Group approved a Strategic Plan 2012–2015 (the SP) and a Revised Road Map (RRM). These set out SUN's proposed structure, objectives and accountabilities, and are thus a benchmark for the assessment of SUN performance in governance and management.

**Table N1 Timeline for SUN Governance and Management**

<b>Year</b>	<b>Month</b>	<b>Event</b>
2008		<b>High Level Task Force (HLTF)</b> on Global Food Security initiated (with Coordination Team, which is a precursor of the SMS)
2008	January	<b>Lancet Series on Maternal and Child Nutrition published</b> , highlighting the dysfunctional architecture for addressing nutrition challenges.
2009	November	UNSCN meeting (nutrition architecture relating to UNSCN discussed)
2010	April	The <b>SUN Framework for Action</b> (endorsed by 100+ institutions) is launched, setting out principles of multi-stakeholder action
2010	May/June	<b>Rome Nutrition Forum: SUN Movement</b> is conceptualised.
2010	July	<b>First meeting of the Task Team and Working Groups established</b> Following the Rome meeting, SRSG (David Nabarro), the UNSCN Secretariat, the HLTF and a 15-person <b>Task Team</b> requested to take forward processes. SRSG as Chair, and a series of working groups established
2010	September	<b>SUN Road Map</b> released; further articulates proposed SUN approach.
2011	February	<b>Stewardship Report</b> commissioned (to propose a coherent stewardship structure)
2011	September	<b>Stewardship Report</b> findings presented at SUN's first high-level meeting, in New York (150 participants)
2011	November	Task Team meet to discuss stewardship report. Structures agreed.
2012	January	<b>Lead Group</b> established and members and Chair appointed
2012	April	Lead Group holds first meeting
2012	September	<b>SUN Movement Strategy (2012-2015)</b> is approved at second Lead Group meeting; SUN Revised Road Map is launched
2012	November	<b>SUN Secretariat (SMS) formally</b> established. Staffed and funded by Ireland, UK, Canada, the Netherlands, France and the EC
2013	April	<b>SUN M&amp;E Framework</b> established
2014	January	UN Secretary General extends the mandate of the Lead Group until end of 2015

## **(b) Role and performance of the SUN movement secretariat (SMS)**

### **ICE approach**

13. The ICE was required to prepare an Interim Progress Report which mainly focused on a preliminary assessment of SMS performance (reflecting the reporting requirements of the aid agencies which fund it). This section is therefore largely an update of the IPR (Mokoro 2014c) which also provides more detailed background information. It deals in turn with: the specification of the SMS role in the Stewardship report and the subsequent Strategy and Revised Road Map; a summary of SMS structure, staffing, finance and activities; a summary of the IPR findings; additional findings and issues raised by the ICE team's subsequent case studies, e-survey and interviews; and a concluding assessment.

## **Specifications of the SMS role**

### *Recommendations of the Stewardship Report*

14. An influential recommendation from the comparison with other global networks was related to the importance of ensuring adequate resourcing for the governing structures and in particular for the Secretariat. In this manner the Movement and its donors were encouraged to avoid a situation that had been common in other global partnerships where the Secretariats spend a considerable amount of time just mobilizing resources for their own functioning, leaving little time for their core role in the partnership itself.

### *Specifications in the Strategic Plan and Revised Road Map*

15. The SMS is detailed in the Strategy as the coordination and support unit to the LG and the SUN Networks, with accountability to the LG, SUN Countries and SUN Networks. Its function is to track and communicate progress (including via the SUN website) and, specifically, to encourage best practice in five areas:

- prioritising effective actions to improve nutrition
- monitoring and validating progress
- advocacy and communications throughout and beyond the Movement,
- tracking of resources for nutrition and
- avoidance of conflicts of interest.

16. The Revised Road Map emphasises the coordination role of the SMS, maintaining links between countries and networks and encouraging respect amongst all members for the Principles of Engagement (SMS 2012s, p10). Furthermore, in the Revised Road Map, the SMS's role is detailed as being to 'enable the Lead Group to exercise accountable stewardship over the Movement' (SMS 2012s, p14).

17. The SMS has a role in encouraging actions that are evidence-based, in collecting and analysing results, and assisting Networks to respond to country requests for assistance. It is assigned a facilitative and brokering role across countries and networks to facilitate learning. Task teams in Advocacy and Communications; Knowledge, Capacity and Learning; Identification and Mediation of Conflicts of Interest; Tracking of Investments in Nutrition; Data Validation; Mobilisation of Funding are detailed (more recently these have been replaced by emerging Communities of Practice – COPs).

## **SMS structure, funding and staffing**

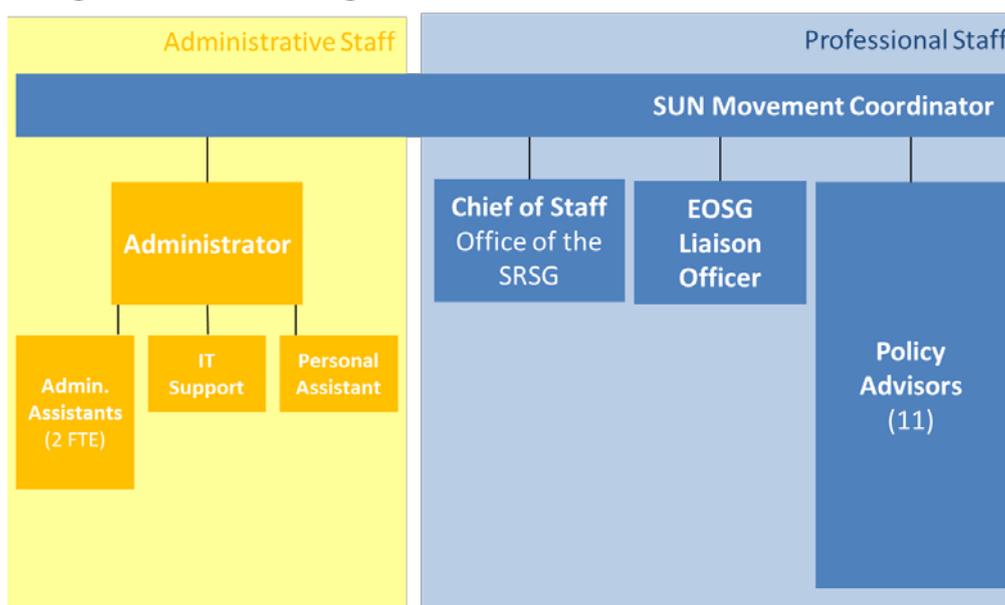
### *Overview*

18. The SUN Secretariat has evolved from the Coordination Unit of the HLTF, which was initiated in 2008. The Secretariat of the SUN Movement was established in 2012, following orientation from the SUN Movement Strategy. Its early administrative arrangements were built upon existing administrative arrangements for the office of the UN System Influenza Coordination (UNSIC) (SMS 2013c). The

main office of the SMS is located in Geneva, hosted within the UN system and accountable to UN procedures (as administrated by UNOPS). UNDP is the conduit for SMS funds as well as funding channelled through MPTF.

19. The SMS is headed by the SUN Coordinator and operates a flat system of management, with professional / technical and administrative staff reporting to the Coordinator. The function of the SMS is intended to be catalytic, rather than operational, with overall strategic guidance provided by the LG and accountability to the LG, the SUN Countries and the SUN Networks. The work plan, activities and structure of the SMS were further detailed in a key document ‘Description of the Action’, which constituted a proposal to secure multi-year funding from the EU (SMS 2012v). The three outcome areas (detailed below) and indicators, are detailed in this document and form the basis for assessing the SMS’s performance against expected activities.

**Figure N1 Staffing structure of the SMS (as of June 2014)**



*Source: evaluation team, based on SUN Movement Secretariat: Evolution of Human Resources 2011–2015*

### *Funding*

20. Over the evaluation period (including forecasts), the resources of the SMS have been tracked, with the results presented in Table N2 below.

**Table N2 Cash Contributions to SMS 2011 – 2015 (USD)**

Donor	2011 actual	2012 actual	2013 actual	2014 forecast	2015 forecast	2011 – 2015 total
Canada		1,670,751		1,795,332		3,466,083
EU <sup>2</sup>		2,214,423	2,425,023	2,271,024	113,551	7,024,021
France		159,363	92,838	92,838		345,039
Germany			13,245			13,245
Ireland	877,325	496,894	596,026	615,595	542,741	3,128,581
Micronutrient Initiative			48,356			48,356
The Netherlands		425,000	430,700	430,000		1,285,700
UK	140,575	712,025		401,929	347,003	1,601,532
Bill & Melinda Gates Foundation				1,028,287	1,573,838	2,602,125
<b>Total</b>	<b>1,017,900</b>	<b>5,678,456</b>	<b>3,606,188</b>	<b>6,635,005</b>	<b>2,577,133</b>	<b>19,514,682</b>
Received (annually) as of June 2014	1,017,900	5,678,456	3,606,188	3,242,856	0	13,545,400

Source: SMS 2013 Financial Annual Report (SMS 2014a). Notes: 1. France and UNILEVER each seconded a staff member to the SMS from 2013-2015 and 2013-14 respectively. 2 EU has financed the SMS through three distinct funding streams; for ease of presentation these are amalgamated here.

21. Throughout 2011 and 2012, funds for the SMS were progressively raised. The importance of the SMS being resourced was highlighted in the SUN Stewardship Report (Isenman et al 2011). Since the Stewardship Report was published, there has been a growth in annual resources for the SMS. The SMS has been able to focus on its role of facilitating and enabling the various structures to support country level action. Securing funds for the SMS was reported to have been relatively straightforward by senior staff in the SMS, reflecting the readiness of key members of the donor group to fund the Movement.

22. While the overall volume of expenditure has increased, the composition of the annual budget has not changed substantially. Staff costs continued to account for the largest portion of expenditures (between 48%–53% of total expenditure over the period of this review). The growing absolute volume of funding to the SMS has allowed it to increase its staff as discussed in the next section.

### *SMS Staffing*

23. The expansion in staffing (as depicted in Table N3 below) has been linked to the importance of reinforcing capacities of the SMS and to allow it to engage effectively in the increasing number of SUN member countries. The foundation of 12 staff members in 2011, is expected to double to 24 by 2015. There has been significant growth in the number of policy advisors, from four to its current level of 12, with plans to recruit two further staff presently. There are plans to introduce a Chief Operating Officer (likely in the first half of 2015). This was envisaged in the early plans for the SMS in 2012, but has been postponed.

24. Growth in the number of administrative staff has been modest, despite an increased budget (Figure N2 below). The growing staff has allowed the SMS to provide the inputs that are needed to the various constituent components of the SUN Movement. However, issues related to staffing have affected the continuity and calibre of staff that are employed. A key area of concern regarding staffing is related to the contractual conditions of SMS staff with 17 staff on individual or local individual contract (ICA) Agreement; 7 on UN Fixed Term Appointments and 2 on donor secondment (2014) (SMS 2014). The IPR noted that lack of clarity on the future of SUN was affecting the capacity of the SMS to recruit staff of the calibre it requires.

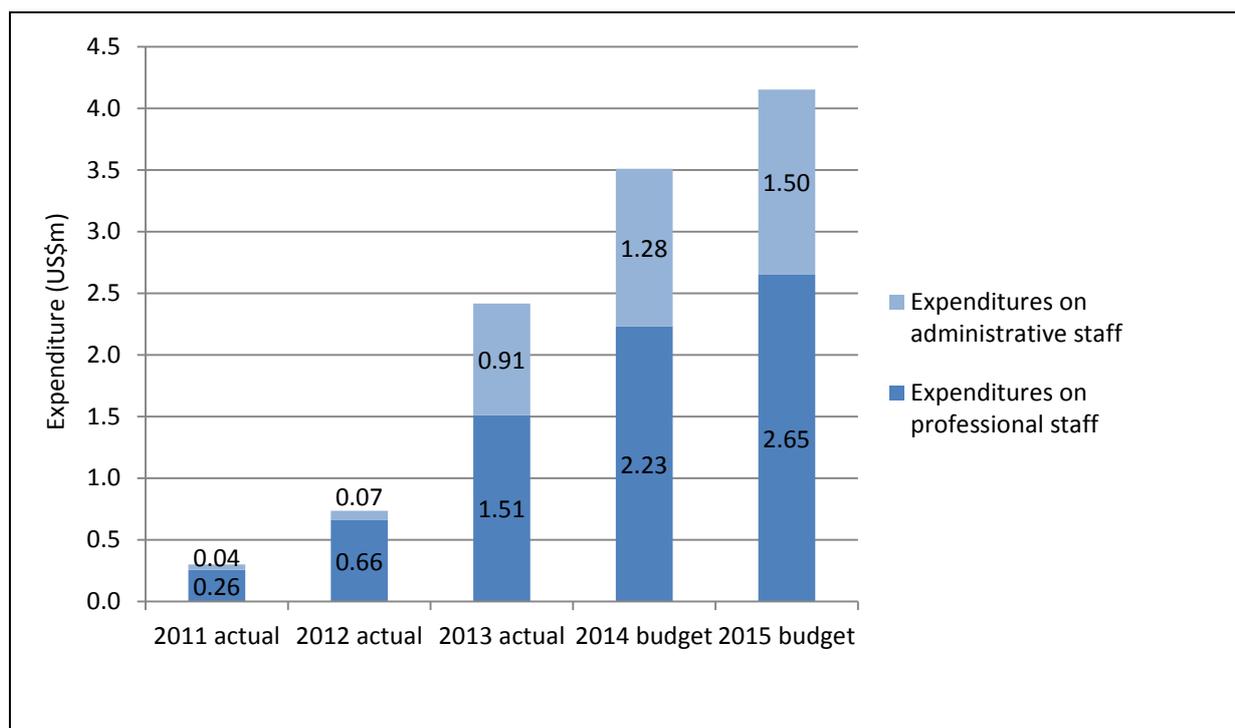
25. The SMS has a good gender balance (with 43% male and 57% female); however, staffing is dominated by personnel from high-income countries although no one country dominates.

26. There is also an acknowledgement that the functions of the SMS are expanding, with the introductions of new ways of working (Communities of Practice – COPs) and the growing number of SUN countries.

**Table N3 SMS Staffing 2011 – 2015**

	<b>2011 actual</b>	<b>2012 actual</b>	<b>2013 actual</b>	<b>2014 budget</b>	<b>2015 budget</b>
<b>Staffing (number of FT-equivalent employees)<sup>1</sup></b>					
<b>Professional staff</b>	<b>7</b>	<b>10</b>	<b>13</b>	<b>18</b>	<b>18</b>
Coordinator	1	1	1	1	1
Chief of Staff	1	1	1	1	1
COO	0	0	0	1	1
Policy advisors	4	7	10	14	14
Liaison EOSG	1	1	1	1	1
<b>Administrative Staff</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>7</b>	<b>6</b>
Administrators	1	1	1	1	1
FT Assistants	3	3	3	4	3
IT support	1	1	1	1	1
Reporting officer	0	0	0	1	1
<b>Total</b>	<b>12</b>	<b>15</b>	<b>18</b>	<b>25</b>	<b>24</b>

*Source: SUN Movement Secretariat: Evolution of Human Resources 2011 – 2015 (on June 2014), SMS 2013 Annual Financial Report (SMS 2014a). Notes: 1. Those in post for less than a year still counted as a full staff member. Where a staff member is noted as part time for more than 50% of their time in post in a year, this is counted as 0.5 FT equivalents*

**Figure N2 SMS expenditure on Professional and Administrative Staff 2011 – 2015**

Source: SMS 2013 Financial Annual Report (SMS 2014a)

### The IPR assessment

27. The IPR assessed SMS performance against each of the outcome areas defined in the "Description of the Action" document (see ¶19 above). We summarise the IPR assessment below, again noting that our focus in this annex is specifically on the performance and contribution of the SMS, not the overall performance of the SUN movement to which the SMS contributes.

#### Outcome area 1 – support to the Lead Group

28. Outcome area 1 relates to the support provided by the SMS to contribute to the LG's ability to 'exercise stewardship over the Movement, sustain the political attention to under-nutrition and increase investments in direct nutrition interventions and nutrition sensitive development' (Bezanson et al. 2014).

29. There are five outcome indicators against which the SMS is expected to provide inputs, these are:

- a) Provide assistance to the Lead Group so that it can exercise accountable stewardship over the Movement in line with its strategy and Roadmap.
- b) Provide assistance to Lead Group Members and the Movement as a whole to undertake effective resource mobilization for addressing undernutrition.
- c) Provide assistance to Lead Group Members to oversee the accountability of the overall SUN Movement.

- d) Enabling Lead Group members to undertake effective High Level Advocacy.
- e) Fostering greater understanding of the SUN Movement and its progress.

30. **General support to the Lead Group:** Drawing on evidence from meeting notes, interviews and SMS annual reports, it is evident that the SMS has concentrated considerable time and attention on each of the five indicator areas, with the SMS providing support to the LG through organising and preparing advocacy materials, country updates and briefing papers as well as organising LG meetings.

31. The flat management structure of the SMS (Figure N1) was regarded as a contributing factor to the SMS's responsiveness (which interview respondents commended for the high degree of professionalism and flexibility). However, it was also considered that the management structure may become a limitation with the growth of the movement and subsequent demands on the SMS.

32. **Assistance in effective resource mobilisation:** The SMS has been found to have supported on-going efforts of the donor network to establish a consistent method for tracking financial investments in nutritional outcomes. The SMS has engaged closely with the development of a methodology to improve the quality and availability of data on external development assistance, and ensure tracking of spending is consistent with costing (following a commitment by the Donor Network at a SUN Movement Senior Officials Meeting in March 2013). The SMS hosted a meeting on Resource Tracking in February 2013 and consensus on the methodology was reached in December 2013 (SUN Donor Network 2014b). With MQSUN and SUN Networks, SMS has compiled a synthesis report on costing for implementing multi-sectoral strategies, and commissioned a consultancy to develop a methodology for Government budget allocation tracking (SMS 2013q). The SMS has provided LG members with briefing points and notes to support advocacy efforts for increased financing for national plans and worked with specialised agencies to disseminate messages on the costs and social/economic returns for investments on nutrition. The SMS supported the N4G meeting, with LG members present and active at this event. Furthermore, the SMS supports the Management Committee of the SUN MPTF and has assisted in developing guidelines for preparing, submitting and reviewing proposals.

33. The SUN Progress Reports claim success in mobilising resources, with the N4G event leading to new commitments for nutrition interventions, including 14 SUN countries committing to increasing their spending on nutrition; an increase in spending from 2010-2012 in donor investments for nutrition specific and nutrition sensitive interventions; funding provided through the MPTF.

34. Overall effectiveness of SUN in mobilising and tracking resources for nutrition and in stimulating the preparation of costed plans and common results frameworks is considered in Annex M; Annex I is also relevant. However, the ICE identifies a number of weaknesses in the conception and implementation of these activities, but nevertheless judges that the SMS has provided competent support to these processes.

*Outcome area 2 – support to SUN countries*

35. The second area relates to the support provided by the SMS to SUN countries, so that ‘each country is better able to bring together national stakeholders for implementation of effective actions to Scale Up Nutrition, to learn how best to do this from experiences of other SUN countries and to access aligned external support for realising its objectives’ (SMS 2014v). The SMS is expected to provide inputs against three activity indicators:

- Support SUN Countries to ensure they have timely access to the technical expertise they need .
- Track progress in SUN Countries.
- Empower stakeholder advocacy and communication.

36. The SMS has conducted work to support these indicators, with 2014 being a period of consolidation and expansion of SMS efforts to ensure countries’ timely access to technical expertise. Throughout 2014, SMS undertook a process of systematising the way needs at country level are matched with sources of technical and practical support from across the movement. The Capacity to Deliver System of Response (C2D) framework details this and efforts have begun to take shape. A country response tracking tool is enabling the SMS to log requests, related communications and track the status of matching requests with a supplier, with the understood potential to facilitate more timely and efficient responses and strengthen SMS’s accountability. Over the past two years, 68 requests for support from 40 different countries were received, with 27% (18) becoming ‘official’, and 22% (4) of these answered and completed (SMS 2013q). The tools demonstrate the SMS’s ability to introduce and roll out new initiatives.

37. The tracking system links to a major reform in 2014 in the way the SMS supports SUN countries’ access to technical expertise, through the introduction of Communities of Practice (COPs). The SMS has cultivated the emerging COPs in four thematic areas, which are intended to provide space for learning and sharing of experience to accelerate results. It is anticipated that the COPs will enable SMS to play more of a brokering role – matching demand and supply of assistance and learning. There has been rapid progress against COP1 (planning, costing, implementing and financing), with activities including a workshop on costing and tracking, and continued collaboration with MQSUN. SMS continues to track progress in SUN countries, by supporting countries to track progress along the four process indicators (SUN Movement Strategy, SMS 2012s). 37 countries participated in Self-Assessments in 2014. The SMS provided technical support to countries to clarify the methodology, and completed the assessments for three countries that were unable to complete the assessment themselves.

*Outcome area 3 – support to the SUN networks*

38. The third outcome area relates to the support provided by the SMS to contribute to ensuring ‘stakeholders from self-governing and mutually accountable SUN Networks respond to needs of SUN Countries in a timely and effective way and contribute to responsive and aligned assistance to SUN Countries’ (Bezanson et al. 2014).

39. Drawing on evidence from the SMS annual reports and supporting documents, as well as interviews, it is evident that the SMS has provided various inputs to the networks. Table N4 below presents a summary of the different SMS activities undertaken by the SMS to support each network to achieve its goals. The SMS has put in place mechanisms to respond to country requests (evidenced by the tracking system detailed above), and is credited for being responsive to requests for support. For ICE assessments of each of the support networks themselves, see Annex J.

**Table N4 SMS support to Networks and Cross-Cutting Issues (Summary)**

<b>Network</b>	<b>SMS Support</b>
Country Network	<ul style="list-style-type: none"> <li>• Organization of teleconferences with SUN Government Focal Points every two months.</li> <li>• Supporting the SUN Government FPs as they track progress.</li> <li>• Making country information regularly available through Country Progress Update Tables (Country Fiches),</li> <li>• Tracking tool developed to track country requests and responses facilitated through the Secretariat</li> <li>• Facilitating the work of the SUN 'Communities of Practice' (COPs)</li> <li>• Network Facilitators have participated in SUN Country Network calls since March 2014.</li> </ul>
Donor Network	<ul style="list-style-type: none"> <li>• Provision of background material for ‘Scaling Up Nutrition Senior Officials Meeting in Zambia (December 2013); SUN Donor Senior Officials Meeting in Washington (April 2014); and with Synthesis Report of Costed Country Plans.</li> <li>• Convening of a donor meeting on Resource Tracking (2013).</li> <li>• SMS supported the SUN Donor Network to reach a consensus on a consistent method for tracking financial investments in nutritional outcomes.</li> <li>• SMS provides monthly updates to SUN Network Facilitators via calls.</li> </ul>
UN Network	<ul style="list-style-type: none"> <li>• SMS participated in the UN System Network Launch (August 2013).</li> <li>• SMS has advised/commented on the development of key network documents (e.g. terms of reference and work plans).</li> <li>• SMS supported the UN Network to conduct two workshops on costing in Nairobi, Kenya (May 2014 and November 2013).</li> <li>• Work with REACH and CSOs to finalize a stakeholder mapping and monitoring tool</li> <li>• SMS provides monthly updates to SUN Network Facilitators via calls.</li> </ul>
Civil Society Network	<ul style="list-style-type: none"> <li>• The SMS participated in CSO Network launch (June 2013); joins some CS calls</li> <li>• The Secretariat has advised/commented on the development of key network documents (e.g. terms of reference and work plans).</li> <li>• SMS is currently working in coordination with the SUN Civil Society to promote further engagement and align action at country level</li> <li>• Work with CSOs and UN (REACH) to finalize a stakeholder mapping and monitoring tool</li> <li>• SMS provides monthly updates to SUN Network Facilitators via calls</li> </ul>
Business Network	<ul style="list-style-type: none"> <li>• SMS participated in SUN Business Network Launch (Dec. 2012). Since then it has participated in some of the network calls.</li> <li>• SMS has been working in coordination with the Business Network to promote further engagement and align the action of businesses to scaling up nutrition</li> </ul>

Network	SMS Support
	platforms and processes at the national level. <ul style="list-style-type: none"> <li>• In 2014, the Secretariat instituted monthly catch-up calls with the SUN Business Network Manager with a view to understanding each other's priorities and areas for collaboration.</li> <li>• SMS provides monthly updates to SUN Network Facilitators via calls</li> </ul>
All / Cross-cutting	<ul style="list-style-type: none"> <li>• The Secretariat materials and minutes for Monthly Network Facilitators meetings of the discussions</li> <li>• SMS maintains on-going informal contacts with Network Facilitators.</li> <li>• SMS facilitated Network contributions to the development of the M&amp;E Framework for the SUN Movement (2013).</li> <li>• SMS ensured that SUN Network Facilitators are consulted as part of GSO Consultation on Conflict of Interest (2013).</li> <li>• SMS supported the Network self-assessment exercise, where they assessed performance against the 'progress markers' included in the M&amp;E Framework (2014).</li> </ul>

Sources: SMS Inception Report December 2012 – June 2013, SMS Annual Narrative Report 1 October 2012 – 30 September 2013, SMS Annual Narrative Report 1 October 2013 – 31 July 2014. (Reproduced from IPR.)

## Issues raised in interviews, e-survey, case studies

### *Performance across networks*

40. The SMS has undertaken a significant number of support activities to the Networks (as evidenced in Table N4 above), and respondents indicated that the engagement of the SMS in the different Networks is worthy of high praise. Respondents praised the SMS for its responsiveness and the quality and timeliness of inputs. Substantial resources have been dedicated to data collection and a monitoring process has been put in place. These were noted as important resources. The SMS has put in place mechanisms to respond to country requests for technical support and developed new ways of working (COPs) to better respond to country needs.

41. Findings from the global survey and at country case study level indicate that the SMS is regarded as performing well, with Governments rating the SMS more positively than most other stakeholder groups in the survey against performance statements (see Annex G section ix for full findings). However, responses were less positive amongst this group against the support received for tracking of nutrition resources, perhaps reflecting the limited overall progress on tracking that is discussed in Annex M. Country network calls were considered useful for sharing information but some respondents raised questions regarding their utility for enabling strategic discussion (see Annex G section vi). Some respondents highlighted that the calls may serve more as information gathering moments for the Secretariat, than as learning opportunities between countries.

### **Updated conclusions on SMS performance**

42. The additional evidence the ICE has gathered since the IPR was prepared does not significantly alter the ICE assessment of SMS performance, which was as follows:

The focus of the SMS has been on enabling and facilitating the work of the Movement. As such its time and energy has gone into providing inputs and support to the LG, the networks, and the countries (including a technical role in relation to the MPTF). The interviews and

documentation to date support the conclusion by the ICE that the SMS has provided excellent and timely inputs into the work. The SMS has been reactive and adapted nimbly as new needs became apparent.

The evidence reviewed also provides support for the conclusion that the SMS has performed well in its role of supporting the LG and the networks and that it has provided useful inputs into the resource mobilization efforts. The SMS is found to have provided inputs of acceptable quality (or higher) across a range of areas (data, technical support to countries and to the MPTF approval process, etc.) and to the different structures that make up the Movement. The SMS has flexibly adapted and responded to need. The increases in its human and financial resources – in line with the recommendations from the Stewardship Report – have been enabling factors in the SMS response. At the outcome level, the increase in the number of countries that are part of the Movement is in part an indicator of SMS success, through the latter's role in supporting the different structures of the Movement. However, the growing number of countries that are joining the Movement, and the recent challenges in recruiting, are generating pressure on the Secretariat. The level of insecurity regarding the future of the Secretariat was noted as affecting the work and will need to be addressed as a matter of some urgency.

[...] Our conclusion, based on the evidence reviewed to date, is that the SMS has played a *relevant* role in supporting implementation of the SUN movement's strategy; it has provided *effective* support to the Lead Group and to SUN's various networks. As regards *efficiency*, we have seen no evidence of conspicuous waste of resources, and the close observers we have interviewed regard the SMS as an efficient and productive unit. (Mokoro 2014c, ¶4.76–4.78)

## **(c) Role and performance of the SUN Lead Group**

### **ICE approach**

43. The role and performance of the Lead Group has consistently been much more controversial than the SMS, as reflected in mixed reviews not only in ICE interviews but amongst stakeholders interviewed earlier for the purposes of preparing the ICE TOR, and respondents to the survey (see Annex G, section ix). Lines of debate at the time of the stewardship study (e.g. about the respective roles of "champions" and strategic leaders) have continued. The ICE assessment is based on a review of the records of LG activities and decisions,<sup>130</sup> and an analysis of membership and participation in the LG, as well as the stakeholder perceptions expressed in interviews, the survey and a substantial amount of written material relating to SUN. As background to the assessment, we first review the role recommended for the LG in the stewardship report and the configuration that was actually adopted, as reflected most explicitly in the Strategic Plan 2012–2014 and the Revised Road Map of 2012.

### **Specifications of the Lead Group role**

#### *Recommendations of the Stewardship Report*

44. The establishment of a LG to guide the Movement was one of the core recommendations of the Stewardship Report. In terms of composition, the Stewardship report suggested a LG with 10–15 members. The study envisioned the

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<sup>130</sup> The ICE team also listened in to the September 2014 meeting of the LG, where, among other agenda items, the ICE IPR was discussed.

position of a Chair of the LG, appointed by the UN Secretary General to serve in an impartial/personal capacity. In addition, it recommended the appointment of a Chief Executive who would liaise between the LG and the Secretariat to ensure that the LG recommendations were operationalised and implemented. Based on evidence from other partnerships, the balance was towards membership on a primarily personal basis, where stakeholder groups were balanced and represented but individuals were chosen for their commitment to SUN objectives. Personality-based constituency was considered best given the LG's primary responsibility being to advance the work and objectives of SUN, rather than for any particular institutional or stakeholder interests (Isenman et al 2011).

45. The Stewardship Report foresaw the existence of a separate set of champions), in a distinctly different role from that of the LG. The option of a combined executive and champion role was explored by the Stewardship report but it was found that: "Interviews were consistent with evidence from the positive experience of UNICEF and the Global Fund, that there is a need to separate out the roles of governance and of champions ... (and) ... that those best suited to active stewardship of the Movement and those who make the most effective champions tend to be quite different people" (Isenman et al 2011, p.16). This led to the recommendation that specific SUN champions be in charge of advocating for nutrition, while the LG would have a stronger role in decision-making and guidance to the Movement.

#### *Implementation and specifications in the Strategic Plan and Revised Road Map*

46. As implemented by the UNSG, the LG was established with a composition of 27 members, drawn from a background of different stakeholder groups, including significant representation of SUN countries. Members, including the Chair, were appointed by the UN Secretary General. The role of the Chief Executive is filled by the SUN Coordinator. The Executive Director of UNICEF was appointed to chair the LG.

47. The LG was mandated to provide high-level backing to the Movement and to be in charge of mapping the guiding vision for the way ahead. It also has a role in advocacy and mobilisation. The recommendation for a separate and distinct group of champions was not adopted, and has been conflated with the LG's function. LG held its first meeting in April 2012 and has since met twice a year; once by teleconference around April, and once with more members physically present at the time of the UN General Assembly in New York in September.

48. The SUN Movement Strategy 2012–2015 (SMS 2012s) and the SUN Revised Road Map (SMS 2012q) detail the structure of the LG and the SMS and set out the performance criteria for assessing their management and governance of the movement.

49. The SUN Movement Strategy details that the LG is made up of 'global leaders drawn from Government, Civil Society, International Organisations, Donor Agencies, Business and Foundations' with responsibility for 'ensuring the functioning of the

Movement'. The LG is charged with overall responsibility for providing strategic direction of the movement, as well as ensuring that countries are able to access support.

50. In the Revised Road Map (SMS 2012q), the LG's role in ensuring country access to support is emphasised, along with the LG's role in ensuring adherence to the Principles of Engagement (Box N1 above) and using their influence to align stakeholders through the four activities detailed in Box N2 below.

**Box N2      Priorities of the SUN LG**

- Provide leadership and strategic direction for the SUN Movement, including a focus on gender analyses and empowerment of women;
- Advocate for SUN in their individual and collective spheres of influence. This includes building the investment case, and expanding links to regional economic communities and their programmes;
- Enable participating countries to access the assistance they need to scale up nutrition by ensuring that members of the SUN Networks respond to their needs for technical and financial assistance;
- Ensure that the SUN Movement is equipped with adequate and predictable resources – including the tracking of investments and the maintenance of a functioning results and accountability system.

*Source: SUN Movement Strategy (SMS 2012s)*

## **Lead Group composition and participation**

### *Membership*

51. The rationale for a larger-than-recommended LG was to ensure plentiful SUN country representation. In practice it also reflected a merger of leader and champion roles, while selection in individual capacities was meant to avoid the pitfalls of constituency representation. In this subsection we examine each of these points through a review of LG membership and participation.

52. Table N5 below provides an overview of LG membership. In some cases (Canada Minister of International Cooperation and Prime Minister of Nepal) the transfer of membership to a new incumbent implies more of a constituency-based membership, than personality based. And, as we discuss below, the principle of personal participation has not been fully observed, as LG members frequently appoint a representative in their absence.

53. The table allocates LG members across the SUN networks, although, as noted, some members appear to straddle more than one group, so the resulting breakdown is inevitably approximate:

<b>Constituency</b>	<b># of members</b>
Partner country	9
CSO	5
Business	4
Donor	5
UN	2
Other	2
total	27

54. In terms of the income status of their home countries, LG members include 15 from high-income (OECD) countries; five from low income countries; three from countries which fall into the World Bank's lower middle income country category and four from upper middle income countries.

55. Ten of the twenty-seven LG members are women.

**Table N5 Membership of the SUN Lead Group**

#	Name <sup>131</sup>	Title/Institution	Member since	Country income status	Constituency <sup>132</sup>	Gender
1	Sir Fazle Hasan Abed	Founder and Chairperson, BRAC	10 April 2012	LIC	Civil Society	M
2	Her Excellency Ms. Sheikh Hasina	Prime Minister of the People's Republic of Bangladesh	10 April 2012	LIC	Partner Country/Government	F
3	His Excellency Mr Andris Piebalgs	Commissioner for Development Cooperation, European Commission	10 April 2012	HIC (OECD)	Donor	M
4	Sra. Alessandra Da Costa Lunas	Secretary-General, Confederation of Family Farmer Organizations of the Extended Mercosur (COPROFAM)	10 April 2012	UMIC (Brazil)	Other	F
5	Mr. Christian Paradis <sup>133</sup>	Minister of International Cooperation of Canada	15 July 2013	HIC (OECD)	Donor	M
6	M. Bruno Le Maire	Member of Parliament, Assemblée Nationale Française	10 April 2012	HIC (OECD)	Donor	M
7	Mme Marie-Pierre Allié	Member of the Board, Médecins Sans Frontières	10 April 2012	HIC (OECD)	Civil Society	F
8	Ms. Vinita Bali	Managing Director, Britannia Industries	10 April 2012	LMIC	Business/private sector	F
9	Her Excellency Ms Nina Sardjunani	Deputy Minister of Development Planning of the Republic of Indonesia	10 April 2012	LMIC	Partner Country/Government	F
10	Mr. Tom Arnold	Special Envoy for Hunger, Concern Worldwide	10 April 2012	HIC (OECD)	Civil Society	M
11	Ms. Mary Robinson	Chair, Mary Robinson Foundation – Climate Justice	10 April 2012	HIC (OECD)	Civil Society	F
12	Ms. Ertharin Cousin	Executive Director, World Food Programme	10 April 2012	HIC (OECD)	UN	F
13	His Excellency Mr. Armando Emilio Guebuza	President of the Republic of Mozambique	10 April 2012	LIC	Partner Country/Government	M

<sup>131</sup>Ms. Tamar Manuelyan Atinc, Vice President, Human Development, The World Bank was listed as a member in the Press Release dated 10 April 2012, but does not appear to have participated.

<sup>132</sup>Constituencies have been assigned to Lead Group members based on the five SUN Networks. There is some room for ambiguity – for example Michael Anderson (CIFF) and Mr. Jay Naidoo (GAIN) are included under the business network, but CIFF also operates as a member of the donor group. Sra. Alessandra De Costa Lunas is considered under 'Other' given that Brazil is not a SUN partner country. Mr. Ibrahim Assane Mayaki of NEPAD is considered part of the 'Partner Country/Government' network and Dr. David Nabarro of the SMS is considered under 'Other'.

<sup>133</sup>Formerly Ms. Beverly Oda (from 10 April 2012 – 04 July 2012); and Julian Fantino from 04 July 2012 – 15 July 2013)

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#	Name <sup>131</sup>	Title/Institution	Member since	Country income status	Constituency <sup>132</sup>	Gender
14	His Excellency Mr. Nahas Angula	Minister of Defence of the Republic of Namibia	10 April 2012	UMIC	Partner Country/Government	M
15	Sushil Koirala <sup>134</sup>	Prime Minister of Nepal	11 February 2014	LIC	Partner Country/Government	M
16	Her Excellency Ms. Ngozi Okonjo-Iweala	Minister of Finance of the Federal Republic of Nigeria	10 April 2012	LMIC	Partner Country/Government	F
17	Her Excellency Ms. Nadine Heredia Alarcón	First Lady of the Republic of Peru	10 April 2012	UMIC	Partner Country/Government	F
18	Dr. Ibrahim Assane Mayaki	Chief Executive Office, The New Partnership for Africa's Development	10 April 2012	UMIC	Partner Country/Government	M
19	Mr. Jay Naidoo	Chair of the Board, Global Alliance for Improved Nutrition	10 April 2012	HIC (OECD)	Business/private sector	M
20	Dr. David Nabarro	Coordinator, SUN Secretariat	10 April 2012	HIC (OECD)	Other	M
21	His Excellency Mr. Jakaya Mrisho Kikwete	President of the United Republic of Tanzania	10 April 2012	LIC	Partner Country/Government	M
22	Mr. Michael Anderson	Chief Executive Officer, Children's Investment Fund Foundation	early 2014 <sup>135</sup>	HIC (OECD)	Business/private sector	M
23	Mr. Paul Polman	Chief Executive Officer, Unilever	10 April 2012	HIC (OECD)	Business/private sector	M
24	Dr. Chris Elias	President, Global Development Program, Bill and Melinda Gates Foundation	10 April 2012	HIC (OECD)	Donor	M
25	Dr. Helene Gayle	President and Chief Executive Officer, CARE International	10 April 2012	HIC (OECD)	Civil Society	F
26	Mr. Anthony Lake (Lead Group Chair)	Executive Director, UNICEF	10 April 2012	HIC (OECD)	UN	M
27	Dr. Rajiv Shah	Administrator, United States Agency for International Development	10 April 2012	HIC (OECD)	Donor	M

<sup>134</sup>Formerly Baburam Bhattarai (from 10 April 2012 – 14 March 2013); and Khil Raj Regmi (from 14 March 2013-11 February 2014).

<sup>135</sup>We have not seen a record of the precise date of CIFF's membership.

*Participation*

56. Participation at successive LG meetings is shown in Table N6 below. This shows that there has been only limited success in insisting on people participating in person: there have never been more than 18 of the members participating in person at a meeting, and there are some signs of waning attendance by the actual members during 2014. The highest recorded attendances in person were at the September 2012 and September 2013 meetings. At both of these, 18 of the LG members were present. But in 2014, only 8 and 12 LG members (as opposed to their representatives) joined the April and September meetings respectively.

**Table N6 Attendance at LG meetings**

Attendance	Meeting date					
	Apr-12	Sep-12	Apr-13	Sep-13	Apr-14	Sep-14
In person	17	18	14	18	8	12
Represented	5	5	10	4	12	8
Not present	4	3	2	4	7	7
total	26	26	26	26	27	27

*Source: SMS Lead Group Participant List (2012-2014) (SMS 2014af).*  
*Note: CIFF joined later and attended first meeting in April 2014*

*Representativeness of participation*

57. Analysis of attendance records also indicates that the levels of engagement and attendance at meetings have varied amongst individual members and across constituent groups. The need for strong representation of SUN countries, to reflect the movement's country-driven character, is given as a rationale for having a large LG. Table N5 above shows that 9 of 27 LG members are from partner countries; however, Table N7 below, which aggregates the attendance records for all LG meetings, shows that the partner country representatives as a group, have a much higher rate of absence than the rest of the membership (being neither present in person nor represented 37% of the time, vs. only a 7% absence rate for the others); when attending, the country network group were more likely than the rest of the membership to send a representative rather than attend in person.

58. The level of engagement is not uniform across all members, with some LG members showing 100% in-person attendance. However, there have also been notable absences, with two LG members (from SUN partner countries) not having attended any meetings in person, and (perhaps not surprisingly) low attendance from some Heads of State (although some have been more consistent than others in being represented). Table N8 below shows that attendance has been dominated by LG members from OECD countries (and their representatives).

**Table N7 "Country network" and "Other" LG Attendance**

Attendance	'Country network'		Other constituencies	
	#	%	#	%
In person	19	35	68	65
Represented	15	28	29	28
Not present	20	37	7	7
<b>Total</b>	54	100	104	100

*Source: SMS Lead Group Participant List (2012-2014) (SMS 2014af)*

**Table N8 Attendance of LG members/representatives by country status**

Attendance	Country Income Status			
	HIC (OECD)	LIC	LMIC	UMIC
In person	57	5	14	11
Represented	25	13	0	6
Not present	4	12	4	7
<b>Totals</b>	86	30	18	24

*Source: SMS Lead Group Participant List (2012-2014) (SMS 2014af)*

*How business is conducted*

59. LG meetings are attended by many people who are not themselves LG members or their designated representatives. These include staff of the SMS but also other individuals supporting LG members. Key tasks may be designated to formal sub-groups. The most prominent current example is the Visioning Sub-Group., whose membership is shown in Table N9 below. Sub-group members may devote much more of their time to SUN business than the LG members themselves, and often attend LG meetings to represent or support the official LG member.

60. Based on ICE interviews, the LG chair is widely regarded as having maintained an independent stance (as opposed to "wearing a UNICEF hat"), and, along with the SUN Coordinator, has played an important role in steering LG business. There is a strong impression (interviews and observation) that the LG has rarely initiated business, and more often endorsed proposals (such as the introduction of Communities of Practice) that have been put forward by the SUN Coordinator and secretariat. However, there are also some issues – the emphasis on women's empowerment is a clear example – where the initiative has come from the LG.

**Table N9 Membership of the VSG**

<b>Name</b>	<b>Title/Institution</b>	<b>LG status</b>
Anthony Lake	Chair of Lead Group / Executive Director, UNICEF	Member
Tom Arnold	Special Envoy for Hunger, Concern Worldwide	Member
Werner Schultink	Director of Nutrition, UNICEF	Representative
Wilbald Lorri	PA to President of the United Republic of Tanzania	Representative
Shawn Baker	Head of Nutrition, Bill and Melinda Gates Foundation	Representative
Leslie Elder	Senior Nutritionist, World Bank	Representative
Richard Greene	Senior Deputy Assistant Administrator, Bureau for Food Security, USAID	Representative
Koasar Afsana	Director, Health, Nutrition and Population Programme, BRAC	Representative
Anne Heughan	Global External Affairs Director, Unilever	Representative
Martin Bloem	Chief, Nutrition and HIV/AIDs Policy Unit, World Food Programme	Representative
Jean-Pierre Halkin	Head of Unit, Rural Development, Food and Nutrition Security, European Commission	Representative
Erin McLean	Deputy Director, Nutrition Policy Maternal, Newborn and Child Health Division, CIDA	Representative
Tara Shine	Head of Research and Development, Mary Robinson Foundation – Climate Justice	Representative

### **Perspectives on Lead Group performance**

61. Since its establishment in 2012, the LG has presided over continued rapid growth of the SUN movement, in terms of the number of countries involved, during a period in which nutrition has maintained prominence on the international development agenda. The Movement has been provided with a Strategy and Revised Road Map endorsed by the LG, and there have been continuing innovations in SUN's approach to supporting and promoting countries in addressing undernutrition – most recently with the introduction during 2014 of the Communities of Practice. It is acknowledged that many members of the LG have conspicuously contributed to advocacy. Nevertheless, a significant number of interviewees also expressed reservations about the LG's performance, and more fundamentally, about the structure of governance for the SUN movement. Concerns expressed relate to the legitimacy, the efficiency and the effectiveness of SUN's present governance structure.

62. Concerning legitimacy, concerns were voiced that the system of appointment of LG members is not sufficiently transparent. Some stakeholders are anyway suspicious of a private sector role within SUN and therefore have reservations about private sector representation on the LG. Others would favour a different balance

between constituencies, and/or consider that the individuals representing particular stakeholder groups are not (or are no longer) the most appropriate representatives of those groups (even if the principle of appointing LG members in their individual capacity is accepted). A further criticism from some is that the performance expected from the LG as a whole and from its individual members is not well specified – in effect that LG members themselves are not held accountable for performance.

63. Critics of the current LG configuration do not dispute the fundamental importance of SUN's country focus, but query whether the large LG is necessarily an effective way to ensure country focus. The ICE analysis, above, of LG membership and participation, may be seen as supporting this scepticism.<sup>136</sup>

64. Concerning efficiency, some observers point to the unwieldy nature of the LG, with its large membership and infrequent and unwieldy meetings; they see the real steering as coming from below, with the LG mainly responding to proposals from the Coordinator and Secretariat, and regret the way that the LG has combined what the Stewardship Report saw as separate roles for nutrition champions and for an engaged strategic governing body.

65. The SUN Strategy 2012–2015 and the accompanying Revised Road Map, describe an "accountability framework" in which, for example, "In line with the principle of mutual accountability, the Networks will be monitored against their Activity Plans and their impact evaluated at regular intervals" (SMS 2012s, ¶27). As the ICE discusses in Annex J, there has been less progress than anticipated towards developing monitorable activity plans for the networks; while Annex M similarly finds that in most cases further work is required to make the costed plans and common results frameworks a practical basis for mutual accountability amongst SUN stakeholders. The main report of this ICE develops the argument that developing stronger mutual accountabilities should be a major theme for the next phase of the SUN movement; the practical development and follow-up of action plans across the global networks will require a coordinating body that is less exalted than the present LG but more senior than the SMS. The ICE takes up this issue in Part III of the main report.

#### **(d) Assessment against lessons of global partnerships**

66. We have noted that those involved in the design of SUN and its governance arrangement have often explicitly sought to draw on the lessons from other global partnerships. In Table N10 below we consider how SUN has measured up against the key lessons identified in a recent paper on "*Governance of New Global*

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<sup>136</sup> However it is risky to generalise – much seems to depend on how particular individuals interpret their role on the LG. Four of the ICE case study countries were represented on the LG by a head of state or government Minister. In two cases (Tanzania and Indonesia) the case studies found this was a factor reinforcing the dynamism of the SUN movement at country level; in two other cases (Bangladesh and Mozambique) progress was judged to be handicapped by a lack of high level government commitment. (See Annex O and Annex P.)

*Partnerships*" (Bezanson & Isenman 2012). The issues highlighted are taken up more systematically in Part III of the main report.

**Table N10 Assessment of SUN performance against key lessons of Global Partnerships**

Key lesson from Bezanson & Isenman (2012)	Summary assessment of SUN's 'performance'
<p>1. <i>"Think twice: (i)-first, before launching a new global fund or other global partnership; (ii)-second, before agreeing to establish a new organization to house that partnership; (iii)-third, before establishing its governance"</i></p>	<p>Governance of the SUN evolved in the first part of the evaluation period. There appears to have been an awareness of the risks and reflection on the alternatives. The Stewardship Report appears to have provided a timely assessment of the Governance structures and the overall configuration/setting. Recommendations of the Stewardship Report were far reaching. Not all of the recommendations were subsequently implemented.</p> <p>SUN avoided the creation of a vertical fund for nutrition programmes (the MPTF is confined to catalytic work to support the process of scaling up), and the institutional location of the SMS under UN auspices but without creating a new agency has been pragmatic.</p>
<p>2. <i>"Anticipate and recognize the need to deal with asymmetries of power, different perspectives and often conflicting interests"</i></p>	<p>The membership of the LG represents different stakeholder groups, with a strong country member representation. SUN appears to have been able to avoid having particular constituencies dominate. However, in terms of actual attendance at LG meetings, there is significant variation amongst 'Country' and 'Other' constituency groups.</p> <p>The various structures have been open to allowing the different stakeholder groups to interact with one another at global level, and SUN has paid special attention to the issue of Conflict of Interest (see Annex L).</p>
<p>3. <i>"Assure through the governance structure that the aid effectiveness principles of the Paris Declaration are built into the DNA of existing or new initiatives"</i></p>	<p>SUN has made country ownership a fundamental principle. However, there is still much scope to reduce the fragmentation of aid initiatives at global level (as documented in Annex H), and to strengthen coordination and harmonisation across the SUN networks (Annex J); at country level (as illustrated by case studies in Annex O, and discussed in Annex M) progress towards greater alignment and use of country systems appears limited, partly because common results frameworks tend to represent common aspirations, but not binding mutual commitments to joint action.</p>

<b>Key lesson from Bezanson &amp; Isenman (2012)</b>	<b>Summary assessment of SUN's 'performance'</b>
<p>4. <i>“The first imperative for the board of a new organization is to establish a clear strategy with realistic and attainable objectives and to include as integral components of the strategy: (i)- the baseline against which the value-added of the new organization will be measured; and (ii)-a rigorous and adequately resourced M&amp;E system to track and report on progress”</i></p>	<p>A SUN Strategy was adopted in 2012 by the LG.</p> <p>However, Annex M indicates some weaknesses in the (self-assessment) M&amp;E system, and the ICE points to a need to strengthen systems of accountability.</p>
<p>5. <i>“Multi-stakeholder and constituency-based boards often require costly trade-offs between inclusiveness and effectiveness”</i></p>	<p>The LG appears to have suffered from this trade-off. The different levels of engagement of different LG members and large size of the LG seem to have had implications on the effectiveness of the structure.</p> <p>It is questionable whether such a large and high level governing body can serve as the nexus of the practical mutual accountability to which SUN aspires.</p>
<p>6. <i>“Secretariats need to be adequately resourced”</i></p>	<p>Resources for the secretariat were very stretched in early period. Following recommendations of Stewardship Report resources have increased substantially, and SUN, so far, has avoided the common problem of under-resourced secretariats which have to devote inordinate energy to raising funds for their own operations.</p>
<p>7. <i>“There are no simple answers to the question of hosting vs. independent arrangements”</i></p>	<p>SUN appears to have struck a reasonable balance. The SMS is seen as sufficiently independent, has been nimble and responsive and is not associated with a particular international organization.</p>
<p>8. <i>“Established (known) good governance practices (that) should be applied to the governing boards of global partnerships”</i></p>	<p>Several of the governance lessons highlighted have not yet been incorporated in SUN's modus operandi. These include clear systems of accountability (SUN has recognised the need, but not yet operationalised its proposed accountability systems sufficiently); nor does it have clear performance targets for its governing board.</p>



## **Annex O Country Case Study Summaries**

### **Bangladesh Executive Summary**

#### **Context**

1. **Nutrition issues:** Despite a downward trend since 1990, stunting and wasting remain persistently high at 41% and 16% respectively in children under five (U5) (DHS, 2011). In the past six years rates of wasting have increased, while undernourishment rates have plateaued for the last 10 years. In Bangladesh, 7.8 million children are undernourished, and 36% of those aged U5 are underweight (UN REACH, 2013). Nearly 51% of children U5 are undernourished in the lowest socio-economic quintile, compared to 26% in the highest quintile (MQSUN, 2013). Indicators of significant issues in nutrition are above the public health emergency levels defined by WHO and some analysts consider Bangladesh to be in a state of chronic emergency. There is an increasing malnutrition double burden, with a high proportion of underweight U5s and a growing proportion of overweight women. Dietary diversity and infant and young child feeding (IYCF) practices are determinants in the high rates of undernutrition.

2. **Nutrition environment before SUN:** The nutrition environment in Bangladesh has, in recent years, been characterised by two parallel initiatives, one concerning health and nutrition and the other food security. Health policy in Bangladesh has been based on a sector-wide approach (SWAp). The country is currently implementing its third SWAp, the Health, Population and Nutrition Sector Development Plan (HPNSDP), 2011-2016. In nutrition, the National Food and Nutrition Policy and the National Plan of Action on Nutrition were developed in 1997. Nutrition programming involved a multitude of stakeholders, both international and national. The Bangladesh Integrated Nutrition Programme (BINP) (1996) later became the National Nutrition Project (NNP) (2002). In 2006 the NNP was integrated into the second health SWAp. HPNSDP aims to scale up nutrition and mainstream nutrition into other health services (MQSUN, 2013). The National Food Policy 2006, formulated under the Ministry of Food and Disaster Management (MOFDM) led to the formulation of the National Food Policy Action Plan (NFPAN), 2008-2015, and a Country Investment Plan (CIP) in 2010. The CIP includes the nutrition elements from the HPNSDP.

3. **Nutrition environment today:** Bangladesh joined SUN in 2011 but the official launch of SUN has been postponed repeatedly and the Government of Bangladesh has never sent the SMS a formal application to join. The existing health and food security programmes continue to characterize the nutrition environment. However, since accession to SUN there have been a number of developments including coordination for the preparation of a new national nutrition policy by the Ministry of Health and Family Welfare (MOHFW). The draft document refers to the 1,000 days concept (final draft Bangladesh National Nutrition Policy, 2013). The National Development Plan (NDP) 7 is now in preliminary preparation, to take effect

from 2016; and a new Food and Nutrition Security Policy, together with a revised CIP, will reportedly be prepared and linked to NDP 7. Despite these developments, there are concerns over the level of political commitment to drive nutrition progress forward. Furthermore, the existence of multi-stakeholder platforms and coordinated action on nutrition at local/district level remains challenging, despite positive piloting of multisectoral mechanisms and approaches by REACH in the Satkhira district. (REACH Bangladesh website nd.) UN agencies and development partner organisations have taken steps to establish common ground on nutrition challenges and opportunities, leading to the preparation of a 2014 ‘Common Narrative’ regarding key nutrition issues in Bangladesh (UN REACH, 2013) Both the civil society sector and the private sector, whilst powerful and influential, are not yet fully coordinated around nutrition challenges, strategy and integration.

### **Summary Timeline of Nutrition Events in Bangladesh**

<b>Year</b>	<b>Month</b>	<b>Event</b>
1992-1997		National Working Committee for Nutrition established, Bangladesh National Nutrition Council given coordination responsibility. National Plan of Action for Nutrition finalized (1997).
2011		Bangladesh indicates intent to join the SUN Movement, but this not formalised.
2012	September/December	Bangladesh Civil Society Network of Promoting Nutrition (BCSNPN) was created
2012	October	Bangladesh forms the Civil Society Alliance for SUN
2013	August	Civil Society Alliance (CSA) organises an event to celebrate World Breastfeeding Week
2013	September	Roundtable meeting hosted by BRAC to share recommendations and perspectives in a policy discussion on scaling up nutrition
2013	December	BRAC and the Bangladesh SUN CSA and the Daily Star organise a roundtable discussion regarding child nutrition
2013	December	Government of Bangladesh in collaboration with REACH organised a multi-stakeholder forum entitled ‘Working Together to Scale Up Nutrition in Bangladesh’
2014	May	Bangladesh CSA for SUN brought together participants for one full week of action for nutrition across the 7 divisions of Bangladesh

### **Key Findings**

#### *Relevance of the SUN Movement in Bangladesh*

4. The four strategic objectives of the SUN Movement are all relevant in Bangladesh, with the first objective regarding creation of an enabling political environment being all important in the Bangladesh context. There is important potential for the enhanced alignment of actions, with the related planning, resourcing and reporting mechanisms. Enhancing alignment would likely lead to increased resourcing and although recognized as important by SUN and domestic stakeholders, political commitment and better coordination are more significant to scaling up nutrition than financial resources.

5. Country priorities in Bangladesh with regard to nutrition have not been fully clear, with nutrition treated as a health concern, a food security issue and both to different degrees of emphasis and overlap. SUN has not proactively negotiated an

effort to facilitate the integration of priorities into a single and effective strategy or programme, nor has it contributed to harmonising the roles, programmes and key ministries more effectively, an approach that may be more feasible than forming a single strategy. The country-level architecture for addressing nutrition is comprehensive. However, there have been structural failings in the complex and interlocking array of committees, ministries, agencies, programmes and cadres and SUN has not contributed to re-formulating the structure more effectively. Arguably, the debate around challenges and strategies for nutrition has been raised in Bangladesh, but as yet the functioning and performance of the networks and Multi-Stakeholder Platform are limited. At the local level, there is a gap in architecture for addressing nutrition. As in many other countries, SUN and integrated nutrition programming will only be scaled up effectively when systems and structures are in place for this at the district or equivalent level. The REACH pilot in Satkhira is yet to be replicated nationwide.

#### *Gender and equity in the SUN Movement in Bangladesh*

6. The gendered nature of nutrition challenges is widely recognised in Bangladesh. Nutritional status of adolescent girls and young women is well understood and has been the target of initiatives. SUN has not contributed to a stronger focus on nutrition-related gender and gender equity issues. Women and children are detailed as priority groups in the draft national policy on nutrition. A 2012 study reported that NGOs felt they were not able to engage with SUN's Civil Society Alliance (CSA) Platform because of their perception that SUN does not address a number of factors of hunger in Bangladesh, including issues of inequalities, gender and power imbalances (Mousseau 2012). Women's empowerment is a more common concept than 'gender'. It is a central agenda in Bangladesh, and there is a sense that SUN could achieve a lot if nutrition was linked to this agenda.

#### *The strategy of the SUN Movement in Bangladesh*

7. Since Bangladesh 'joined' the SUN Movement in 2011, there has been confusion amongst stakeholders and potential stakeholders about what the movement is and how it operates. Where there has been understanding, it has not always been a common understanding. Uncertainty has arisen about the nature of 'country' leadership and whether this is equivalent to government leadership, which in Bangladesh, with its strong tradition of civil society movements, is an especially pertinent issue. There has been uncertainty about whether SUN would bring additional resources to nutrition efforts in Bangladesh, and it has taken time for stakeholders to understand that outside the framework of the Multi-Partner Trust Fund (MPTF) and its funding to the CSA, the movement does not operate as a funding body. Who and what drives the SUN Movement in Bangladesh is contested: from different perspectives, the SMS (through communications and teleconferences), civil society, the government, and (more frequently) REACH and/or the UN are all considered to be responsible for steering the movement in Bangladesh. Confusion over SUN's strategy in-country makes assessing whether it is perceived to have

followed a consistent strategy difficult, and questions have been raised over the Prime Minister's appointment to the Lead Group (given relatively minimal involvement) and the process followed for establishing the CSA. It appears that there is an appreciation at SUN global level of the complex organizational and policy contexts in Bangladesh and the decision to adopt a fairly 'light touch' approach.

8. Inputs across the networks have been varied, with support to the in-country SUN Network (the Focal Point) being through provision of 'standard' resources and through teleconferences. The value of the teleconferences is questioned, with a feeling that they do not provide adequate opportunity to strategically analyse challenges and that they are formulaic. In Bangladesh, the UN and 'donor' networks have been merged and provide significant support to SUN (notably through significant REACH inputs) in Bangladesh (rather than the other way round). However, these agencies have benefited from SUN's emphasis on coordinated and focused approaches to scaling up nutrition (which led to the development of the 2014 "Common Narrative").

9. There is no SUN business network in Bangladesh. There are two civil society networks. SUN initially provided support to the Bangladesh Civil Society Network for Promoting Nutrition (BCSNPN), hosted by Eminence. Following a number of complications, BRAC was subsequently elected to host the CSA. The CSA in Bangladesh is growing fast and is noted as being the most vibrant element of SUN in Bangladesh. It received one of the largest grants made by MPTF of USD 535,000, whilst BCSNPN has continued activities unsupported. SUN is criticized for creating divisions in Bangladesh civil society.

#### *The results of SUN's efforts*

10. **Nutrition Governance:** No changes in nutrition governance can be attributed to SUN so far, and revision of the nutrition policy was reported to be under way prior to joining SUN. However, SUN can be said to be raising awareness and stimulating debate, which is acknowledged as beneficial. There is a sense that Bangladesh is coming full circle on some aspects of nutrition governance, including considering the revival of the National Nutrition Council and the multi-sectoral platform which existed two decades ago.

11. **Multi-stakeholder coordination:** SUN has only made a modest difference overall. The office of the Prime Minister needs to show real commitment and drive for significant difference to be made and, although the government network and MSP are formally in place, inputs from SUN through these structures have been minimal. However, the movement has made a useful difference to UN and partner agencies in helping these organisations to focus on and share what is likely to be a more effective common purpose (UN REACH, 2013). Despite triggering some confusion and acrimony, SUN inputs have made a positive difference in civil society through the CSA, but setting up a business network has not yet been possible.

12. **Nutrition policies and strategies:** The CIP and related food security planning, as well as the health and nutrition SWAp and its associated mechanisms, predate SUN in Bangladesh. SUN has not yet made a direct difference to nutrition policies and strategies nor yet affected the quality of any costed plans, though timing for this may not have been opportune. It is anticipated that as the government focuses on preparation of NDP7, better alignment and integration with a stronger focus on the most effective nutrition strategies may emerge. There is an awareness of the common results framework (CRF) concept as something new that SUN (facilitated by REACH) has brought to government's attention in the nutrition field. But the CIP monitoring and reporting system is not SUN-inspired. Nor does it really constitute a CRF for nutrition in Bangladesh, as SUN claims in its own reporting (SUN Bangladesh, nd.).

13. **Resources for nutrition:** With the exception of the funding provided through the MPTF for the work of the CSA, SUN has not yet made an identifiable difference to resource commitments for nutrition in Bangladesh. Initiatives funded by USAID and the World Bank have not been directly influenced by SUN.

14. **Scaling up nutrition programmes:** The extent to which SUN has helped scale up nutrition in Bangladesh has been limited. It has raised awareness of nutrition concerns in some part of government, and the 1,000 days concept has gained more currency because of SUN efforts. Mobilisation remains incomplete and lacks the essential drive from the very top. Action at local level is still limited to discrete initiatives and pilots. Given that achieving change in Bangladesh is complex and time-consuming, this is perhaps not surprising.

15. **Potential impact on beneficiaries:** It is soon to identify links between the limited outcomes to which SUN has contributed and any medium- to long-term impacts for intended beneficiaries.

*Factors accounting for these results*

16. **Role of the SUN Coordinator and SMS:** There is an awareness of the SMS among SUN participants and the role it plays, notably in organising periodic teleconferences and through various communications. There was no evidence of direct intervention of the SUN Coordinator in or for SUN activities in Bangladesh.

17. **Quality of support from each of the global networks, and synergy between the networks:** There is some perception that the **country network** teleconferences are a requirement, rather than a resource. The calls are criticised for being mechanical and for focusing more on reporting than on consultation. The country network is generally viewed as a resource of information, ideas and experience, but whether this resource is subsequently being utilised in and by government is unclear. There are strong links between the CSA and the global **Civil Society network**, and satisfaction from the CSA about the global support received. **REACH** is seen to have been a strong driving force for the SUN Movement in Bangladesh, and there is positive collaboration between **UN agencies** and

**development partners**, though less indication of whether they derive (or need) input from the global networks. The **business network** has not been active.

18. **Coordination with other nutrition actors and initiatives:** SUN is not a coherent and purposive entity at country level in Bangladesh. Whilst there is a significant degree of coordination among UN and development partner agencies in the nutrition field, this is not the same as saying SUN has coordinated well with other agencies and initiatives. However, it suggests that SUN is on the same page as the other actors and adds value in this regard, without being of critical importance to nutrition coordination among these actors.

19. **SUN M&E system:** The May self-assessment workshop profiled the SUN Movement in Bangladesh, with fairly representative participation and room for debate and controversy over scoring. Although there were complaints that the workshop was too short to go into analytical detail, the process was considered significantly enhanced, but also revised, compared to 2013 (though this has raised questions as to whether the 2013 results can be used as a baseline). It was agreed that a discussion is needed on how the SUN MSP and the SUN movement assume a specifically Bangladesh-defined character. There was a request for the SMS to make clearer guidelines on the scoring and indicators to avoid ambiguity.

#### *Efficiency of the SUN Movement in Bangladesh*

20. With the exception of the USD 535,000 MPTF grant to the CSA, data on the transaction costs of SUN in Bangladesh are lacking. In general, however, SUN has not expended major resources or undertaken major transactions in Bangladesh, and transaction costs have been reasonable (once the initial expenditure on establishing the civil society network is discounted). REACH (as well as other UN agencies and development partner agencies) has expended much more of its in-country resources on SUN than initially anticipated. Thus, the view of the UN agencies and development partners seems to imply that transaction costs have been unreasonable, despite the benefit of their collaboration for their nutrition work generally.

21. There is no evidence of any systematic analysis of efficiency considerations in SUN's advocacy for nutrition solutions in Bangladesh, such as the choice amongst nutrition-sensitive and nutrition-specific interventions. The question of efficiency implies a much more comprehensive and coordinated approach to nutrition strategy in the country than has been achieved so far.

22. It is too soon to offer a conclusive view on the efficiency of the highest-profile SUN activity (through the CSA), or the most thorough (through REACH and other UN and development partner agencies). However, there is certainly a feeling among UN and development partner agencies that the efficiency of their efforts is questionable.

### *Sustainability of the SUN Movement in Bangladesh*

23. It is not clear that any institutional changes are being promoted by SUN in Bangladesh; CSA and UN/development partner network changes are organisational. The necessary foundation for such sustainability is committed pressure from the very top of government (i.e. a member of the SUN Lead Group), over the medium to long term. That foundation does not yet exist.

### **Conclusion**

24. SUN has made only modest progress in Bangladesh, for predictable political, institutional and social reasons. The SMS was doubtless aware of these challenges and appears wisely to have decided not to invest too heavily in a country where the returns might be limited. SUN has achieved some valuable awareness raising in civil society, UN and development partner circles and government – probably in that order – but no sustainable results yet. Sustainable progress in Bangladesh will take a lot longer than three years.

### **Bibliography**

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Mousseau, 2012	<i>Under the SUN. Tracking progress of the Scaling Up Nutrition movement in Bangladesh and Niger.</i> Paris: Action Contre la Faim	
SUN Bangladesh, nd.	Call for Commitments to Nutrition	9.1.1.5
REACH Bangladesh website, nd.	REACH Bangladesh Country profile, available at: <a href="http://www.reachpartnership.org/en/reach-countries/bangladesh">http://www.reachpartnership.org/en/reach-countries/bangladesh</a>	
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## **Burkina Faso Executive Summary**

### **Context**

- 1. Nutrition issues:** The level of stunting in Burkina Faso remains serious at 31.5% among under-fives. Overweight among women of childbearing age is on the increase. The global acute malnutrition rate (GAM) however has dropped from 10.9% in 2009 to 8.2% in 2013 (MOH 2013). There are geographical disparities in that one in five is stunted in urban areas, and one in three in rural areas (2010 Demographic Health Survey). Stunting rates are particularly high in the Sahel and East regions, 46% and 43% respectively. Data on overweight/obesity are not up to date, but according to the Demographic and Health Survey of 2005, 9.3% of women aged 15 to 49 were overweight, of whom 2.4% were obese.
- 2. Nutrition environment before SUN:** Burkina Faso faced high levels of acute and chronic malnutrition, with levels of overweight increasing. The Ministry of Health (MOH) has been the main actor in nutrition, establishing the Direction de la Nutrition in 2002. MOH chairs the multidisciplinary/multi-sector coordinating body, the National Council for Nutrition Coordination (CNCN), established in 2008. The Ministry of Agriculture and Food Security (MASA) is the main actor in food security and chairs another multidisciplinary/multi-sector coordinating body, the Conseil National de Sécurité Alimentaire (CNSA). There was no objective related to stunting reduction in the Nutrition Strategy for 2010–15. There was a significant funding increase before 2011 primarily focusing on treatment of acute malnutrition. The National Nutritional Policy was adopted in 2007, and the Plan Stratégique Nutrition 2010–15, which followed aims at the improvement of the nutritional status of the populations of Burkina Faso by 2015. There was a significant increase in funding between 2006 and 2010 (before the country joined SUN) but primarily for the treatment of acute malnutrition.
- 3. Nutrition environment today:** There has been a decrease in the levels of acute malnutrition and stunting, though the latter remains high. It is worth also noting that there was no objective related to stunting reduction in the National Food and Nutrition Security Policy released in 2013. There was continued increase in funding with a focus on treatment of acute malnutrition. In May 2014, reform of CNCN was decided on in order to improve links with other sectors. A Technical and Financial Partners Group (Groupe PTF) was established in November 2011 to bring together UN agencies, international NGOs and donors (currently only the EU) in order to improve coordination. The National Food and Nutrition Security Policy (PNSAN, published in October 2013, two years after Burkina Faso joined SUN) set the overall goal of achieving sustainable food and nutrition security by 2025.

## **Summary Timeline of Nutrition Event in Burkina Faso**

<b>Year</b>	<b>Month</b>	<b>Event</b>
2002		Creation of the National Directorate of Nutrition within the MOH
2007		National Nutritional Policy (Politique Nationale de Nutrition (PNN) adopted
2008		National Council for Nutrition Coordination (CNCN) created
2009		National strategic nutrition plan developed
2009		MOH began contracting-out to civil society organisations, financing activities of a network of 150 Executing Community Based Organisations
2011		Strategy for Accelerated Growth and Sustainable Development (SCADD 2011-15), National Health Development Plan (2011-20), and the Strategic Development of basic Education Plan (PDSEB 2011-20)
2011	June	Joined SUN Movement
2012	March	Official declaration of the food crisis/Government's appeal to the Donors
2012		National Programme for the Rural Sector adopted
2013		First meeting of the multi-sectoral platform in Burkina Faso was held
2014		Self-assessment workshop hosted by MOH
2014	May	National planning workshop for the reduction of chronic malnutrition held in Ouagadougou

## **Key Findings**

### *Relevance of the SUN Movement in Burkina Faso*

4. The focus of nutrition interventions/donor funding has been on treating acute malnutrition, with less attention to stunting. So SUN is rightly bringing attention to stunting. However, all SUN messages focus on chronic malnutrition, while other forms of malnutrition are also relevant. For instance, overweight is starting to be a problem mainly in urban areas, though not yet at an alarming level; it has increased among women of child-bearing age (from 8% to 11%) and is about 2% among children (data given by the focal point). This is causing some concern within the MOH and among stakeholders. SUN messages are not contextualized.

5. SUN has contributed to raising nutrition on the national agenda and increasing its visibility; it has galvanised the focal point and the partners' engagement e.g. for the development of the common results framework and the prospect of developing a new multisectoral strategic plan 2016 – 2020.

6. As regards coordination in Burkina, the comment of the UNICEF representative at the July 2014 CNCN meeting (Aouaga News 2014) in which he called for clarification of the roles and linkages between CNCN and the other existing consultative frameworks indicates that much remains to be done.

*Gender and equity in the SUN Movement in Burkina Faso*

7. Although the importance of gender and equity issues is generally acknowledged, it is highly probable that gender is not sufficiently taken into account in interventions by technical ministries and in those administered by local administrations.

*The strategy of the SUN Movement in Burkina Faso*

8. There was some confusion among people interviewed concerning the UN Network architecture and how SUN fitted in to it, with some feeling there was unnecessary overlap. There was some disagreement on the apparent assumption in the SUN approach that the availability of funds was not the most binding constraint.

9. Participants felt SUN should provide more advice and support to the focal point. Except for the guidance available globally through SUN's website, no specific inputs from SMS to the formation of in-country networks were reported to the team, and it seemed that no such inputs were anticipated. In regard to civil society, international NGOs are represented in the PTF group; however, they were interested in forming a civil society group which would encompass national civil society (not represented in the PTF group). The in-country networks are not yet established, and there is no donor convener. An MQSUN visit to Burkina in 2013 took place to ensure that the SMS has a thorough understanding of the national nutrition policy, and to examine the costing and policy environment related to nutrition planning in Burkina Faso.

10. The timeliness of support, namely the forthcoming REACH coordinator, also seems to be an issue.

*The results of SUN's efforts*

11. **Nutrition Governance:** SUN global networks have created awareness about but have not directly helped in the formation of the civil society network, which was in process at the time of the visit (driven by ACF)<sup>137</sup>, and the private sector network (decided in May 2014). SUN has contributed to raising nutrition on the national agenda, but other factors also contributed, such as the diagnostic work done at country-level (SMART surveys, etc.), so it is difficult to isolate the contribution of SUN.

12. **Multi-stakeholder coordination:** The debriefing PowerPoint raised the question of whether SUN imposed institutional blueprints by insisting on separate platforms, and several people thought that there was indeed a danger of SUN boxing in local initiatives to conform to SUN blueprints. In Burkina Faso the platform – Groupe PTF – that did not strictly correspond to the SUN categories worked best and is one of its reputed successes, though the participation of other donors (those less “sensitive” to nutrition) is still lacking

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<sup>137</sup> A civil society network has since been established.

13. **Nutrition policies and strategies:** The PNSAN prepared in 2013 is multisectoral but has not yet been costed. There has been no identifiable difference made to nutrition policies and strategies by SUN.
14. **Resources for nutrition:** Regarding the balance between nutrition-specific, nutrition-sensitive and governance activities included in the detailed budget of the Nutrition Strategic Plan 2010-2015, the SUN/MQSUN that visited in June 2013 came to the following conclusions: 1) the focus is strongly on specific activities, with a significant amount of funding to governance activities; and 2) the management of acute malnutrition is already the predominant activity in the nutrition-specific sector. Within governance activities system capacity development predominates. Donor funds for nutrition are often emergency funds which can make multi-annual planning difficult (SUN Progress Report 2014).
15. **Scaling up nutrition programmes:** Participants agreed that the understanding of malnutrition of the major actors had deepened in the years before Burkina Faso joined the SUN movement (2011), and that in that period an increasing number of organisations began participating in platforms and coordination exercises. This trend has continued since then. Some other factors, such as a change in personnel also helped, but participants tended to believe that SUN had probably had some role as well. It came at the right moment, and contributed to the further evolution. How large this contribution of SUN has been is difficult to say, and opinions on this differed among the participants.
16. **Potential impact on beneficiaries:** There are no plausible links between outcomes to which SUN has contributed and medium to long term impacts for intended beneficiaries.

*Factors accounting for these results*

17. **Role of the SUN Coordinator and SMS:** Although participants were in general positive about the help received from SMS, this was more an appreciation of individual commitment and competence of SMS staff than of the strategy SUN has followed. One stakeholder felt that SMS should be more demanding in terms of information they expect to receive from countries, and should also do more “cross-checking” of what is really happening on the ground.
18. **Quality of support from each of the global networks, and synergy between the networks:** Given that the networks are not yet in place, support from the global SUN networks is not evident in Burkina.<sup>138</sup> Questions were raised on the need to set up all the networks if the existing coordination platforms in the country already bring together and engage different players. On the UN side, UNICEF is very committed to SUN and has been active in advocacy as well as technical and financial support.

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<sup>138</sup>The civil society network (RESONUT) with an elected office has been established after the case study visit

19. **Coordination with other nutrition actors and initiatives:** Some interviewees mentioned their confusion as to the relationship (or not) of SUN with other initiatives. The Global Alliance for Resilience Initiative, Sahel and West African (AGIR) was specifically mentioned. The Alliance aims to achieve ‘Zero Hunger’, i.e., to eliminate hunger and malnutrition, within the next 20 years. One feature of this alliance is the establishment at country level of inter-sector platforms and the bringing together of various stakeholders. The focal point mentioned the requirement of AGIR for a multi-sector coordination mechanism, and the difficulties of reconciling this requirement with the existing/forthcoming SUN networks (interview during the Global Gathering in November 2014). The challenge is to find ways to enable the SUN in-country networks to take on or benefit from other initiatives or funding sources.

20. **SUN M&E system:** Many participants in the self-assessment workshop had not previously heard about the “common results framework” or had heard about it but did not really understand what it meant. There is no acknowledgment on the part of SUN of the efforts and experience of Burkina in relation to multi-sector coordination before SUN.

#### *Efficiency of the SUN Movement in Burkina Faso*

21. The transaction costs of Burkina Faso's involvement in SUN have been quite small, but the effects have also been limited.

#### *Sustainability of the SUN movement in Burkina Faso*

22. The changes in nutrition governance that SUN is promoting are not yet well enough established to be considered sustainable and there are not yet identifiable changes in nutrition outcomes that can be associated with SUN

### **Conclusion**

23. Policies and coordination mechanisms were already in place before Burkina Faso joined SUN. SUN's influence on updating policies and reviewing coordination mechanisms has so far been marginal, but SUN has the potential to be more useful in future.

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MOH 2013	SMART Survey 2013	
SUN Burkina Faso 2014	SUN Progress Report 2014	

## **Ethiopia Executive Summary**

### **Context**

1. **Nutrition issues:** Ethiopia is a low income country with a rapidly growing population of about 90 million; urbanisation is low – as yet only 16% of the population lives in urban areas. It ranked 173<sup>rd</sup> in the 2014 Human Development Index. However, against the background of sustained rapid economic growth, Ethiopia has significantly reduced child mortality, with an estimated annual rate of reduction of 5% between 1990–2013. There is a high burden of undernutrition: an estimated 67% of the adult population suffered stunting as children (COHA 2012). Nonetheless, there were substantial improvements between 2000 and 2011: the national stunting prevalence rate declined from 58% to 44%, underweight from 41% to 29% and wasting from 12% to 10% (Lemma & Matji 2014). Potential benefits from scaling up recommended nutrition-specific interventions are very high (see for example the modelling for GNR 2014 using the Lives Saved Tool to estimate potential effects of the set of interventions recommended by The Lancet). As is to be expected in such a large and diverse country, there are wide regional variations in prevalence of undernutrition. Obesity is not yet regarded as a major problem, but the 2013–2015 National Nutrition Programme (NNP) identifies the double burden as an emerging issue.

2. **Nutrition environment before SUN:** Ethiopian history has included some severe famines, and for many years emergencies and acute malnutrition commanded much more attention than problems of chronic hunger. Sophisticated famine early warning systems have been developed, and a major Productive Safety Nets Programme (PSNP) is designed to promote development and forestall emergencies. During the past decade perspectives on undernutrition have transformed, with a growing realisation of the persistence of chronic undernutrition and a greater understanding of its individual, social and economic effects. Thus the 2005 DHS showed clearly that undernutrition was a problem in areas not regarded as food insecure, there was a very influential workshop on stunting in 2011 (see timeline below), and the COHA (Cost of Hunger in Africa) study highlighted the economic cost of undernutrition: "Eliminating stunting in Ethiopia is a necessary step for growth and transformation" (COHA 2012). Before SUN's emergence, Ethiopia had already prepared a National Nutrition Strategy (NNS) which reflected many of the elements subsequently advocated by the SUN movement, including proposing a multi-sectoral approach to address underlying as well as immediate causes of malnutrition, with stunting highlighted as a key indicator.

3. Ethiopia's progress in reducing undernutrition has been aided by strengthening of the health system, including the health extension programme which enables village-level delivery of advice and services. Community management of acute malnutrition has been rolled out to over 11,000 health facilities and a community-based nutrition programme is implemented in over 370 of Ethiopia's 900+ districts.

4. **Nutrition environment today:** Ethiopia was approached to join SUN soon after its launch, and correspondence between the government and the SUN Coordinator indicates that Ethiopia wanted to know more about potential benefits and obligations, including whether SUN membership would bring additional funding and whether it would entail reporting obligations in addition to Ethiopia's regular M&E. Ethiopia's queries were brought to the attention of the donor network's senior officials' meeting, drawing comments about the need to avoid raising expectations that SUN could not meet. The SUN Coordinator's reply indicated that there was a hope, but no guarantee, that engagement with SUN would encourage additional funding, and noted that Ethiopia could serve as an example to other countries in the movement. No formal letter of commitment to SUN was ever sent, but Ethiopia has nevertheless been treated as a SUN member country since mid-2011. However, it was recognised that Ethiopia had initiated moves towards scaling up using a multi-sector approach independently of SUN, and SUN stakeholders interacting with Ethiopia (the SMS, donor convenors, REACH, for example) have been careful not to put a SUN brand on the government's initiatives.

5. REACH became active in Ethiopia in mid-2011 and, uniquely, the Ethiopian who is the senior nutrition adviser in the Ministry of Health has been designated, and funded, as the REACH coordinator, while also serving as the SUN focal point. REACH support has been focused on strengthening the national nutrition coordinating bodies set up under the National Nutrition Strategy and supporting the further strengthening of nutrition planning and coordination. In early 2014 REACH undertook a comprehensive mapping of non-government nutrition projects and programmes in the country, identifying over 40 organisations active in nutrition.

6. The guiding document for nutrition strategy is now the National Nutrition Programme 2013–2015 (NNP). This is a considerable advance on the National Nutrition Strategy published by the federal Ministry of Health in 2008. It appears as a federal government publication, and is signed by the State Ministers of Health, Education, Industry, Water & Energy, Agriculture, Labour & Social Affairs, Finance & Economic Development, and Women, Children and Youth Affairs. The NNP outlines programmes across sectors, organised under 5 strategic Objectives, and for each one provides an estimated total cost for the period 2013–2015: (1) to improve the nutritional status of women and adolescents – USD 75m / 14% of the total programme; (2) to improve the nutritional status of infants and young children – USD 409m / 75%; (3) to improve nutrition service delivery for communicable and non-communicable diseases – USD 11m / 2%; (4) strengthen nutrition-sensitive interventions in various sectors – USD 19m / 4%; and (5) improve multisectoral coordination and capacity for NNP implementation – USD 33m / 6%.

7. The costing was developed using activity based costing to estimate the costs of each component. Of the total 3-year estimated requirement of USD 547m, Government is expected to provide USD 38m, and the overall financing gap is estimated at 33.3%. The NNP presents detailed annual outcome targets against activities under each objective. However, the costing is presented at a very

aggregated level, so does not show either the budget requirements of government agencies or the expenditure commitments of donors, who are apparently the dominant source of funds. It is therefore not clear how tracking and monitoring of resources will take place.

8. There is a National Nutrition Coordination Body (NNCB) which is chaired by the State Minister of Health and includes representation from the other Ministries which signed the NNP as well as development partners, the Ethiopian Chamber of Commerce, a SUN CSO representative, and an independent nutritionist from academia. There is a corresponding National Nutrition Technical Committee (NNTC) on which there is provision for CSO and private sector representation; the NNTC has set up a number of specific task forces (including, for example, a task force on food fortification). It is intended to replicate this federal structure also at Regional level, but the process of setting up regional coordinating bodies is still under way.

### Summary Timeline of Nutrition Events in Ethiopia

Year	Month	Event
2005		Ethiopia's <b>second DHS</b> revealed that chronic malnutrition was highest in Ethiopia's most agriculturally productive regions. Ethiopian nutrition advocates used this to show that malnutrition was a persistent rather than acute problem.
2007		<b>National Strategy for Infant and Young Child Feeding</b> , and <b>Management of SAM</b> guidelines launched
2008	February	<b>National Nutrition Strategy (NNS)</b> launched, calling on different sectors to coordinate more effectively. (Same event used to launch Lancet 2008 nutrition series.)
2008	December	This is followed by a <b>National Nutrition Programme</b> , finalised and approved by the National Nutrition Coordination Committee in December 2008, which sets out a costed plan totalling USD 365m for all of NNS components, including the multi-sectoral linkage.
2011	February	Workshop on "Accelerating the Reduction of Stunting in Ethiopia"
2011	March	Endorsement of the <b>Salt Iodization Regulation</b> , marking important progress in nutrition legislation.
2011	April	Ethiopia writes to David Nabarro asking for an explanation of the obligations and benefits to be expected if Ethiopia becomes a SUN "early riser"
2011	May	David Nabarro responds; among other things saying he hopes, but cannot promise, that " <i>Ethiopia's involvement in the SUN Movement will inspire an increasing number of development partners to increase commitments not only to Ethiopia but to many other countries as well. Ethiopia has a lot to share with other countries – as well as the UN, development partners, the private sector and NGOs – that are coming together in the SUN movement.</i> "
2011		<b>Sub-programme for nutrition introduced to the budget</b> , two years after the establishment of the National Nutrition Programme, within the budget of the Ministry of Health.
2011		Ethiopia starts to be counted as a SUN country, though no formal letter of accession was ever sent (see e.g. SUN Movement Progress Report 2011–2012).
2011		Commencement of REACH support. Ethiopian adviser in the Federal Ministry of Health serves as both REACH coordinator and UN focal point.
2011	September	<b>SUN meeting, New York</b> . Ethiopia presents on Nutrition Information System

<b>Year</b>	<b>Month</b>	<b>Event</b>
2011	November	<b>International conference on CMAM</b> , jointly sponsored by ENN and FMOH
2013	May	Focal point, two Regional vice-presidents and the chair of a national parliamentary committee attend <b>Paris conference on child under-nutrition</b> organised by the Government of France and UNICEF.
2013	June	<b>National Nutrition Programme revised</b> . Shares Addis Ababa launch event with <b>Lancet 2013</b> .
2013	June	Ethiopia joins <b>N4G (Nutrition for Growth)</b> event in London. Government commits to increase domestic financing for nutrition by USD 15m a year until 2020.
2013	June	CSOs convened the <b>first CSO SUN group</b> for Ethiopia.
2014	June	Micronutrient Forum Global Conference in Addis Ababa
2014	November	Global Nutrition Report funds Ethiopia has fulfilled N4G financial commitment

## **Key Findings**

### *Relevance of the SUN Movement in Ethiopia*

9. SUN's focus on stunting and the particular issues associated with the first 1,000 days are highly relevant to Ethiopia, where there has been an important shift of perceptions, with a growing awareness at least since the DHS of 2005, that agricultural surpluses can coexist with chronic undernutrition and that increased food production is therefore not a sufficient solution to hunger. Ethiopia has been very receptive to messages, such as those summarised in The Lancet 2008, and reinforced in The Lancet 2013, about the need for multi-sectoral approaches embracing both nutrition-specific and nutrition-sensitive interventions.

10. The strategy of supporting country priorities and plans was wholly appropriate in Ethiopia, where there has been high-level political commitment to address undernutrition, and a government-led process to develop a multi-sectoral plan.

11. SUN has not filled a particular gap (though it has helped to reinforce the civil society platform) but it has helped towards strengthening in-country coordination mechanisms. This has been aided by the high level convening power of the focal point who is a senior advisor to the Minister of Health. There remains scope for more harmonisation amongst various international initiatives – for example Ethiopia has direct dealings with the "new alliance" and the N4G process as well as SUN.

### *Gender and equity in the SUN Movement in Ethiopia*

12. Issues of gender, equity and women's empowerment are exceptionally important in understanding and addressing malnutrition in Ethiopia, and they are highlighted in the National Nutrition Programme. The NNP observes that: "Even if gender has been identified as a determining factor in achieving nutrition related objectives, programmes were not designed based on gender analyses, and adequate structures and systems were not put in place to oversee gender mainstreaming and the building of human resource capacity for nutrition", and it provides an extensive

discussion of the gender dimensions of nutrition and the ways that they should be factored into planning, implementation and monitoring. However, there is no evidence that SUN generated any increased or additional attention to gender and equity in nutrition planning in Ethiopia.

*The strategy of the SUN Movement in Ethiopia*

13. As already noted, SUN's involvement with Ethiopia has been deliberately low-key; as part of backing a government-led process, advocates for SUN saw the importance of not seeking to put a SUN "brand" on government activities but rather to support ongoing initiatives. The donor, UN and CSO partners operate through the government's nutrition coordination bodies. UN and other development partners meet in a development partners group (so there are not separate UN and donor network groups in practice). A civil society alliance has been established with support from Irish Aid; it is hosted by Save the Children. There is no business network as such, although both GAIN and the Micronutrient Initiative are active in Ethiopia, and business is involved in the technical task force on food fortification.

14. The low-key approach has meant there was not wide awareness of SUN and its modus operandi beyond a fairly narrow circle of stakeholders directly involved with coordination of nutrition activities at the federal level (e.g. the convenors and members of coordination bodies). The fact that SUN is designed as a catalyst rather than itself a provider of finance was understood but regretted by government stakeholders. (Ethiopia is one of the countries expected to take advantage of the catalytic financing facility being developed by CIFF in collaboration with the World Bank and DFID.)

15. Ethiopia's major development partners in the field of nutrition are all active within the global SUN movement. With SUN adopting a relatively discreet profile in Ethiopia (see above) this makes it difficult to separate "SUN" and "non-SUN" inputs. However, Ethiopia's participation in international nutrition events has influenced political decision-makers as well as technical thinking. Exchange visits to and from Ethiopia are rated as useful and Ethiopians have participated in various SUN technical meetings internationally. Some of the clearest SUN "inputs" for Ethiopia have come from the way the SUN movement has influenced the thinking and priorities of key development partners (for example, there is clear SUN influence on the preparatory work for a proposed EU joint programme on nutrition; in the interests of harmonisation, UNICEF has been commissioned to prepare the situation analysis). In addition, REACH inputs have been directly significant and aligned with SUN approaches. (The Ministry of Health has regarded SUN and REACH as having the same mission, objective and goals and therefore does not seek to differentiate them.)

16. Government and partners are working together to make various joint programmes more nutrition-sensitive. The recently inaugurated phase of the PSNP is explicitly nutrition-sensitive, and the Agricultural Growth Programme's current

design phase also includes a component to consider and incorporate relevant nutrition objectives.

17. SUN's implicit strategy in Ethiopia has been to recognise that propagating messages about multisectoral approaches is preaching to the converted, but also to recognise the value for the wider movement of Ethiopia's participation.

*The results of SUN's efforts*

18. **Nutrition Governance:** SUN has, at best, helped to reinforce changes in nutrition governance that already had momentum.

19. **Multi-stakeholder coordination:** SUN has somewhat strengthened the involvement and cohesion of civil society organisations, and has provided some impetus towards greater coordination and collaboration amongst development partners in nutrition. REACH has provided technical support to nutrition planning and coordination in a way that is entirely consistent with SUN objectives and approaches, and, with strong encouragement from the Government, there has been significant collaboration amongst development partners in technical work (e.g. around the analytical work for a developing EU joint programming exercise and in efforts to make major agricultural and safety net programmes more nutrition-sensitive).

20. **Nutrition policies and strategies:** However, it cannot be said that SUN has made an identifiable difference to nutrition policies and strategies. In a context where government was moving forward rapidly anyway, and there were other streams of influence taking place (e.g. the stunting conference and the CMAM conference referred to in the timeline) the most that could be expected was some reinforcement of movements already under way. But positive moves were all part of the same intellectual ferment in the nutrition world, so the fact that a distinct SUN influence cannot be discerned should not be taken as heavy criticism of SUN. It can be argued that SUN was flexible in adapting to the situation in-country and did not promote a top-down SUN approach which would have inappropriate and even counterproductive.

21. **Resources for nutrition:** There should however be more concern that SUN does not yet seem to have leveraged additional finance in a substantial way. Several of the main development partners involved in nutrition report recent or planned increases in nutrition spending, but the Government reports that most such spending is for third-party implementation, rather than direct support for the scaling up of Government programmes. The ICE team was not made aware of clear and comprehensive data which would show whether and by how much donor funding has increased. An extensive stakeholder mapping exercise was completed in 2014, but at best this would provide a snapshot of funding, not trends. At the N4G summit in 2013 Ethiopia committed to increase nutrition spending by USD15m annually, and the GNR reports this commitment as on-course.

22. As already noted, the preparation of the National Nutrition Programme (NNP) 2012–2015 involved an exercise to take stock of government and development partner expenditure commitments and estimate a financial gap. This was a very important initial step, but neither this exercise nor the more recent stakeholder mapping constitutes a sustainable system whereby partners can keep track of expenditures and hold each other accountable for disbursing against commitments. Major focus has, naturally been on nutrition-specific expenditures; tracking of nutrition-sensitive expenditures will be more complex, and tracking expenditures to service-delivery level is further complicated by the system of decentralisation to regional and district levels.

23. **Scaling up nutrition programmes:** As noted, SUN can take only limited credit for the positive developments in Ethiopia, but it is clear that recent years have seen a change in the political priority accorded to nutrition as well as in the technical understanding of the underlying issues. Serious efforts are under way both to roll out multi-sectoral approaches to the regional and district levels and to develop nutrition-sensitive approaches in agriculture, social protection and other sectors.

24. **Potential impact on beneficiaries:** Although the direct links to SUN are tenuous, the changes under way in Ethiopia can be expected to have a substantial long term impact.

*Factors accounting for these results*

25. **Role of the SUN Coordinator and SMS:** The SUN Coordinator has been personally involved in interactions with Ethiopia, including through participation in some of the nutrition events that Ethiopia has hosted. The SMS has not been required to play a particularly proactive role in Ethiopia.

26. **Quality of support from each of the global networks, and synergy between the networks:** The donor network and UN agencies have worked closely together and shared the same forums, with DFID and UNICEF currently acting as co-convenors. REACH has been the most obvious form of direct support. UN agencies and other donors have clearly been influenced in a general way by their headquarters' positive stance towards the SUN movement. The global Civil Society Network has been instrumental in encouraging the development of a national civil society nutrition platform. The SUN business network as such has not been active in Ethiopia.

27. **Coordination with other nutrition actors and initiatives:** Many of the major nutrition initiatives besides SUN have engaged with Ethiopia (the G8 "new alliance" and the N4G process amongst them). Although different initiatives advocate for similar objectives, there is still a lack of harmonisation amongst them despite impressive efforts to use existing coordination forums to pursue nutrition-sensitive approaches.

28. **SUN M&E system:** Concerns about possibly onerous reporting influenced Ethiopia's initial hesitancy about SUN, and Ethiopia did not participate in the self-assessment M&E exercise.

29. **Contextual factors:** SUN was not a prime mover in Ethiopia's progress because Ethiopia was moving anyway. Significant factors in raising the profile of nutrition included the availability and use of evidence such as the DHS surveys. Ethiopia has demonstrated an ability to take interventions to scale once they have government support (the upscaling of CMAM is a celebrated example) and makes good use of village-level workers (health extension workers, development agents and the "development army"). On the other hand, the scale of need and of the country is a challenge, with the need to roll out interventions and systems to regional and district levels within a decentralised federal system.

#### *Efficiency of the SUN Movement in Ethiopia*

30. Transaction costs (in the sense of additional costs imposed by SUN's involvement) have been quite small; the Government has generally opted for the reinforcement of existing bodies, and has not developed the full set of in-country networks advocated by SUN (donor and UN partners coordinate jointly and there is effectively no business network). Nutrition-sensitive approaches are being propagated using existing coordination mechanisms. The Government has resisted the transaction costs of taking on additional reporting requirements.

31. There appears to have been only limited economic analysis of which nutrition interventions might be most efficient. There is an appetite for more practical advice on what works, especially in the nutrition-sensitive domain; SUN's advocacy has not involved very technical efficiency considerations around the choice of interventions.

#### *Sustainability of the SUN Movement in Ethiopia*

32. The sustainability of Ethiopia's improvements in nutrition governance will depend on their becoming embedded in regional and district, as well as federal, institutions. They do not depend directly on the continuation of the SUN movement itself.

33. As regards the sustainability of changes in nutrition outcomes, as the NNP recognizes, this turns largely on whether nutrition strategies can successfully address underlying causes and the intergenerational cycles of malnutrition.

### **Conclusion**

34. SUN's influence in Ethiopia has probably come more through its influence on the government's partners than on the government directly, although Ethiopia's involvement in SUN forums has been of mutual benefit to Ethiopia and other countries. SUN should be concerned that, in a country where political priorities and other factors are so favourable, that there has not been more obvious progress

towards greater alignment behind, and financial support for, Government plans to scale up nutrition.

## **Bibliography**

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GoE 2008	<i>National Nutrition Strategy</i> , Federal Ministry of Health, January 2008	9.3.3-6
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## **Guatemala Executive Summary**

### **Context**

1. **Nutrition issues:** Guatemala has the highest rate of chronic malnutrition in the Latin America and Caribbean region and the fourth highest rate in the world. As a result over half the chronically malnourished children in Central America are Guatemalan. 11.4% of children have low birth weight. Just under half (49.6%) are exclusively breast fed. While the country has seen a drop in chronic malnutrition from 49.8% in 2009 (Guatemala, Ministry of Health 2009) to an estimated 43.3% in 2013 (CF 2013) levels remain unacceptably high and are attributable at least in part to cultural and dietary habits, food insecurity, and high poverty levels (Government of Guatemala 2011). The incidence of acute malnutrition follows seasonal patterns with its severity varying from year to year depending on the effects of climate.

Malnutrition among children is directly related to three factors: geographic location; the low coverage and limited adaptation of health services to local culture; and lack of access to safe water and sanitation. (UNICEF/ICEFI 2011). While obesity is still a minor problem among children (estimated at 4.3% among under 5s in 2013), it is increasing among adults, particularly women.

2. **Nutrition environment before SUN:** Prior to 2010, when Guatemala joined the SUN movement, various efforts had resulted in nutrition gaining some attention in the national agenda. This included the adoption in 2005 of a Law on Food Security and Nutrition, and the establishment in the same year of the Food and Nutrition Council (SESAN). It was followed in 2006 by the adoption of the National Strategy to Reduce Chronic Under-nutrition 2006–2016 (ENRDC), which involved the participation of various stakeholders, including Development Partners (DPs). Thus, according to informants, the nutrition agenda was certainly on the table, and that it had gained prominence, including through media campaigns. However, few direct efforts were being undertaken to implement it and it was not clear “how to move to the next level”. With hindsight interviewees identified that poverty was being seen as a social protection issue and that the link to malnutrition was not clear. Thus there was no clear understanding of chronic malnutrition as a disease, and there was no common reference to the social and economic underlying factors or the consequences for the country. This was evident in the health sector response where the symptoms of malnutrition were dealt with in isolation from one another rather than holistically. There was no clear action plan for addressing malnutrition nor were there regular meetings across sectors to assess progress.

3. **Nutrition environment today:** Guatemala joined the SUN movement in December 2010. An important impetus to the nutrition agenda came with the election in 2012 of a new president who made nutrition a priority. There is now a stronger understanding of nutrition and of the determinants of chronic malnutrition. Related to this, there have been important policy changes. This includes the adoption in 2012 of a National Food and Nutrition Security Strategy 2012-2016, with

an overall emphasis on the importance of effective coordination, and in the same year the Plan for Food and Nutrition Security in Western Guatemala 2012-2016, an area of the country where malnutrition is highest, followed by the drafting of a National Agenda for Change – the Zero Hunger Pact. This commits its signatories (over 200 organisations) to reduce chronic malnutrition in children under 5 by 10% before President Molina’s tenure is completed at the end of 2015 and by 24% over a 10-year period. The second key commitment of the Pact is to reduce the incidence of seasonal hunger and thus to reduce the deaths that result from acute malnutrition. However, there is little attention to obesity in any of these documents, reflecting the greater prominence of undernutrition.

4. The National Council for Food Security and Nutrition (CONASAN) brings together the Vice President and ministers to plan for the nutrition response and to periodically review progress. It includes sector ministries and representatives of civil society, development partners, and the private sector and has developed into a powerful forum. Since 2012, the country has had a donor network, a private sector network, a UN network, and more recently a civil society network. The World Bank is the donor convener with support from the Inter-American Development Bank (IADB) and the World Food Programme (WFP). The efforts of selected donors and the UN were critical in providing early support to a more strategic nutrition response and this raised the level of importance that is given to nutrition.

### **Summary Timeline of Nutrition Events in Guatemala**

<b>Year</b>	<b>Month</b>	<b>Event</b>
2005		The government decrees the Law on Food and Nutrition Security and establishes the Secretariat for Food and Nutrition Security (SESAN).
2010	December	Guatemala joined the SUN Movement.
2012		National Food and Nutrition Security Strategy 2012-2016 adopted.
2012		National Agenda for Change
2012		Zero Hunger Plan 2012-2016
2012	November	Base Line for the Evaluation of the Impact of the Zero Hunger Plan established (first survey)
2013	July	Guatemalan Civil Society awarded USD 428,000 through MPTF to strengthen Scaling Up Nutrition
2013	September	Mr Luis Enrique Monterroso of Guatemala selected to represent the 2013 class of Champions at the SUN Global Gathering
2014	November	Third monitoring survey for measuring the impact of the Zero Hunger Plan

### **Key Findings**

#### *Relevance of the SUN Movement in Guatemala*

5. SUN objectives and priorities are entirely in line with the nutrition situation in Guatemala. The country joined the SUN Movement when the National Strategy to Reduce Chronic Undernutrition 2006–2016 (ENRDC) was already drafted, approved, and in place. Joining SUN was a way to operationalise the ENRDC, seen as a useful framework but lacking sufficient political power and support in

operationalisation, through a series of very concrete actions which focused on addressing chronic malnutrition. SUN aligned with ENRDC, was able to build on the opportunities that it presented, and contributed to the formulation of subsequent policy documents that sought to operationalise ENRDC further, including the Zero Hunger Pact. SUN provided a road map to help move the nutrition agenda forward, providing guidance and clarity on of priority actions and highlighting the importance of collective action within and across different stakeholder groups. This framework with its focus on 10 specific actions as part of the window of 1000 days has been critical in taking the response to scale. SUN also contributed to building capacity in specific areas to enable the nutrition response to be monitored.

6. The Zero Hunger Pact was important in providing a platform around which nutrition actors in Guatemala could convene and work together. SUN's guidance on the four priority areas of the nutrition response (coordination, policies, monitoring, and mobilization of financial resources) and its focus on working through networked action (the first priority area) was an important input. It was also important in making nutrition a collective responsibility between sectors, in highlighting the role of different stakeholders, and in providing a 'model' for how action could take place through a stronger country-level architecture. Since Guatemala already had a number of coordination structures in place it appears that the SUN Movement's influence was in part indirect. Through operationalising the Zero Hunger Pact, it provided an incentive for stakeholders in existing structures to be better organized. However there was also a direct influence, in that SUN, through MPTF funding, has supported coordination among civil society and has led to the establishment of the civil society network. This has allowed civil society to play a stronger and more coherent role in the nutrition response.

#### *Gender and equity in the SUN Movement in Guatemala*

7. The evaluation did not find any evidence that the inclusion of points concerning gender in planning documents and indicators was in any way related to an input or influence by SUN, or that the SUN Movement had specifically advocated for or contributed to a stronger focus on nutrition-related gender and gender equity issues. Interviewees noted that the materials and communication from SUN do not include much specific reference to gender, even though there are significant gender issues in Guatemala.

#### *The strategy of the SUN Movement in Guatemala*

8. The strategies that SUN uses (improved planning, monitoring, increased funding, involvement of various stakeholder groups) were mentioned across interviews. It was also understood that the SUN movement is primarily a local movement and that the responsibility for making the movement function lies at country level. The manner in which the global networks could support the country networks was less clear, however, with the exception of the donor network which had strong linkages with the global level.

9. The SUN Secretariat has played an important role in providing support to SESAN. This has included advice and technical support in improving the monitoring of the nutrition response; advice and technical support to develop strategies for presenting nutrition data in a manner that makes it clear what the longer-term trends are, and the longer-term impact, as a means of influencing donors and politicians to take action; and sharing of information from other countries in the region, and organizing global events that provide opportunities for moving the agenda forward. SUN's advocacy role has contributed to high-level political and technical commitment across many stakeholder groups. However, SUN support to the UN network has not emerged as a clear factor.

*The results of SUN's efforts*

10. **Nutrition governance:** Nutrition is increasingly seen as a collective responsibility among the different ministries. Eleven ministries are now involved in the nutrition response, there are well functioning business and donor networks, and a civil society network is emerging. SUN's contribution includes helping towards a much stronger understanding of nutrition and the underlying factors that contribute to malnutrition, and providing a framework for government and other actors to think of nutrition in a different manner. Helping to provide a clear framework for action has enabled existing coordination structures to work more effectively. SUN's technical support to SESAN has enabled it to be more effective in facilitating coordination. The self-assessment framework developed by SUN has contributed to a better understanding of nutrition governance and areas that need to be improved. It also provides a framework for bringing partners together. Also important have been SUN's regional and global meetings.

11. **Multi-stakeholder coordination:** The nutrition agenda in Guatemala was given a strong impetus in 2010 with the start of the SUN Movement. SUN has brought UN agencies closer together in supporting the nutrition agenda but has not led to the establishment of a strong UN network. SUN played a key role in the establishment of the civil society network, though the outcomes of stronger civil society participation remain to be seen. The civil society network has received MPTF funding from SUN, and selected inputs from the civil society global network. There was no discernible input to the local business network from the SUN network globally.

12. **Nutrition policies and strategies:** SUN has had a very important influence on operationalisation of nutrition policies in the form of a clear action plan. The Zero Hunger Pact specifically mentions the 1000-day window and SUN with a list of 15 priority interventions including the 10 that are advocated for by SUN. These interventions were scaled up through municipalities during 2012 to 2014. SUN's priority actions have also been adopted by stakeholder groups including the private sector/business network. SUN has been credited with having contributed by promoting an understanding of the underlying causes of malnutrition and by providing a clear framework for action. Motivation to move the agenda forward was

also provided by the participation of senior government figures in global events being organised by SUN in the US. Influences outside SUN have included the successful efforts of other countries in the region and, among technical experts and staff in leading institutions, the scientific evidence from the Lancet series that gave additional credibility to the nutrition response and highlighted priority interventions.

13. **Resources for nutrition:** While the extent to which the overall budget for nutrition from the government will increase against the target of 32% for 2014 remains to be assessed, the fact that “1000-days” is now a specific budget line in the government budget at the level of specific sectors has contributed to ensuring that budgets that are attributed to this budget line at the beginning of the year cannot be moved to other activities. This has meant that in practice more funding is available (although what is budgeted does not always – as various respondents noted – correspond to what a sector will actually receive). The number of nutritionists in the country has increased over the years and this has been seen as a reflection of the increasing commitment to nutrition at the country level, a process to which membership of the SUN Movement has contributed. SUN also contributed to the establishment of the Zero Hunger Unit in the MoH.

14. **Scaling up nutrition programmes:** SUN has played a key role in scaling up nutrition in Guatemala. It has encouraged a greater degree of stakeholder collaboration both within government and between government and other stakeholders. It has contributed to the prioritization of progress across the four areas which it advocates for, and a focus on 10 clear action points in the Action Plan for Zero Hunger. This has been a critical input into the focus on financial resources by government and has allowed for advocacy around the need for a separate budget line, the existence of which has made it easier to assess progress and has ensured more ready availability of government resources. SUN has provided an impetus for, and selected technical inputs into, the establishment of a baseline for nutrition, for prioritization of specific areas of the country with highest indices of malnutrition, and a follow-up monitoring exercise. This highlighted areas where scaling up was already taking place, and other areas that will require deliberate efforts to go to scale. The country is focusing on strengthening the nutrition response at sub-national levels. However, there are concerns that the weak capacity of the health system at local level will make it difficult for the services at this level to be extended to the extent necessary. A regular system of reporting to the highest levels of government is in place which has made progress in implementation a priority.

15. **Potential impact on beneficiaries:** There has been a drop by 1.7% in two years in the indicators of chronic malnutrition in the country. There are good reasons to hope that there will be continued improvements over the long run if current efforts are continued and sustained.

*Factors accounting for these results*

16. **Role of the SUN Coordinator and SMS:** SESAN is led by a strong charismatic coordinator, who is the SUN Focal Point, and has high level access. SESAN's capacity (helped by the additional resources it has received) and its role in facilitating and reporting to CONASAN has given it status that allows it to interact at high level with other sector ministries. The strong leadership is an important asset but might also be a weakness if there were to be a change in coordinator. SESAN has maintained a close connection with the SMS. The quality of support both at high level and at technical level by the SMS was repeatedly mentioned as very critical. This constant and close connection is much appreciated by SESAN and is considered a valuable resource. The link to other countries in the region through the conference calls is also valued, although at present it does not appear to go much beyond an exchange of information. The recognition of Guatemala as a leader in the nutrition response has given it status and a drive to do better.

17. **Quality of support from each of the global networks, and synergy between the networks:** The strongest support has come from the donors and from the private sector network. The **donor network** has played a key but often backstage role that is linked to global mobilization around nutrition through linkages between country offices' and headquarters' and agencies' agendas. The **private sector network's** goal is to ensure that 13 essential and prioritized actions suggested by the SUN Movement are implemented effectively across Guatemala, highlighting how SUN has at least in part also influenced the private sector agenda. The private sector is engaged through direct links with SESAN, through its active participation in multi-stakeholder dialogue, its role in monitoring, and its specific actions at community level to improve nutrition. The **civil society network** is becoming stronger under SUN. Reporting to CONASAN has ensured that there is continuous engagement between the different networks. The joint monitoring, the self-assessment and the joint visits to local levels have been important to operationalise the agenda and draw attention to priorities, and this has allowed the networks to work in a more synergistic fashion.

18. **Coordination with other nutrition actors and initiatives:** The essence of the SUN movement is better coordination, and its guidance has contributed to stronger coordination. There are no other major initiatives related to nutrition in the country at present.

19. **SUN M&E system:** This is a very important area where SUN has without doubt made an important contribution, although most stakeholders identified this with the work of SESAN and many external stakeholders appeared to be unaware of SUN's contribution in this area. The self-assessment is considered highly credible and useful. In addition to allowing for a strong assessment of processes, it also provides an important opportunity for stakeholders to come together and discuss progress.

*Efficiency of the SUN Movement in Guatemala*

20. Membership of the SUN Movement has not entailed costs for the country; there was no indication in any of the interviews or other analysis that being part of the SUN Movement has brought transaction costs. Stakeholders mentioned rather the important benefits of being part of the movement which have contributed to greater efficiency in moving the nutrition agenda forward. The transaction costs therefore appear to be not only reasonable, but in fact negligible.

21. The SUN Movement in Guatemala has aligned itself with the National Plan and supported its operationalisation. SUN advocacy has been efficient in that it has – as in other countries – aligned with and sought to strengthen ongoing efforts within the country. This has minimised the real costs of SUN on the ground.

*Sustainability of the SUN movement in Guatemala*

22. There are credible indications that the SUN Movement is moving towards becoming sustainable in the medium term. The self-assessment and additional evidence collected by the evaluation highlight that much has been achieved in all four areas of the process towards sustainability. The process of scaling up has been rolled out, and this is an important aspect of sustainability. There is at present a high level of political commitment to the nutrition agenda supported by SUN, and close monitoring of progress. Key factors for future sustainability are continued political support at the highest level beyond the tenure of the current president, with stakeholder groups working on strengthening advocacy to this end; and the addressing in a comprehensive manner, and over a good period of time, of the need to strengthen service delivery in health and related areas, in particular in the areas of the country most affected by chronic and acute malnutrition. The need for a long-term response to nutrition challenges was brought up by many interviewees, as was a concern that the short-term focus of donors could be detrimental to achieving results. Additionally, real threats from climate change make it increasingly difficult to see whether progress is being made in nutrition efforts because of the negative effects of irregular weather patterns.

**Conclusion**

23. Guatemala was officially recognized as a positive example among SUN countries. While there are still areas of challenge, overall there has been encouraging and remarkable progress over a relatively short period. This progress cannot be entirely attributed to SUN, but the level of political priority given to the nutrition agenda, influenced by SUN, has been an important explanatory factor. This political priority, together with strong technical support and a focused priority agenda (where SUN has also played a role) leads to the conclusion that developments in Guatemala are likely – if sustained and further scaled up – to bring about enduring changes in nutrition in the longer term. Challenges for the future will be: ensuring that nutrition stays high on the agenda beyond the mandate of the current government; making further progress in decentralizing the nutrition response and translating it

into changes in service delivery and approaches at local level; and achieving the right balance between nutrition-sensitive and nutrition-specific interventions.

### **Bibliography**

<b>Short Ref</b>	<b>Description</b>	
Government of Guatemala, no date (a)	Plan for the Zero Hunger Pact	F9.4.3 D9 (English) and D10 (Spanish)
Government of Guatemala, no date (b)	Plan de Acción Contra El Hambre Estacional en el Marco del Plan del Pacto Hambre Cero	F9.4.3 D8
Government of Guatemala 2011	Guatemala Encuesta Nacional de Salud Materno Infantil, ENSMI 2008-2009.	

## **Indonesia Executive Summary**

### **Context**

1. **Nutrition issues:** Despite achieving lower middle income country (MIC) status, levels of stunting remain high at 37% in children aged under five (U5) (CF Indonesia, 2013). In U5s, 8.81m are classified as stunted, and 6.61m as wasted (presentation by country Focal Point, 13 October 2014). Gaps between the better and worse off in the population are growing. Between 2007 and 2010, the proportion of U5s suffering stunting in the highest wealth quintile declined from 30% to 24%; in the lowest quintile it increased from 41% to 43%. The causes of undernutrition in Indonesia are multifaceted. Official data from 2012-13 indicate that only 36% of children 6-23 months consume a “minimum acceptable diet”; 14% do not have access to an improved water source; only 42% of children less than 6 months old are exclusively breastfed; and 12% are below the national poverty line. The double burden of malnutrition is increasingly significant, with 12% of U5s reported as obese (CF Indonesia, 2013). The same number are overweight in this age group as are wasted (presentation by country FP, 13 October 2014), and rates of obesity are rising considerably in the adult population (Widjodjo *et al*, 2014).

2. **Nutrition environment before SUN:** There has been a long history of concern about and research into nutrition challenges in Indonesia, both before and after independence, including the multi-sectoral approaches advocated in the 1970s and 1980s. The Family Nutrition Improvement Efforts programme ran between 1970 and 1980 (GOI, 2013), a nutritionist was appointed in Bappenas (the Ministry of National Development Planning) in 1975 in recognition of nutrition’s importance for ‘equity’, and food fortification programmes have been in operation for several decades. Following the economic crisis of the late 1990s, and the decentralization efforts of the early 2000s (which transferred responsibility for food security and nutrition to the districts), the previous mechanisms and approaches fell largely into disuse. Under phase two of the 2005-2025 National Development Plan, nutrition objectives were included in the 2010-2014 Medium-Term Development Plan (RPJMN). Soon afterwards, the GOI published the 2011-2015 Food and Nutrition Action Plan (FNAP), focusing on stunting and an Essential Nutrition Intervention package, with FNAPs at provincial level also.

3. **Nutrition environment today:** Indonesia formally joined the SUN Movement on 22 December 2011. Whilst political commitment to nutrition at national level in Indonesia was considerable prior to SUN (WHO, 2010), with policies already in place, interventions were largely targeted at resolving acute nutrition problems rather than preventing maternal and child undernutrition. (WHO, 2010). Since Indonesia joined the SUN Movement, policy processes have been followed to develop systems and frameworks and secure political authorization for the future direction of its nutrition track. Whilst the RPJMN and the FNAP have remained the basis for nutrition policy and programming (and are currently being revised), there has been a notable shift towards the 1,000 day concept since 2011.

Bappenas embraced the 1,000 days concept and a framework for the First 1,000 Days of Life Movement ('1,000 HPK') (GOI, 2013a) and associated guidelines for programme planning were prepared in 2012 and published in 2013. The framework reflects the SUN movement's principles of engagement, identifies the SUN stakeholder groups and lists nutrition specific and sensitive interventions. In late 2012, a new Food Law (18/2012) was enacted to regulate food planning, food availability, nutrition and consumption (GOI, 2012).

### **Summary Timeline of Nutrition Events in Indonesia**

<b>Year</b>	<b>Month</b>	<b>Event</b>
2009	January	Jakarta Commitment: Government of Indonesia assert ownership of development assistance and sign the Jakarta Commitment on Aid for Development Effectiveness.
2010	December	Develop multi-sectoral food and nutrition action plan
2011	December	Joined SUN Movement
2012	April	UN Secretary General appoints Nina Sardjunani, Deputy Minister of Development Planning of Indonesia, on to SUN Lead Group
2012	September	Indonesia launched its national version of the global SUN Movement
2012	November	National Conference on Food and Nutrition; Indonesia show commitment to the SUN Movement
2013	April	WFP and the government of Indonesia held a two day conference in Kupang aimed to spearhead the drive for improved nutrition across the country

### **Key Findings**

#### *Relevance of the SUN Movement in Indonesia*

4. SUN objectives and priorities are relevant to the nutrition situation in Indonesia. There is an appreciation of the strategic relevance of SUN as an opportunity for bridging beyond the MDG process into post-2015 planning and operations; as well as of its framing of nutrition as part of a broader challenge (considering the rising double burden of malnutrition in Indonesia). SUN is also considered strategically relevant because it was established under the UN Secretary General directly, rather than under any specific UN agency. SUN has provided fresh thinking and a conceptual framework that has inspired the development of existing approaches and structures. Whilst the Food and Nutrition Action Plan was already in place, SUN has helped integrate sectors (such as education and family planning) into the nutrition effort and has provided a more structured opportunity and space for CSO engagement at all levels. The major 'gap' in the nutrition architecture – between policy and implementation – in Indonesia remains. In the decentralised context, this means mobilisation of resources at the local level and the MSP concept must be made effective in the country's almost 500 districts if nutrition is to be scaled up.

#### *Gender and equity in the SUN Movement in Indonesia*

5. Indonesians recognise that women are central to the nation's nutrition, even more so when nutrition is viewed through the 1,000 day lens. However, there is no

evidence to indicate that SUN, or any other factor, has achieved a stronger focus on nutrition-related gender and equity issues. SUN did not undertake a specific programme of advice or intervention on gender in Indonesia. The Ministry of Women Empowerment and Child Protection is part of 1,000 HPK, and there is increased attention being given to nutrition of pregnant and anaemic girls, as well as the promotion of nutrition education, but these measures are difficult to scale up and standardize in Indonesia's decentralized context.

*The strategy of the SUN Movement in Indonesia*

6. Stakeholders in the GOI have a common understanding of what the SUN movement is and how it operates. Outside national government, the understanding is less clear. At provincial and district levels, SUN is probably little known and less understood. There is some uncertainty amongst stakeholders of SUN at the national level. This is partly because stakeholder groups are new to the discussions (notably the relatively embryonic private sector network) and are collectively developing their understanding of SUN's relevance and the opportunities it presents. However, there is general clarity that SUN is not a funding organisation.

7. SUN's inputs have been in the form of ideas, inspiration, stimulation, conceptual frameworks and a degree of knowledge management. The GOI has drawn on the conceptual inspiration, and collaboration between ministries has been enhanced. It is not clear that SUN has provided support to the UN and development partner networks, which effectively operate as one, and there is some ambiguity around whether they are formally a SUN network in Indonesia. However, the main donor funded programme in Indonesia (funded by the Millennium Challenge Account (MCA)) is the Community-Based Health and Nutrition to Reduce Stunting Project, which reportedly developed from ideas emerging from SUN.

8. The establishment of the CSO network is still at an early stage and shows no signs of direct support from SUN. Despite a sense that SUN is good for coordination and broadening participants' outlook and networks, there is uncertainty around the CSO network's agenda and relationship with Bappenas. With the civil society network in its embryonic state, there has been no support from the MPTF so far.

9. SUN has not yet succeeded in giving effective support to a business network in Indonesia. Whilst there is recognition that SUN offers new space for including business in the next FNAP, there is apprehension about potentially conflicting commercial interests. One major corporation, Indofood, has joined the global SUN Business Network.

*The results of SUN's efforts*

10. **Nutrition Governance:** SUN has provided inspiration, rather than being responsible, for the changes in nutrition governance. Whilst the contribution of the movement has been significant and, without SUN, the emphasis of the 1,000 days concept and multi-stakeholder action might have been less accelerated, Bappenas

has been the driving force behind the 1,000 HPK structures. The FNAP is intended as multisectoral, but it is often implemented sectorally. The challenge is now to shift from mobilisation at national level to action at local level. This is currently just an intention, and to be effective will require strong leadership at local level in order to adapt the national plans to local context.

**11. Multi-stakeholder coordination:** SUN's inputs have made a significant difference to mobilisation at national level in Indonesia – primarily in and by government. There is no evidence that SUN's inputs have made a difference so far to the civil society or private sector networks (both in embryonic form). The global interest taken in and by Indofood is significant, however. The existence, activities and approach of SUN, rather than its inputs, have made a positive difference to the UN and development partner network, facilitating harmonisation and dialogue.

**12. Nutrition policies and strategies:** The GOI has developed a 2013 Policy Framework and accompanying Guidelines for Programme Planning for 1,000 HPK that closely reflect the SUN approach. SUN has thus made an identifiable difference and has promoted emphasis of nutrition-sensitive and nutrition-specific interventions. This will be more significant when the policy and guidelines have been implemented at local level, and finalisation of the next Medium-Term Development Plan and FNAP (both to cover the 2015-2019 period) form the next steps in that direction. To date, however, the movement cannot be said to have affected the quality of costed plans or common results frameworks.

**13. Resources for nutrition:** It is not possible to confirm whether SUN has made an identifiable difference to resource commitment for nutrition in Indonesia. It appears likely that SUN has had an important influence on the conceptual framework and implementation strategy of the MCA, but less probable that it actually affected the commitment of MCA resources to this sector in the country. However, SUN has made a difference to Indonesian thinking about resource planning and management, rather than resource flows so far. The GOI's commitment to multisectoral planning and budgeting has been strengthened by SUN's approach. Further guidance from SUN on costing nutrition programmes would enable the GOI to have a better 'baseline' for tracking resources associated with nutrition. Improving the tracking of resources from the UN and development partner agencies (as well as the private sector) to nutrition would also be beneficial.

**14. Scaling up nutrition programmes:** SUN has been instrumental in a significant scaling up of nutrition at the level of national mobilisation and debate in Indonesia. With the civil society network in embryonic form and the private sector not yet fully engaged, the national level of scaling up is incomplete. At the implementation level, scaling up has hardly begun, with the exception of the MCA programme that is now unfolding.

**15. Potential impact on beneficiaries:** It is too soon to examine the links between the outcomes that SUN has contributed to and the medium- to long-term impacts for intended beneficiaries.

*Factors accounting for these results*

16. **Role of the SUN Coordinator and SMS:** The dynamism of the GOI and the SUN Focal Point (also on the Lead Group) has been at the foreground of SUN's progress in the country to date. This has been compounded by strong links with the SUN Secretariat and support (and inspiration) from the SUN Coordinator.

17. **Quality of support from each of the global networks, and synergy between the networks:** Support from the global SUN networks is not very apparent in Indonesia. Given the embryonic condition of the country CSO and business networks, there is an assumption that the global networks are not yet significant. Similarly, there was no evidence of significant engagement between global and country-level UN and donor network, despite clear commitment amongst agencies at all levels. There is no REACH presence in Indonesia, with not all stakeholder groups aware of REACH's existence.

18. **Coordination with other nutrition actors and initiatives:** Coordination is apparent at the UN/donor partner level, and EU funding channelled through UNICEF has been used to support nutrition work and activities of the country secretariat in Bappenas. The MCA seems well harmonised with SUN approaches. It is not possible to assess definitively how well SUN has coordinated with other actors and initiatives. However, there is convergence in Indonesia on a more multi-sectoral, multi-stakeholder approach that embraces nutrition-sensitive as well as nutrition-specific issues.

19. **SUN M&E system:** Government nutrition-specific and nutrition-sensitive efforts will be subject to GOI M&E systems and procedures, under the ministries responsible for monitoring accountability (People's Affairs) and technical performance (Human Resource Development and Cultural Affairs). The GOI reported intentions to utilise the SUN performance indicators for M&E of the new FNAP. There was agreement that the SUN self-assessment workshop was a significant improvement on the questionnaire in 2013, but differing opinions on the utility of the workshop and whether it served as a one-off event as well as questions about how the results will be used.

*Efficiency of the SUN Movement in Indonesia*

20. Indonesia's performance in setting up the *1,000 HPK* is generally a good advertisement for the concepts and strategy of the SUN Movement. No data are available to offer an empirical view on the efficiency of the global SUN Movement in Indonesia. Efficiency is taken into account in some technical areas (e.g. food fortification), but broader concepts of efficiency and cost-effectiveness analysis are yet to be introduced to SUN in Indonesia.

21. Subjectively it would appear that an impressive amount of national level mobilisation has been achieved in the country for comparatively little central outlay, due largely to the EU-funded support that UNICEF has been able to give to the Bappenas Secretariat to date. The more important questions about the operational

efficiency of and challenges of designing cost-effective approaches for scaling up nutrition in this very large, decentralised country remain.

*Sustainability of the SUN Movement in Indonesia*

22. So far, the sustainability of the SUN movement in Indonesia is far from assured. Not only have civil society and business not yet been adequately engaged, but there is no strategy for moving from mobilisation at national level to action at district level – which must be the foundation for sustainability. Furthermore, success has been driven by strong personalities and there is no institutional guarantee that this level of effort will continue. The institutional changes that SUN is promoting must be an effective link between national and district level in order to ensure the sustainability of what can be built on these foundations. The funding of HPK, its legal basis and having a strong champion are critical and linking the HPK to the post-2015 agenda provides an opportunity to build sustainability. Looking ahead, there is an need to consider whether the 1,000 days focus of SUN is a broad enough foundation for sustainability if the movement is aiming to scale up all aspects of good nutrition.

**Conclusion**

23. Inspired and impressed by the concepts and strategies that SUN proposed to them, the GOI have made strong progress towards a better defined and better integrated national nutrition approach for their country. But this is still, so far, a government-driven initiative. More fundamentally, these good achievements of central mobilisation will quickly lose meaning if they are not carried through to convincing action at beneficiary level – which means finding a way through the challenges of Indonesian decentralisation.

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## **Mozambique Executive Summary**

### **Context**

- 1. Nutrition issues:** The prevalence of chronic nutrition in Mozambique, has fallen modestly from 44% in 2008 to 43% in 2011, but remains stubbornly high. (Mozambique Ministry of Agriculture 2014). At the same time, Mozambique is increasingly faced with a double burden of malnutrition, given the prevalence of obesity (7.5% in 2005), overweight (13.5% men, 27.1% women in 2005) and non-communicable diseases (Ionata and Granheim, 2013).
- 2. Nutrition environment before SUN:** Until 2007-08 nutrition was getting little attention by donors and government. The National Poverty Plan (2003-2008) which was the main national development document for that period, did not have an explicit or clear vision on nutrition. Whilst the country had some experience in multi-sectoral programming, there was no joint nutrition programming. The State Secretariat for Food Security (SETSAN) was established in 2006, and has responsibility for coordinating nutrition activities, but the turning point really came in 2008 with the Multiple Indicator Cluster Survey (MICS) which provided hard evidence on high levels of malnutrition and its association with key social, geographical and economic indicators. This prompted a process of drafting a Nutrition Action Plan, led by Government with engagement from a development partner nutrition working group, in addition to high level discussions within Government about nutrition challenges as part of the process for developing the next Poverty Action Plan.
- 3. Nutrition environment today:** Nutrition now enjoys a higher profile in the country. Intersectoral coordination mechanisms for nutrition are in place and meet regularly, with participation from donors and civil society. Nutrition focal points exist within key government sectors, and increasingly at the provincial level. A Nutrition Action Plan has been finalised, and there is a monitoring framework through which SETSAN reports on implementation progress to the Mozambican Parliament every six months. SETSAN is now an independent institution of the Ministry of Agriculture with an independent budget line within the state budget, and various pieces of nutrition legislation are now in place, including a food fortification law passed in August 2014. However, although coordination and response at the technical level are strong, high-level commitment within Government is lacking; this is related to a lack of understanding of the technical issues related to chronic malnutrition.
- 4.** At the local level, provincial nutrition plans have been prepared for most provinces, some financed by donors, and efforts are being made to integrate these plans in the country's Social and Economic Plans. A civil society network for nutrition has been in place at the national level since 2013, and networks are also in place in selected provinces. MPTF funding has been received to strengthen NGO

nutrition capacity. A business network is not yet in place, but efforts to establish one, led by GAIN, are under way.

### **Summary Timeline of Nutrition Event in Mozambique**

<b>Year</b>	<b>Month</b>	<b>Event</b>
2006		SETSAN established
2008		Multiple Indicator Cluster Survey (MICS) provides evidence on high levels of malnutrition and contributing factors
2010	June	SETSAN is given legal and administrative autonomy
2010	September	Multisectoral Action Plan for the Reduction of Chronic Undernutrition approved by the Mozambican Council of Ministers
2011	May	Nutrition Partners Forum established
2011	August	Mozambique joins the SUN Movement
2011	August	Civil society nutrition platform established
2012		Mozambique receives support from REACH
2013	January	The civil society platform awarded USD 428,000 from SUN MPTF
2013	August	National Food Fortification Programme was launched.

### **Key Findings**

#### *Relevance of the SUN Movement in Mozambique*

5. The SUN objectives and priorities are entirely in line with the nutrition situation in Mozambique, to the extent that SUN membership was seen as a way of operationalising the Multisectoral Action Plan for the Reduction of Chronic Undernutrition. Mozambique has a history of multisectoral coordination, and much of its nutrition coordination architecture was already in place prior to SUN accession (e.g. the State Secretariat for Food Security). SUN has filled gaps in other areas however, including in the establishment of a civil society network, and the embryonic efforts to bring the private sector into efforts to address malnutrition, as well as in efforts to develop plans and human capacity for nutrition at sub-national levels.

#### *Gender and equity in the SUN Movement in Mozambique*

6. Whilst it was found that gender is widely mainstreamed in Mozambique's policies, including those relevant to nutrition, implementation and monitoring remains a bottleneck, and no evidence was found to suggest that SUN had promoted a stronger focus on nutrition-related gender and gender equity issues.

#### *The strategy of the SUN Movement in Mozambique*

7. There is generally a common and accurate understanding of the SUN Movement and its objectives in Mozambique, and the respective roles of SUN and REACH were also widely understood. The inputs provided by the Movement to the various networks have included providing opportunities for government staff to interact and learn from counterparts in other countries, whilst also providing them with a political framework for advocacy about chronic malnutrition at home. The CSO network was established as a direct result of SUN membership and has received

MPTF funding for capacity building, as well as inputs from the global CS network. Fewer inputs were noted for the UN network, which existed prior to SUN. SUN was attributed with opening the door to private sector engagement in addressing chronic malnutrition, but a formal network has yet to be established. Other valued inputs from SUN in Mozambique include the communities of practice, which facilitate useful information sharing, and the self-assessment, which was considered a valuable monitoring tool.

*The results of SUN's efforts*

8. **Nutrition Governance:** Mozambique already had relatively advanced experience and understanding of multisectoral dimensions of malnutrition and this has evolved into a multi-sectoral approach. The SUN movement has converged with this, but it remains a nationally driven process. The nutrition action plan and SETSAN's role in coordinating nutrition activity were well established prior to SUN. The President's position on the Lead Group initially helped raise nutrition on the agenda, but this high level engagement has since tailed off. However, there was a discernible "peer group" pressure that has come with being part of a movement as Mozambique seeks to perform well relative to other member countries. The SUN movement has brought about a stronger voice for civil society in nutrition governance.

9. **Multi-stakeholder coordination:** Overall, SUN has ensured that nutrition has remained on the national agenda, albeit with some difficulties due to the lack of political leadership. SUN's inputs have made a significant difference in supporting the development of a stronger civil society group and creating a space for it to engage in the nutrition debate. UN coordination has been maintained (as it already existed), and formalised within the nutrition partners' forum. GAIN is working to establish a business network but it currently doesn't have a formal relationship with SETSAN, apart from through the nutrition partners' forum.

10. **Nutrition policies and strategies:** Mozambique had already developed a multi-sectoral plan to address chronic malnutrition prior to joining SUN. However, interviews and documentary evidence did lead to the finding that the SUN has enhanced (through dialogue and communities of practice) understanding of the most efficient and effective interventions within the plan. It is also supporting dialogue around the ongoing revision of the plan, and providing technical advice on costing.

11. **Resources for nutrition:** The budget of the SETSAN grew by 40% in the year it became an autonomous institution (2010), some of which is funded by earmarked budget support from DANIDA. This increased funding has allowed SETSAN to expand from 10 to 26 staff in recent years, and invest heavily in staff training. Greater mobilization of resources from development partners was also reported, with USD 125 million being committed to nutrition for the five the years from August 2013. One area of donor support has been for the development of provincial nutrition plans. Civil society has also received financial support from the

SUN MPTF for the training of local NGO staff in areas such as advocacy, nutritional assessments, and planning.

12. **Scaling up nutrition programmes:** SUN has encouraged a greater degree of stakeholder collaboration and is now embarking on a scaling up in practice through the introduction of nutrition plans and focal points in the provinces, and by building the nutrition capacity of local CSOs. Interviewees concurred however that it is early to expect significant changes resulting from this yet.

13. **Potential impact on beneficiaries:** the nature of SUN related activities observed suggests that impacts on beneficiaries can be expected, due to developments at provincial levels, growth of nutrition funding overall, and greater clarity on existing gaps.

*Factors accounting for these results*

14. **Role of the SUN Coordinator and SMS:** SETSAN is evolving as an effective coordinator; however its location in the Ministry of Agriculture (as opposed to an inter-ministerial body like the Office of the Prime Minister) and a lack of high-level political support, limits its ability to coordinate nutrition as effectively as it could.

15. **Quality of support from each of the global networks, and synergy between the networks:** Synergy between national networks was observed, in part due to common engagement with multi-stakeholder mechanisms. REACH is playing an important role in providing implementation support but also interacting with the SUN Movement at global level. Local level civil society actors are engaging with government nutrition focal points at provincial level, helping to transmit messages about malnutrition amongst target groups. Both the civil society and emerging business networks have received significant support from their global counterparts.

16. **Coordination with other nutrition actors and initiatives:** SUN acts through SETSAN rather than directly with other institutions and programmes; so to the extent that SETSAN manages and coordinates the Nutrition Action Plan working group, SUN is successfully coordinating with the different members and initiatives. REACH has played an important complementary role, in providing hands-on technical and administrative support to the SETSAN, and through it, SUN.

17. **SUN M&E system:** All of those consulted underlined the importance of SUN for having strengthened the M&E side of the implementation of the national nutrition plan. It was felt that the self-assessment exercise has allowed for a serious degree of reflection about how implementation of the plan is progressing, where more effort is needed, and what the constraints are.

*Efficiency of the SUN Movement in Mozambique*

18. The national Nutrition Action Plan is a well-balanced plan with a clear vision of the need for interventions that address both symptoms (nutrition-specific) and longer-term causes of chronic malnutrition (nutrition sensitive). The SUN in

Mozambique has aligned itself with the Nutrition Action Plan and as such its support has been efficient in the sense that it has sought to strengthen on-going efforts within the member country, minimising the real costs of SUN on the ground.

19. Overall, the ‘transaction costs’ of SUN within Mozambique appear to be negligible because putting it into effect in-country has been essentially an exercise in aligning it to existing processes. Furthermore, if the SUN succeeds in improving coordination and integrated implementation of nutrition activities, it will prevent parallel or overlapping activities, and promote a multiplier effect where overall outcomes are greater than those possible from individual stakeholders. The indications are that processes in Mozambique are moving in that direction.

### *Sustainability*

20. The Movement in Mozambique has certainly achieved the steps of the foreseen process towards sustainability, by enhancing and reinforcing a commitment to work together in pursuit of common objectives. This process is not yet secure however, as some key elements in the Nutrition Action Plan remain unfunded, and there is a lack of strong political commitment to address malnutrition. Furthermore, whilst the nutrition action plan is adopting a multisectoral approach, it is not yet clear if nutritional impact is adequately integrated into the thinking and strategic planning of key line ministries that can address the underlying causes of chronic malnutrition.

### **Conclusion**

21. The SUN Movement has addressed the right questions in Mozambique, aligning itself with a well-conceived national plan. It has kept the profile of chronic malnutrition relatively high on the national agenda at a time when political support has reduced, and also augmenting capacity to address chronic malnutrition on an inter-sectoral and multi-stakeholder basis, and stimulating a more effective relationship between State entities and civil society.

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## **Senegal Executive Summary**

### **Context**

1. **Nutrition issues:** Senegal has made important strides in reducing child mortality and child stunting, with the fastest recorded decline in child mortality since 2000 amongst African countries with comparable, reliable data. The prevalence of child stunting (<5) fell from 30% in 2000 to 16% in 2012 (World Bank, 2013). Furthermore, Senegal's stunting rates are lower than predicted on the basis of income per capita (Ruel et al, 2013). Despite this, child wasting and weight at birth indicators are less impressive, and micronutrient deficiencies are still very high (Natalicchio, 2011). Malnutrition is unevenly spread, with the rate of child stunting (<5) in Dakar (where 20% of the population live) only one third of the national average (UNSCN, 2013).

2. **Nutrition environment before SUN:** The evolution of nutritional policies in Senegal can be divided into four stages, from emergency to structural, curative to preventative and medical towards multisectoral. The final stage started in 2001 and has focused on institutional architecture, building on the challenges of the previous stage (which comprised of an urban employment programme with a nutritional component) (Ndiaye, 2010). In 2001, the “Cellule de Lutte contra la Malnutrition” (CLM) was formed as a central coordinating mechanism between sector ministries (health, education and others), civil society, donors and local, decentralized levels of government. The “Programme de Renforcement de la Nutrition” (PRN – English title: Nutrition Enhancement Programme, NEP) is managed by CLM, with CLM being primarily responsible for administering the funds. It is a community-based programme, targeting the poorest regions and has been primarily funded by the World Bank, whose policy dialogue has been influential in the creation of the present institutional architecture (CLM, PRN). The PRN has been strongly supported by the Government of Senegal, with its budgetary contribution exceeding the funding committed by the World Bank for the second half of the decade under the presidency of Wade. There have been various policy making initiatives, including drafting and updating of the Policy Paper on Nutrition (in 2001 and 2006).

3. **Nutrition environment today:** Since the turn of the century there has been significant nutrition success in Senegal, stemming in large part from the creation of the CLM and the PRN. In 2012, stunting affected 19% of children (<5), compared to 26% in 2010. Global Acute Malnutrition (GAM) affected 8.8% of the same age group, compared to 10% in 2010. Micronutrient deficiencies have fallen from 76.4% to 72.1% since 2010 (CLM/SUN/PROCASUR). The World Bank's Implementation Status & Results Report on the second phase of PRN (May 2014, consulted on World Bank website) shows that all except two final and intermediate targets have been reached, with the two not reached being those added in 2012.

4. There is a positive mood among experts on the prospects of further reducing levels of malnutrition and recognition that, whilst significant work remains, the

institutional and policy mechanisms to further scale up nutrition are in place, even if there is need for them to be further adapted.

5. However, there are concerns over funding for the PRN, since the second phase of World Bank funding ended in June 2014. Securing ongoing/alternative funding streams remains a priority and a focus on efforts to galvanize resource mobilization is considered critical.

6. Additionally, whilst ministries are members of the CLM and PRN funding comes directly from government and donors, it is largely communities and CSOs that are responsible for implementing nutrition interventions and the engagement of/collaboration among Ministries is limited in some instances. Funding to the Ministry of Health (MoH) is low in comparison to other African countries (6%) with a small portion allocated to primary health care (World Bank, 2013). The relationship between the CLM, as the coordinating body of the most significant nutrition programme in the country, and the MoH is, therefore, critical to ensuring the success of nutrition interventions.

### **Summary Timeline of Nutrition Events in Senegal**

<b>Year</b>	<b>Month</b>	<b>Event</b>
2001		Creation of CLM. Policy Paper for the Development of Nutrition first published (updated 2006)
2003		<b>Community Nutrition Programme (2003-2012)</b> launched
2006		Development of the strategic plan for micronutrient fortification (2006-2011)
2007		The <b>National Strategy for Child Survival</b> (2007-2015) launched, considered a nutrition-sensitive policy
2009		<b>National Children and Social Transfers</b> programme launched (2009-2012) to provide transfers to mothers, aiming to mitigate the negative impact of the food price increases on young children in vulnerable households.
2009		Presidential decree mandating the fortification of oil and flour
2009		(2009-2018) <b>National Health Development Programme</b> launched by MOH
2010		<b>Fortification Reinforcement Program</b> (2010-2015) launched, financed by the GAIN
2010		Production of fortified foods begins
2011	June	Senegal joins SUN movement
2011		Government commits to increase funding for nutrition year on year to reach CFA Francs 2.8 billion per year in 2015. <b>National Agricultural Development Programme</b> (2011-2015) launched
2013		Revision of Infant and Young Child feeding policy
2014	May	First <b>Learning Route event</b> held in Senegal, aimed at sharing learning initiatives between SUN multi-stakeholders
		<b>Nutrition for Growth event</b> presented significant contributions by Minister of Agriculture to make improvements to nutrition situation in Senegal
2014	June	<b>Regional Workshop on Integrating Nutrition and Food Security Programming – Sahel.</b>

## **Key Findings**

### *Relevance of the SUN Movement in Senegal*

7. Senegal has developed broadly the same priorities and objectives independently from and prior to SUN, and had in place the architecture for addressing nutrition prior to joining the movement. Given Senegal's relative success in comparison to countries of a similar level of development, SUN is considered to have been helpful. Whilst SUN has not triggered institutional reform or instigated additional scaling up of nutrition efforts, it is considered relevant as a movement that galvanizes political support, and monitors nutrition governance. SUN's support and strong appreciation of the nutrition policies and strategies being followed in Senegal following the election of a new president (Macky Sall) in 2012 provided an important political signal at a moment of potential political uncertainty. Technical tools (costing exercises, the common results framework) and formal networks promoted by SUN are important but, at country-level, should be adapted to the context in order to be relevant. The emphasis on multi-sector collaboration and multi-stakeholder engagement is important for the long-term consolidation of the present success story on nutrition.

8. SUN has changed the emphasis on stakeholder participation, especially of civil society, encouraging CSOs to play a more prominent role in the CLM. Furthermore, whilst established, according to some donors the SUN Development Partner Network is not yet fully operational, but it would have a constructive role to play in harmonising and aligning multilateral and bilateral donors.

### *Gender and equity in the SUN Movement in Senegal*

9. The PRN is geographically focused on the poorer regions, and targeting mothers and children in most need of nutritional support has an in-built pro-poor bias. There is understanding amongst key stakeholders across government, civil society and the donor networks of gender and equity issues in relation to nutrition. SUN is pushing these messages. However, whether awareness is translating to change would require more in-depth analysis and there is no evidence to indicate the effectiveness or relevance of the gender message. Issues which need attention have already been brought to attention but additional analysis, including of gender roles and efforts to empower women would be required, to draw any substantive conclusions.

### *The strategy of the SUN Movement in Senegal*

10. The general view across support to the UN network, the CSO network, the business network and via the SUN MPTF appears to be that the SUN movement has a lot to offer, but that it is either not accessible, or (in the opinion of some) of much use in Senegal. Whilst there is a sense of ownership and pride felt by the Focal Point of having been involved in the early formations of the movement there is less clarity on whether the SUN Movement has anything substantial to offer in Senegal in terms

of the 'what' and 'how' of nutritional intervention. Noting the south-south exchange and global advocacy roles of SUN, there is a feeling that the arrow of transmission of ideas and practices is essentially in the other direction. This view was contested to an extent (notably amongst the CSO network) who wanted multi-actor platforms to play a much more active role.

11. A general feeling amongst the Ministries of Health, Education and Agriculture and some members of the donor community is that SUN has not communicated its policies and what it has to offer (its value added) clearly enough. Despite an appreciation of the emphasis on better collaboration between line ministries, various stakeholders feel that this supposes a better mainstreaming of nutrition within ministries, which is a major task. It is felt that SUN is about strategic issues (securing high level political commitment, producing policy on nutrition and high level collaboration) and since CLM already performs some of the key functions that SUN is intended for, SUN would be better placed to support CLM, in particular in ensuring a multisectoral approach for nutrition.

12. SUN has provided international recognition to the Focal Point, and has funded south-south cooperation events hosted by Senegal (through the MPTF), which have reinforced the national reputation of CLM. There is a nascent SUN CSO Network although it is unclear whether the group has received support from the SUN Secretariat. There is an argument that the strategy in Senegal has been too light, insufficiently thought through, or flawed in terms of its underlying theory of change, but it has been consistent in its own right.

#### *The results of SUN's efforts*

13. **Nutrition Governance:** Changes to the nutrition governance in Senegal cannot be attributed to SUN. However, this is not an indictment of SUN since it is considered that the major challenges to whose solution SUN can contribute in Senegal lie in the future. SUN comes at an appropriate time for Senegal and it may have a small but nevertheless valuable role in fostering multi-actor and multi-sector collaboration, building on what has been achieved before.

14. **Multi-stakeholder coordination:** Aside from the CSO network, the networks in Senegal are not active. The development partner network has been established, but a number of donors have said it is not yet fully active. SUN's contribution to assisting the non-health Ministries to mainstream the nutrition dimensions of their work is not evident.

15. **Nutrition policies and strategies:** The Multi-sectoral Strategic Plan 2013-2018 is still under preparation. There is currently no costed plan of a minimum standard of quality, no commonly agreed framework between the actors, and SUN has not yet brought new donors to the nutrition topic. The comparative advantage of SUN is not considered to be at this level and other initiatives such as L'Aquila Food Security Initiative (AFSI) and REACH are considered more hands-on and relevant.

16. **Resources for nutrition:** Until 2014 there was strong World Bank funding, as well as funding from UNICEF, WFP and USAID. There is also government funding from CLM. The important challenge is consolidating this funding over the medium to long run, and it is too early to judge SUN on this.

17. **Scaling up nutrition programmes:** Senegal has been scaling up since the turn of the century without the aid of the SUN movement. It is too early to say whether SUN will help to consolidate this effort.

18. **Potential impact on beneficiaries:** SUN is supporting a policy, enacted for a full decade before Senegal became member of the SUN Movement, that has been convincingly linked to the strong reduction in child malnutrition in the country. If SUN is successful in further supporting this dynamic, it will have a traceable effect on the well-being of future generations.

*Factors accounting for these results*

19. **Role of the SUN Coordinator and SMS:** Senegal enacted its own successful reform more than a decade ago. Therefore, institutional changes such as setting up multi-stakeholder networks, drawing up costed plans and agreeing on a common results framework are considered less pressing for Senegal. There is an argument that Senegal's role is to show the way by example to other countries in the SUN Movement. However, this is not supported by all stakeholders with some emphasizing that efforts should be exerted to move policy along and coordinate stakeholders to develop and institutionalize a real cross-sector approach. There was a sense that Senegal needed support to establish a true commitment to multi-sectoral approaches, which has not been achieved to date.

20. **Quality of support from each of the global networks, and synergy between the networks:** Respondents repeatedly emphasized that multi-sector collaboration can only happen if sector Ministries have a sufficient understanding of nutrition issues, and that this understanding is not sufficiently present.

21. **Coordination with other nutrition actors and initiatives:** It has been agreed that a REACH mission will be invited to Senegal.

22. **SUN M&E system:** It was felt that independent assessments of the implementation of SUN in country on a regular basis would be a positive contribution towards reinforcing accountability. This suggests that self-assessment cannot address all the M&E issues arising. The CSO network did not participate in the self-assessment exercise.

*Efficiency of the SUN Movement in Senegal*

23. The transaction costs of SUN have been modest, by UN standards. There is no permanent field presence, conference calls are not very expensive, and the staff time and financial resources devoted to Senegal have been limited.

24. In the view of Senegalese academics, there has not been enough scientific follow-up of PRN so as to draw lessons and correct during implementation (Ndiaye, 2013). This was mainly from a nutritional perspective, but from an economic perspective, SUN does not seem to have the capacity or means to look into nutrition-specific and nutrition-intensive interventions in any depth.

25. This is best described as a case of low costs and low benefits. The role of SUN may become more important in the future when Senegal inevitably moves beyond a dominant-donor model (World Bank) and a multi-sectoral implementation unit above the sectors (PRN), towards a lead role for the government in coordination and probably towards a greater role of the line Ministries, especially the MoH, in implementation (“plan multisectorally, act sectorally”).

#### *Sustainability of the SUN Movement in Senegal*

26. Efforts to alert governments – and in aid-dependent countries like Senegal also donors – to underfunded sectors and subsectors, and thus to a misallocation of resources, are certainly welcome. As to how lasting their influence is, is a matter of speculation. The SUN movement, in the theory of change that leads to better nutritional outcomes, is a temporary construction, situated at output level. However, probably most important will be a network of nutritional champions in government, civil society, and academia. Senegal has experimented with a novel approach to malnutrition since the turn of the century. This approach is credited with having significantly contributed to the strong nutritional improvements registered in Senegal. It is therefore reasonable to hope that SUN can sustainably contribute to improvements in nutrition outcomes, just as the PRN did; the caveats are that PRN benefited from generous funding and intensive policy dialogue, and similarly funded nutrition programmes have not been successful in other countries.

#### **Conclusion**

27. Notwithstanding the past and present successes in the field of nutrition, none due to SUN, Senegal faces considerable challenges. Eventually the country must move from a dominant-donor model towards a multi-donor configuration. SUN can play some role in keeping nutrition on the political agenda and in addressing these issues, but, as regard the latter, there is doubt that it can do so in the present ‘light’ version.

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## **Tanzania Executive Summary**

### **Context**

1. **Nutrition issues:** Chronic malnutrition, or stunting, is the dominant nutritional issue facing Tanzania. Despite regional variations, with a national prevalence of 42% in children under 5, it is considered an epidemic. Whilst the prevalence of stunting declined over the last decade, by 4 percentage points between 1999 and 2004/05, and by 2 percentage points between 2004/05 and 2010, absolute levels of stunting increased over this period (from 2.4m in 2004/5 to 3.5m in 2010). Food availability is not a sufficient determinant of malnutrition in Tanzania and stunting is considered to be due to a combination of factors, including maternal malnutrition, inadequate infant feeding practices, inadequate nutrition education and knowledge of the importance of diet diversity, lack of access to nutritious food due to poverty, poor hygiene and low quality of health care. Wasting is at 4.9% on national average, and anaemia is considered a “severe public health problem”. Overnutrition is an issue of growing relevance, especially in urban regions. In 2011, 5.5% of children under five suffered from overnutrition (UNICEF, 2013; SUN Tanzania CFs; WHO, 2012).

2. **Nutrition environment before SUN:** Tanzania has a long history of nutrition interventions, including the establishment of a dedicated centre (the Tanzania Food and Nutrition Centre – TFNC) on food and nutrition and the adoption of a national policy on food and nutrition in 1992. The programmes carried out in the 1970s and 1980s spearheaded by the centre led to notable improvement reported by national surveys on nutrition indicators in the country from the mid-80s. The TFNC was regarded as a best practice example of a public nutrition institution, and supported successful interventions and training. The National Food and Nutrition Policy was developed, which firmly rooted nutrition in national processes and policies. In the 1990s and 2000s, growing fragmentation, the weakening of TFNC and the subsuming of nutrition issues under health meant that there was little specific push for nutrition outcomes in the 2000s, but steady progress did continue. Also, in this period coordination committees were established at the technical government level and within development partner aid coordination structures, but these located nutrition as a health issue. Efforts to revise the 1992 Policy and appoint nutrition officers at sub-national level did not come to fruition.

3. **Nutrition environment today:** Tanzania joined SUN in 2011, and elevated nutrition to a national priority in its own right. Political commitment to nutrition in Tanzania emanates from the highest levels. In 2011 at a High-level meeting on Scaling up Nutrition, the Prime Minister announced six commitments to address the nutrition situation, focused specifically on methods of implementation of nutrition policies throughout the Government. This high-level commitment was reiterated by a Presidential Call for Action on Nutrition in May 2013 (SUN website). There has been an increase in human resource for nutrition (including assigning responsibility for spearheading multi-sectoral nutrition coordination to the Prime Minister’s Office

(PMO) and appointment of focal points in key ministries). An intricate web of coordination mechanisms has been developed, with the establishment of a presidential task force on nutrition and the High-level Steering Committee for Nutrition (HLSCN) (supported by a pre-existing Technical Working Group (TWG)), as well as re-establishment of the Nutrition Section under the Ministry of Health and Social Welfare (MoHSW). A donor network was formally established, although much of its functions continued to be undertaken by the pre-existing Development Partner Group (DPG) for nutrition, as well as a civil society network, Partnership in Nutrition in Tanzania (PANITA). A UN donor network is in place, through the UNDAF health and nutrition working group. At the local government authority (LGA) level, district multi-sector steering committees on nutrition (MSCNs) were established in most districts. Nutrition officers were appointed at the regional level and in the LGAs. The current National Nutrition Strategy (NNS) (2011/12-2015/16) is in place, identifying priority areas linked to proven interventions (though mainly nutrition-specific) across nutrition. The 1992 Food and Nutrition Policy is being reviewed and revised. It will contain an implementation plan, with an attached Action Plan, which will identify the roles and responsibilities of all stakeholders, and will be costed. Tanzania has established a budget line for nutrition, which operates as an expenditure code capturing nutrition expenditure. Nutrition is highlighted in the national and LGA budget guidelines as a key priority, and guidelines for nutrition planning and budgeting have been prepared for use at the LGA level. Systematic capacity building on these guidelines is under way. A mapping of activities by all stakeholders has been done, which will contribute to strengthening multi-stakeholder coordination.

### **Summary Timeline of Nutrition Events in Tanzania**

<b>Year</b>	<b>Month</b>	<b>Event</b>
1973		TFNC is established.
2001		Agriculture Sector Development Strategy developed by Ministries of Agriculture, Food and Security. Considered nutrition-sensitive.
2002		National Water Policy developed. Considered nutrition-sensitive.
2003		National Health Policy launched. Considered nutrition-sensitive.
2004		Infant and Young Children Nutrition Strategy launched.
2011		Tanzania joins SUN movement.
2011	June	Prime Minister MP Pinda hosts a High Level Meeting on Scaling Up Nutrition in Dar es Salaam.
2011	August	Civil Society Partnership for Nutrition (PANITA) launched.
2011	September	National Nutrition Strategy 2011/12-2015/16) launched.
2011	September	High Level Steering Committee on Nutrition (HLSCN) established under PM's office.
2011	September	Comprehensive Africa Agriculture Development Plan (CAADP) compact was signed.
2011	November	Parliamentary group on nutrition created.
2012		President joins the SUN Lead Group
2012	November	Food fortification seminar in Dar es Salaam organised by the TFNC, DFID and HKI.
2013	May	National Nutrition Social Behaviour Change Communication Strategy (SBCC) and the National Food Fortification Program launched.

<b>Year</b>	<b>Month</b>	<b>Event</b>
2014	January	Multi-stakeholder consultation process to integrate business into Tanzania's National Nutrition Strategy launched by Tanzanian Government and SUN Business Network.
2014	June	Self-assessment progress workshop in Dar es Salaam.

## **Key Findings**

### *Relevance of the SUN Movement in Tanzania*

4. Given the 42% rate of stunting in Tanzania, SUN's focus on stunting is highly relevant. However, there are other serious problems and consideration could be given at global level to enhancing support for addressing other forms of malnutrition in line with the national strategy. The strategic objectives and intermediate outcomes are also considered highly relevant. Since joining SUN, action to advance non-state actor participation in policy development, implementation and monitoring (beyond what was previously largely ad hoc and technical inputs) has accelerated. Furthermore, the review of the 1992 nutrition policy, leverage of high level political support for nutrition, and the development of coordination mechanisms/results and accountability frameworks has happened at a speed which is held to be rapid in comparison to progress prior to joining the SUN Movement.

5. Support to Tanzania has mostly been in line with country priorities and strategies; however, there are concerns over the need to align SUN reporting requirements with Tanzania's country reporting cycles to avoid additional process. The NNS existed prior to Tanzania joining the SUN Movement but came into effect a month after it joined. Although there is no reference in the NNS to the SUN Framework for Action, the document refers to multi-sectoral coordination and the goal of scaling up nutrition and can be considered as the Tanzania strategy for SUN. It has provided a framework for guiding action, but, in terms of actual nutrition interventions undertaken by stakeholders, it is not the guiding document it could be, particularly for external support. It lacks a robust common results framework and associated agreed accountability mechanisms. The SUN Movement has sought to support national stakeholders and strengthen/establish structures and Tanzania's membership has contributed to the establishment of the HLSCN and various other coordination mechanisms. At national level, a gap remains in the national architecture with regard to support of coordination functions at national level, and technical support to local level. The human and financial resources for this are lacking, and increased resource mobilisation remains critical for scaling up nutrition.

### *Gender and equity in the SUN Movement in Tanzania*

6. Gender was already a high-profile issue in Tanzania. SUN objectives and activities have not detracted from that. The NNS highlights the importance of the National Women and Gender Policy taking account of nutrition and protecting breastfeeding rights of employed women, and the reviewed national nutrition policy highlights gender-related causes of under-nutrition and the importance of gender-based approaches. In terms of equity, the scaled-up cash transfer to poor households

programme (TASAF CB-CCT) will contribute to improving the targeting and reach of nutrition interventions to reach the poorest areas. However, overall financing is unequal and insufficient across LGAs for effective implementation of better human resources and structures.

*The strategy of the SUN Movement in Tanzania*

7. There is a generally common awareness of SUN (what it is and its modus operandi) at national level. Translating the SUN strategy and way of working into nationally owned processes, policies and strategies, requires key individuals (Country Focal Point, nutrition focal points in ministries, network coordinators, etc.) to have good understanding, rather than necessarily requiring understanding across all levels. The SUN Country Focal Point is highly engaged, knowledgeable and enthusiastic about the SUN Movement global strategy, structures and intended ways of working, and key staff of TFNC and the Adviser to the President have strong understanding of SUN's global approach. At sub-national level, there is some evidence that the national scaling up nutrition goal and strategy are understood – but not the global SUN Movement as such. Deepening nutrition awareness and understanding of effective nutrition interventions and the importance of multi-sector, multi-stakeholder coordination and action at this level is a key challenge for Tanzania.

8. It is widely understood that SUN is not a funding organisation and that the global SUN structures have a facilitation role in mobilising funds to support implementation of national plans. SUN has provided support to the Country Focal Point, who has participated in SUN global meetings, events and conference calls. There was no evidence of support from the global UN Network to UN agencies in Tanzania and there are no resources on the SUN website to guide the work of REACH or UN Networks at country level. The CSO Network (PANITA) has access to resources on the SUN website as well as the SUN CSN blog (including guidance on engaging multi-stakeholder platforms). PANITA has participated in the SUN Global Gathering, the Peru Learning Route and the Social Mobilisation, Advocacy and Communication for Nutrition workshop (held in Tanzania). The emerging national Business Network has access to resources on the SUN website and the global Business Network website. The global Business Network has supported the national network to launch a multi-stakeholder consultation process (in January 2014) and Tanzania is one of three countries identified by the global Business Network to receive support, though the nature of this support is currently unclear. The President's participation in the Lead Group has sustained high level commitment to scaling-up nutrition. The SMS has played an important role in providing encouragement and facilitating advice and learning. However, there are concerns regarding the utility of global level activities for country level action.

*The results of SUN's efforts*

9. **Nutrition Governance:** There is a strong sense across stakeholder groups that the commitments coming out of the High Level Meeting, Tanzania joining the SUN Movement, the President's membership of the Lead Group and the resulting political commitment have led to nutrition being raised to priority level in its own right, and to the accelerated actions on nutrition evidenced by the additional capacity, revamped coordination structures, policy and implementation plan reviews.

10. **Multi-stakeholder coordination:** Due to input from the Movement as an initiative aimed at paradigm changes for nutrition, the understanding of country level actors across stakeholder groups of the SUN approach, principles and objectives has informed the direction and content of the nutrition sector in Tanzania between 2011 and now. Coordination efforts have been raised to the level of the Prime Minister's Office, and made more multi-sector. In practice, however, stakeholders noted that participation for nutrition-sensitive interventions across coordination mechanisms is still relatively weak, and that overlaps in coordination efforts between structures create difficulties. Support capacity for coordination is fragmented, and processes to strengthen the TFNC have been slow. At the LGA level there are issues about the placement of nutrition officers and whether they are able to engage effectively on a multi-sector basis.

11. **Nutrition policies and strategies:** Assuming that the changes to the National Nutrition Policy introduced by the policy review will follow recommendations emerging from the review, then it is anticipated key differences/revisions will be in line with SUN principles (i.e. an emphasis on multi-sector engagement and the governance architecture for nutrition). The current national nutrition strategy is comprehensive, multi-stakeholder and multi-sector, but high level. Its implementation plan breaks the high level plan down into activities, with amounts attached. Although the Government said it was willing to share the detailed working of the costing with stakeholders should they request it, a number of external stakeholders told the evaluation team that they were unclear on how numbers in costing for the implementation plan were put together, and these numbers are considered too aggregated, without indicating the individual actions for which each institution is responsible. There is no common framework for results, resources and accountability and the systems and processes for monitoring that would operationalise a common framework are not in place.

12. **Resources for nutrition:** Scaling up as measured was attributed to the impetus generated by joining the SUN Movement. An initial study on implementation of the NNS by LGAs showed some scale up: this study is currently being extended to determine non-government implementation of the NNS. A PER revealed scale-up, particularly at the national level, and that both government and donor partners have a high level of nutrition investment into least cost-effective interventions, although the rationale for deciding whether interventions are cost-effective or not was not clear to the SUN ICE team (MOF and Innovex 2014).

13. **Scaling up nutrition programmes:** SUN has been the significant catalyst to revitalise the nutrition field in Tanzania. There are key challenges to ensuring that the energized commitment to nutrition, extended capacity for nutrition coordination and the renewed policy environment result in scaled-up nutrition action. These include, making the coordination structures more effective and comprehensive, resolving issues around the placement of capacity for coordination, and getting a common results framework for nutrition in place and translating national level commitment to local level action. The *key challenge* is that without increasing the commitment to nutrition as a priority at the LGA level, as well as scaling up of activities and resources under control of LGAs, the scaling up resulting from the increased impetus will be limited. There are interventions under way to address these various challenges.

14. **Potential impact on beneficiaries:** There is a plausible link between the SUN inputs and future medium to long term impacts for intended beneficiaries. However, as mentioned above, Tanzania still faces many challenges before the impact can be strongly felt.

*Factors accounting for these results*

15. **Role of the SUN Coordinator and SMS:** The country commitment has been catalysed by the leadership of the SUN Coordinator. Whilst the SMS processes – e.g. six weekly phone calls and annual reporting – have contributed to country level monitoring, they have simultaneously detracted capacity from it by requiring specific processes for global purposes. SUN materials prepared by the SMS have had influence in country level processes and outputs, as well as materials shared through the SUN Network from other countries.

16. **Quality of support from each of the global networks, and synergy between the networks:** Some support from global networks was evident at country level. However, the Tanzania nutrition structures find their own synergies at country level, although not perfectly modelled on the SUN blueprint. For example, the Development Partner Group (DPG) for nutrition and TWG both feeding into the HLSCN, and the DPG Nutrition creating a forum for coordination for the UN network, the donor network and international civil society nutrition actors

17. **Coordination with other nutrition actors and initiatives:** REACH has coordinated with the SUN Movement effectively through providing some support to country level activities directly for the Movement's purposes and supporting country structures around governance and advocacy. Coordination has also been strong with the UN agencies in supporting the achievement of the NNS objectives. Beyond this, the question is less applicable in Tanzania, as there are no structures that are not considered 'SUN' structures.

18. **SUN M&E system:** The global nature of the self-assessment process is considered useful to sustain the commitment to progress in Tanzania. However, its timing in terms of the country's own monitoring cycle limits its usefulness. The

methodology of the process in-country, with assessment done in network groups, was not considered to align well with how the nutrition landscape functions in practice in Tanzania. The assessment framework is also generic compared to specific issues that are relevant to Tanzania.

#### *Efficiency of the SUN Movement in Tanzania*

19. The evidence indicates that there have been both positive and negative cost factors in Tanzania, with the balance being that transaction costs are reasonable against the results observed. Whilst structures have not been duplicated, SUN-specific M&E requirements are not integrated with country cycles and processes requiring additional processes. Positive SUN-related factors accounting for the results include: high level commitment and leadership in Tanzania on nutrition; the raised profile of nutrition; vertical pressure from donors, UN agencies and international NGOs to prioritise nutrition; technical support and funding for SUN-aligned activities, e.g. by REACH, UNICEF, Irish Aid, USAID; learning between countries; and high national human resources for nutrition. Limited or slower results and implementation can be accounted for by capacity gaps, the challenges of fiscal and political decentralization, the hierarchical accountabilities and bureaucratic nature of the Tanzanian government which makes multi-sector implementation complex, as well as the relatively short period of implementation (two years).

#### *Sustainability of the SUN movement in Tanzania*

20. The establishment of nutrition coordination institutions and additional human resources for nutrition appears to be institutionalised, and could contribute to sustainability. However, there is reason to be cautious in the assessment of sustainability. Whilst commitment to nutrition is a high priority amongst Tanzania's political leadership, and significant progress has been made in embedding it across Government, gaps remain, particularly at decentralised levels. It is unclear whether nutrition coordination would continue at current pace without the energy of some of the specific individuals currently involved. The support capacity for coordination is not yet in place and some of the coordination and programmatic costs (of TFNC, for example) are financed by development partners (of TFNC, for example). They are presently willing to do so, but may not continue to be so in the medium term. Given this, and the upcoming elections in 2015, the sustainability of progress may still face challenges.

### **Conclusion**

21. The SUN Movement catalysed a revitalisation of the nutrition landscape in Tanzania and raised nutrition to a national policy priority. Translating the political commitment, upscaled coordination mechanisms and increased capacity into an upscaling of actual nutrition programmes on the ground is however facing challenges. Key challenges are the need to improve coordination capacity and functionality at national and district levels, raise awareness on the priority of

nutrition at local level, and achieve the required scale of resources and interventions at this level.

### **Bibliography**

<b>Short Ref</b>	<b>Description</b>	
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SUN Tanzania CF 2011	SUN 2011 Tanzania Country Fiche	TOF9.8.1 D1
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UNICEF 2013	Nutrition Profile, Tanzania	



## Annex P Country Case Studies: Summary Responses to Evaluation Questions

This Annex consolidates the responses to each EQ from the country case studies. EQ 6 is omitted as it was not primarily applicable at the country case level, as are some sub-EQs (e.g. EQ 4.2, 4.5, 4.6).

<b>EQ1 Has the SUN movement addressed the right issues?</b>	
<b>B a n g l a d e s h</b>	<p><i>Relevant to nutrition situation?</i> SUN's strategic objectives are all relevant in Bangladesh, with the objective to create an enabling political environment all-important. Whilst resourcing is recognised by SUN and by domestic stakeholders as important, political commitment and better coordination are more significant than financial resources.</p> <p><i>Supporting country priorities and strategies?</i> In Bangladesh, country priorities are not well defined, with national policy wavering between considering nutrition a health concern, a food security issue and both. SUN has not been proactive in negotiating efforts to facilitate the integration of these priorities and strategies into a single, more effective strategy and programme, nor has it contributed to harmonizing the roles and programmes of key ministries.</p> <p><i>Filling a gap in country-level architecture?</i> The nutrition architecture is comprehensive. However, Bangladesh has structural failings in the complex and interlocking array of committees, ministries, agencies, programmes and cadres. SUN has not contributed to reformulating the structure more effectively. The functioning and performance of the networks and Multi-Stakeholder Platform is limited. There is a gap in the sub-national architecture for nutrition and SUN has not contributed to filling those gaps. A REACH-led pilot of multisectoral mechanisms was successful in Satkhira district but is yet to be replicated nationwide.</p>
<b>B u r k i n a  F a s o</b>	<p><i>Relevant to nutrition situation?</i> SUN rightly brought attention to stunting. However, there are also other forms of malnutrition which needed attention in Burkina Faso, including overweight.</p> <p><i>Supporting country priorities and strategies?</i> SUN has contributed to a rise in nutrition on the national agenda. However, most nutrition-focused policies were in place before Burkina Faso joined the SUN movement.</p> <p><i>Filling a gap in country-level architecture?</i> No specific gaps have been filled.</p>
<b>E t h i o p i a</b>	<p><i>Relevant to nutrition situation?</i> SUN's focus on stunting and the particular issues associated with the first 1,000 days are highly relevant to Ethiopia, where there has been an important shift of perceptions, with a growing awareness at least since the DHS of 2005, that agricultural surpluses can coexist with chronic undernutrition and that increased food production is therefore not a sufficient solution to hunger. Ethiopia has been very receptive to messages, such as those summarised in the Lancet 2008, and reinforced in Lancet 2013, about the need for multi-sectoral approaches embracing both nutrition-specific and nutrition-sensitive interventions.</p>

	<p><i>Supporting country priorities and strategies?</i> The strategy of supporting country priorities and plans was wholly appropriate in Ethiopia, where there has been high-level political commitment to address undernutrition, and a government-led process to develop a multi-sectoral plan.</p> <p><i>Filling a gap in country-level architecture?</i> SUN has not filled a particular gap (though it has helped to reinforce the civil society platform) but it has helped towards strengthening in-country coordination mechanisms. There remains scope for more harmonisation amongst various international initiatives – for example Ethiopia has direct dealings with the “new alliance” and the N4G process as well as SUN.</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">G u a t e m a l a</p>	<p><i>Relevant to nutrition situation?</i> SUN objectives and priorities are entirely relevant to the nutrition situation in Guatemala. Joining SUN was a way to operationalise the National Strategy to Reduce Chronic Undernutrition 2006-2016 (ENRDC), seen as a useful framework but lacking sufficient political power and support in operationalisation, through a series of very concrete actions which focused on addressing chronic malnutrition.</p> <p><i>Supporting country priorities and strategies?</i> SUN is closely aligned with country priorities and strategies; it was able to build on the opportunities that ENRDC presented, and contributed to the formulation of subsequent policy documents that sought to operationalise ENRDC further, including the Zero Hunger Pact. SUN provided a road map to help move the nutrition agenda forward, providing guidance and clarity on a clear set of priority actions. This framework with its focus on 10 specific actions as part of the window of 1000 days has been critical in taking the response to scale. SUN also contributed to building capacity in specific areas to enable the nutrition response to be monitored.</p> <p><i>Filling a gap in country-level architecture?</i> Guatemala already had a number of coordination structures in place and SUN’s influence in this area seems to have been indirect, at least in part. Thus, through operationalising the Zero Hunger Pact, it provided an incentive for stakeholders in existing structures to be better organized.</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">I n d o n e s i a</p>	<p><i>Relevant to nutrition situation?</i> SUN objectives and priorities are relevant to the nutrition situation in Indonesia, with strategic relevance for bridging beyond the MDG process and because it is established directly under the UN Secretary General. The framing of nutrition as part of a broader challenge is considered relevant, given the rising double burden of malnutrition in Indonesia and the country’s commitment to addressing all of the relevant 2012 World Health Assembly objectives.</p> <p><i>Supporting country priorities and strategies?</i> SUN provided fresh thinking and a conceptual framework that inspired the Indonesian government to develop existing approaches and structures, including integration of sectors (education and family planning) into the nutrition effort. SUN has provided a more structured opportunity and space for CSO engagement.</p> <p><i>Filling a gap in country-level architecture?</i> There was no gap in Indonesia’s architecture for addressing nutrition. However, the gap between policy and implementation remains. SUN has provided inspiration for national mobilisation by the Government of Indonesia (GOI) around nutrition, but it is unclear whether SUN will be useful to Indonesia as it tries to move from mobilisation to action, which in a</p>

	<p>strongly decentralised system means action at the local level in the country’s almost 500 districts. The SUN architecture in Indonesia is driven by the national planning agency (Bappenas).</p>
<p><b>M o z a m b i q u e</b></p>	<p><i>Relevant to nutrition situation? Supporting country priorities and strategies</i> The SUN objectives and priorities are entirely in line with the nutrition situation in Mozambique, to the extent that SUN membership was seen as a way of operationalising the Multisectoral Action Plan for the Reduction of Chronic Undernutrition, which was already in place.</p> <p><i>Filling a gap in country-level architecture?</i> Most of the nutrition coordination mechanisms already existed before SUN, but some gaps were filled such as establishing the civil society network, providing an entry point for private sector engagement, and developing nutrition plans and capacity at sub-national levels.</p>
<p><b>S e n e g a l</b></p>	<p><i>Relevant to nutrition situation?</i> Senegal has developed broadly the same priorities and objectives independently from and prior to SUN. The architecture for addressing nutrition was in place prior to SUN membership (largely built around a major nutrition programme supported by the World Bank). It is considered relevant as a movement that galvanizes political support and monitors nutrition governance.</p> <p><i>Supporting country priorities and strategies?</i> SUN’s support and appreciation of the policies being followed in Senegal provided an important political signal at a moment of potential political uncertainty following election of the new president in 2012. Technical tools and formal networks promoted by SUN are considered important but to be relevant at county level should be idiosyncratic.</p> <p><i>Filling a gap in country-level architecture?</i> SUN has changed emphasis in Senegal on stakeholder participation, so that involvement of CSOs is not limited and they play a more prominent role in the CLM (“Cellule de Lutte contra la Malnutrition”). The (not yet fully formed) Donor Network has a role to play in harmonizing and aligning donors.</p>
<p><b>T a n z a n i a</b></p>	<p><i>Relevant to nutrition situation? Supporting country priorities and strategies?</i> The SUN Movement is closely aligned with the nutrition situation in Tanzania. In particular, SUN is highly relevant given the acute issue of stunting in Tanzania. The strategic objectives and intermediate outcomes are considered highly relevant. However, there are other serious nutrition problems and consideration could be given at global level to enhancing support for addressing other forms of malnutrition in line with the national strategy.</p> <p><i>Supporting country priorities and strategies?</i> Support has been mostly in line with country priorities and strategies. The National Nutrition Strategy does not refer to the SUN Framework for Action but it does refer to multisectoral coordination and scaling up of nutrition, and can be considered the ‘SUN’ strategy for Tanzania.</p> <p><i>Filling a gap in country-level architecture?</i> SUN has supported stakeholders to strengthen/establish structures and membership in SUN has contributed to the establishment of HLSCN (High-level Steering Committee for Nutrition) and other coordinating mechanisms. A gap in form remains in the national architecture with regard to support of coordination functions at national level and technical support to local level. Human and financial resources are lacking and increased resource mobilization remains critical.</p>

**EQ1.3 Did SUN take sufficient account of gender and equity issues? Did it contribute to a stronger focus on nutrition-related gender and gender equity issues?**

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In Bangladesh, the gendered nature of nutrition challenges is widely recognized, although it is usually characterized as relating to women and girls exclusively. SUN has not contributed to a stronger focus on nutrition-related gender and gender equity issues. There is a sense that SUN could do well by aligning nutrition with the high-profile women’s empowerment agenda (which is a more common concept than gender). The perception amongst some NGOs that SUN does not address a number of factors of hunger in Bangladesh (such as inequalities, gender and power imbalances) has limited/or restricted their involvement in the Civil Society Alliance.

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Although the importance of gender and equity issues is generally acknowledged, it is highly probable that gender is not sufficiently taken into account in interventions by technical ministries and in those administered by local administrations.

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Issues of gender, equity and women’s empowerment are exceptionally important in understanding and addressing malnutrition in Ethiopia, and they are highlighted in the National Nutrition Programme. However, there is no evidence that SUN generated any increased or additional attention to gender and equity in nutrition planning in Ethiopia.

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There was no evidence that the inclusion of points concerning gender in planning documents and indicators was related to inputs or influence by SUN, or that the SUN Movement had specifically advocated for or contributed to a stronger focus on nutrition-related gender and gender equity issues. Interviewees noted that the materials and communication from SUN do not include much specific reference to gender, even though there are significant gender issues in Guatemala.

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Women are widely recognised as central to the nation’s nutrition, and even more so when nutrition is viewed through the 1,000 day lens. Compliance with gender requirements is now mandatory in all programmes, but there is no evidence to indicate that SUN or any other factor has yet achieved a stronger focus on nutrition-related gender and gender equity issues.

<b>M o z a m b i q u e</b>	Gender is mainstreamed in policies, but implementation and monitoring is a bottleneck, for which no clear contribution from SUN was noted.
<b>S e n e g a l</b>	SUN is pushing the messages of gender and equity in relation to nutrition and Senegalese experts from government, civil society and the donor network were aware of the issues. Beyond awareness, there is no evidence to indicate the effectiveness or relevance of the gender message and whether this is translating to change. The PRN has an in-built pro poor bias, being geographically focused on the poorer regions and targeting mothers and children most in need of nutritional support.
<b>T a n z a n i a</b>	Gender was already a high-profile issue in Tanzania prior to joining SUN, and SUN has not detracted from that. The reviewed national nutrition policy highlights gender-related causes of under-nutrition and the importance of gender-based approaches. The scaled-up cash transfer to poor households will contribute to reaching the poorest regions. However, overall financing is unequal across districts and insufficient for efficient implementation.
<b>EQ2 Has the SUN movement followed a clear, consistent and commonly understood strategy</b>	
<b>B a n g l a d e s h</b>	<p><i>Do stakeholders understand it?</i> Since 'joining' SUN there has been confusion amongst stakeholders about SUN (what it is and how it operates), and where understanding exists it is not necessarily a common understanding. Areas of uncertainty have included the nature of 'country' leadership and to what extent this is equivalent to government leadership (especially pertinent in a country with a strong tradition of civil society movements). There has also been uncertainty about whether SUN would bring additional resources to nutrition efforts in Bangladesh.</p> <p><i>Most significant inputs?</i> Inputs across the various SUN networks and functions have varied. The in-country SUN Network (primarily the Focal Point) has been supported through the provision of 'standard' resources and via teleconferences (though the value of these calls is questioned). Whilst the UN/donor network (merged in Bangladesh) has benefited from SUN's emphasis on coordination, SUN has relied on rather than supported the UN/donor network, through vital REACH inputs. Support to the CSO network has been complex, with support initially directed towards the Bangladesh Civil Society Network for Promoting Nutrition (BCSNPN) but later withdrawn and BRAC subsequently elected to host the CSA. BRAC has received significant MPTF funding (USD 434,000), whilst the BCSNPN has continued activities unsupported. There is no SUN business network in Bangladesh, and no sign that one will be launched in the near future.</p> <p><i>Followed a consistent strategy?</i> SUN's strategy has not been fully clear or understood for most of the review period, making an assessment of whether it is perceived to have been consistent challenging. Two areas of potential inconsistency were noted in 1) the appointment of the Prime Minister to the LG, despite an apparent lack of top-level national political commitment to nutrition, and 2) the duplication of civil society networks.</p>

<p><b>B u r k i n a F a s o</b></p>	<p><i>Do stakeholders understand it?</i> Individual interviews as well as the discussion that followed the debriefing session revealed some confusion in understanding the UN Network architecture, for instance whether SUN was complementary with mechanisms such as SCN or REACH. SUN processes were not well understood by all; and some interviewees pointed to the lack of proactivity on the part of SUN SMS to make it better known. There was also disagreement over the assumption behind the approach taken by SUN, for instance that the availability of funds was not the most binding constraint.</p> <p><i>Most significant inputs?</i> The role and use of SUN was unclear in Burkina Faso, and the country could have used backup from the Movement to provide more visibility and clarity on its aims and the tools available. Except for the guidance available globally through SUN’s website, no specific inputs and support from SUN SMS to the national focal point and to the formation of in-country networks were reported to the team. The in-country networks are not yet established. However, a Technical and Financial Partners Group (Groupe PTF) was established in the wake of Burkina joining the SUN movement.</p> <p><i>Followed a consistent strategy?</i> The timeliness of REACH support seems to be an issue.</p>
<p><b>E t h i o p i a</b></p>	<p><i>Do stakeholders understand it?</i> SUN’s involvement with Ethiopia has been deliberately low-key: as part of backing a government-led process, advocates for SUN saw the importance of not seeking to put a SUN “brand” on government activities. This meant there was not wide awareness of SUN and its modus operandi beyond a fairly narrow circle of stakeholders directly involved with coordination of nutrition activities at the federal level (e.g. the convenors and members of coordination bodies). The fact that SUN is designed as a catalyst rather than itself a provider of finance was understood but regretted by government stakeholders.</p> <p><i>Most significant inputs?</i> Ethiopia’s major development partners in the field of nutrition are all active within the global SUN movement. With SUN adopting a relatively discreet profile in Ethiopia (see above) this makes it difficult to separate “SUN” and “non-SUN” inputs. However, REACH inputs have been directly significant and aligned with SUN approaches. Ethiopia’s participation in international nutrition events has influenced political decision-makers as well as technical thinking. Exchange visits to and from Ethiopia are rated as useful and Ethiopians have participated in various SUN technical meetings internationally. Some of the clearest SUN “inputs” for Ethiopia have come from the way the SUN movement has influenced the thinking and priorities of key development partners.</p> <p><i>Followed a consistent strategy?</i> SUN’s implicit strategy in Ethiopia has been to recognise that propagating messages about multisectoral approaches is preaching to the converted, but also to recognise the value for the wider movement of Ethiopia’s participation.</p>

<p>G u a t e m a l a</p>	<p><i>Do stakeholders understand it?</i> The strategies that SUN uses (improved planning, monitoring, increased funding, involvement of various stakeholder groups) were mentioned across interviews. It was also understood that the SUN movement is primarily a local movement and that the responsibility for making the movement function lies at country level. The manner in which the global networks could support the country networks was less clear, however, with the exception of the donor network which had strong linkages with the global level.</p> <p><i>Most significant inputs?</i> SUN has played an important role in providing support to the Food and Nutrition Council (SESAN). This has included advice and technical support in improving the monitoring of the nutrition response; advice and technical support to develop strategies for presenting nutrition data in a manner that makes it clear what the longer-term trends are, and the longer-term impact, as a means of influencing donors and politicians to take action; and sharing of information from other countries in the region, and organizing global events that provide opportunities for moving the agenda forward. SUN's advocacy role has contributed to high-level political and technical commitment across many stakeholder groups. However, SUN support to the UN network has not emerged as a clear factor</p> <p><i>Followed a consistent strategy?</i> SUN has clearly followed a consistent strategy in Guatemala. This has contributed to high-level political and technical commitment across many stakeholder groups. A large number of stakeholders mentioned the prestige that is associated with being linked to the SUN movement, as well as the prestige for the country of having been recognized internationally for its achievements.</p>
<p>I n d o n e s i a</p>	<p><i>Do stakeholders understand it?</i> Stakeholders in the GOI have a common understanding of what the SUN movement is and how it operates. However, outside national government, the understanding is less clear with limited understanding at provincial and district levels. There is uncertainty amongst stakeholders at the national level; CSOs and the embryonic private sector are new to the discussions and developing their understanding of SUN's relevance. There is clarity that SUN is not a funding organization.</p> <p><i>Most significant inputs?</i> SUN provides ideas, inspiration, stimulation, conceptual frameworks and a degree of knowledge management. The GOI has drawn enthusiastically from the conceptual inspiration and collaboration between ministries has been enhanced. It is not clear that SUN has provided 'support' to the UN and development partner network(s), which effectively operate as one in Indonesia. However, agencies found that SUN is increasingly relevant to their work in nutrition and related fields, requiring them to sit together and develop one voice. The establishment of the CSO network is still at an early stage and shows no signs of direct support from SUN. There is apprehension from government regarding the engagement of the private sector, and SUN has not yet succeeded in giving effective support to a business network in Indonesia. However, one major corporation, Indofood, has joined the global SBN.</p> <p><i>Followed a consistent strategy?</i> SUN in Indonesia has been largely consistent, with the possible exception of relations with the private sector. These have been slowed by GOI concerns over potentially conflicting commercial interests. Furthermore, the relationship between the CSO network and Bappenas (the national planning agency) is still taking shape.</p>

<p><b>M</b> <b>o</b> <b>z</b> <b>a</b> <b>m</b> <b>b</b> <b>i</b> <b>q</b> <b>u</b> <b>e</b></p>	<p><i>Do stakeholders understand it?</i> There is generally a common and accurate understanding of the SUN Movement in Mozambique.</p> <p><i>Most significant inputs?</i> Its inputs have been significant to the Government (by providing opportunities for peer learning, and a framework for political lobbying) and CSOs (through MPTF funding and support from the global network); but less to the UN network (which existed prior to SUN) and business (for which there is not a network yet, although SUN has facilitated some early engagement of the private sector in nutrition discussions).</p> <p><i>Followed a consistent strategy?</i> SUN has clearly followed a consistent strategy in Mozambique. This has contributed to sustaining the high level of technical commitment across many stakeholder groups although political commitment was more limited than the strategy may have envisaged.</p>
<p><b>S</b> <b>e</b> <b>n</b> <b>e</b> <b>g</b> <b>a</b> <b>l</b></p>	<p><i>Do stakeholders understand it?</i> Understanding of the movement across different stakeholder groups is (in general) that SUN has a lot to offer but that it is either not accessible and has not been communicated clearly enough or is not of much use in Senegal. There is less clarity on whether the SUN Movement has anything substantial to offer in terms of the 'how' and 'why' of nutritional intervention. The emphasis on better collaboration between ministries is considered important; however, stakeholders indicated that it assumes there is better mainstreaming of nutrition within ministries, which is not always the case. It is thought that SUN should support CLM.</p> <p><i>Most significant inputs?</i> SUN has provided international recognition to the SUN Focal Point and funded cooperation events hosted by Senegal. This has reinforced the reputation of CLM. It is unclear whether the CSO network (in nascent form) has received support from SUN.</p> <p><i>Followed a consistent strategy?</i> The strategy in Senegal has arguably been too light, insufficiently thought through or flawed in terms of its underlying theory of change. However, it has been consistent in its own right.</p>
<p><b>T</b> <b>a</b> <b>n</b> <b>z</b> <b>a</b> <b>n</b> <b>i</b> <b>a</b></p>	<p><i>Do stakeholders understand it?</i> Key individuals at country level have a good understanding of the SUN Movement and are able to translate this into nationally owned process, policies and strategies. The Focal Point is highly engaged, knowledgeable and enthusiastic about the SUN strategy, structures and intended ways of working, and there is strong knowledge within the TFNC and amongst key political figures. However, at sub-national level, although the national scaling up nutrition goal and strategy are understood to an extent, this is not necessarily in relation to the global SUN Movement. It is widely understood that SUN is not a funding organization, and that the global SUN structures have a facilitation role.</p> <p><i>Most significant inputs?</i> The SMS has played an important role in providing encouragement and facilitating learning. The Country Focal Point has been supported through involvement (and profiling) in meetings, events and conference calls. There is no evidence of UN global Network support to UN agencies in Tanzania, and no country specific resources available for the Tanzania UN network on the SUN website. The CSO network (PANITA) has been very active and supported by the Movement in various ways (online resources and participation in learning events). The Global Business Network has supported the emerging Tanzanian business network The movement has aided Government implementation of policies focused on nutrition across the board.</p>

	<p><i>Followed a consistent strategy?</i> Combining the National Nutrition Strategy (NNS) with the Prime Minister’s six commitments has provided a consistent SUN approach aligned with the Framework for Action for nutrition interventions.</p>
<p><b>EQ3 What have been the results of SUN’s efforts?</b></p>	
<p>EQ3.1 To what extent has SUN contributed to changed attitudes and procedures, thereby creating an enabling environment for scaling up nutrition?</p>	
<p><b>B a n g l a d e s h</b></p>	<p><i>To what extent has SUN been responsible for the changes in nutrition governance?</i> No changes in nutrition governance in Bangladesh can be attributed to SUN so far. Revisions to the nutrition policy were reportedly already in progress. However, SUN is raising awareness and stimulating debate.</p> <p><i>What difference have SUN’s inputs – as noted in EQ2 above – made (overall and to each of the networks)?</i> SUN has only made a modest difference overall. For substantial change to occur, commitment and drive needs to be demonstrated from within the highest levels of government. The government network and MSP are formally in place, but inputs from SUN through these structures have been limited. For UN and development partner agencies, SUN has made a useful difference. The movement (and the presence of REACH) has helped these organisations to coordinate more effectively, uniting around a common purpose. Despite the confusion around establishing the civil society network, SUN’s inputs have made a positive difference in civil society through the CSA (BRAC), but setting up a business network has not yet been possible.</p>
<p><b>B u r k i n a  F a s o</b></p>	<p><i>To what extent has SUN been responsible for the changes in nutrition governance?</i> Coordination efforts started before Burkina joined SUN and led to the creation of the Technical and Financial Partners Group (Groupe PTF) in the wake of Burkina joining the SUN movement. SUN global networks have contributed to awareness about nutrition governance, but not directly helped in the formation of either the civil society network (which is in process and driven by ACF), or the private sector network (which was only recently decided in May 2014). SUN has contributed to raising nutrition on the national agenda, but other factors have also contributed, including the diagnostic work (such as the annual nutrition SMART surveys) done at country-level. SUN’s contribution cannot be isolated.</p> <p><i>What difference have SUN’s inputs – as noted in EQ2 above – made (overall and to each of the networks)?</i> Several people felt that there was a danger of SUN boxing in local initiatives to conform to SUN ‘blueprints’. In Burkina Faso the platform that did not strictly correspond to SUN categories (Groupe PTF – Technical and Financial Partners’ Group which brings together UN agencies, international NGOs and donors) worked best and is one of its reputed successes; however participation of donors is so far limited to the EU (no bilateral donors).</p>
<p><b>E t h i o p i a</b></p>	<p><i>To what extent has SUN been responsible for the changes in nutrition governance?</i> SUN has, at best, helped to reinforce changes in nutrition governance that already had momentum.</p> <p><i>What difference have SUN’s inputs – as noted in EQ2 above – made (overall and to each of the networks)?</i> It has somewhat strengthened the involvement and cohesion of civil society organisations , and has provided some impetus towards greater coordination and collaboration amongst development partners in nutrition. REACH has provided technical support to nutrition planning</p>

	<p>and coordination in a way that is entirely consistent with SUN objectives and approaches, and, with strong encouragement from the Government, there has been significant collaboration amongst development partners in technical work (e.g. around the analytical work for a developing EU joint programming exercise and in efforts to make major agricultural and safety net programmes more nutrition-sensitive).</p>
<p><b>G u a t e m a l a</b></p>	<p><i>To what extent has SUN been responsible for the changes in nutrition governance?</i>                  SUN's contribution has included helping to a much stronger understanding of nutrition and the underlying factors that contribute to malnutrition, and providing a framework for government and other actors to think of nutrition in a different manner. Helping to provide a clear framework for action has enabled existing coordination structures to work more effectively. SUN's technical support to SESAN has enabled it to be more effective in facilitating coordination. The self-assessment framework developed by SUN has contributed to a better understanding of nutrition governance and areas that need to be improved. It also provides a framework for bringing partners together.</p> <p><i>What difference have SUN's inputs – as noted in EQ2 above – made (overall and to each of the networks)?</i>                  SUN ensured that the national nutrition agenda has become stronger and that this political priority was followed by the drafting of a clear plan of priorities in the form of the Action Plan for the Hunger Pact. It has enabled an agenda that existed to become implementable. It has also given Guatemala a position within the wider SUN movement community, and has been an important vehicle for sharing Guatemala's experience with others.</p> <p>SUN has brought UN agencies closer together in supporting the nutrition agenda but has not led to the establishment of a strong UN network. SUN played a key role in the establishment of the civil society network, though the outcomes of stronger civil society participation remain to be seen. The civil society network has received MPTF funding from SUN, and selected inputs from the civil society global network. There was no discernible input to the local business network from the SUN network globally.</p>
<p><b>I n d o n e s i a</b></p>	<p><i>To what extent has SUN been responsible for the changes in nutrition governance?</i>                  SUN has provided inspiration, rather than being responsible, for the changes in nutrition governance. Bappenas has been the driving force behind the 1,000 days concept and HPK structures. However, SUN has emphasized (and accelerated) the focus on 1,000 days and the move to build multi-stakeholder action.</p> <p><i>What difference have SUN's inputs – as noted in EQ2 above – made (overall and to each of the networks)?</i>                  SUN's inputs have made a significant difference to mobilisation at national level in Indonesia – primarily in and by government. SUN's inputs have not made a difference so far to civil society and private sector networks (both currently in embryonic form). The existence, activities and approach of SUN – rather than its inputs – have made a positive difference to the UN and development partner network whose agencies find it useful to talk and work together, developing a common message to government.</p>

<p><b>M o z a m b i q u e</b></p>	<p><i>To what extent has SUN been responsible for the changes in nutrition governance?</i>                  The SUN movement has converged with Mozambique’s relatively advanced experience, and understanding of multisectoral dimensions of malnutrition, but it remains a nationally driven process. The President’s position on the Lead Group initially helped raise nutrition on the agenda, but this has since tailed off. However, there was a discernible “peer group” pressure that has come with being part of a movement as Mozambique seeks to perform well relative to other member countries, and adhering to the SUN movement has also brought about a stronger voice for civil society in nutrition governance.</p> <p><i>What difference have SUN’s inputs – as noted in EQ2 above – made (overall and to each of the networks)?</i>                  SUNs inputs have made a significant difference in supporting the development of a stronger civil society group. UN coordination has been maintained (as it already existed), and formalised within the nutrition partners forum. GAIN is working to establish a business network but it currently doesn’t have a formal relationship with the government coordination entity, apart from through the nutrition partners forum.</p>
<p><b>S e n e g a l</b></p>	<p><i>To what extent has SUN been responsible for the changes in nutrition governance?</i>                  Charges in the nutrition governance in Senegal cannot be attributed to SUN. It is considered that the major challenges to whose solution SUN can contribute in Senegal lie in the future.</p> <p><i>What difference have SUN’s inputs – as noted in EQ2 above – made (overall and to each of the networks)?</i>                  SUN has had relatively little impact in Senegal. The CSO network is nascent and other networks are not active in Senegal. SUN has not evidently contributed to assisting the non-health Ministries to mainstream the nutrition dimensions of their work.</p>
<p><b>T a n z a n i a</b></p>	<p><i>To what extent has SUN been responsible for the changes in nutrition governance?</i>                  There is a strong sense across stakeholder groups that high level commitments to nutrition, including Tanzania joining the SUN Movement, have contributed to nutrition being raised to a priority level in its own right and to accelerated action on establishing nutrition coordination mechanisms. In its own right and to accelerated action on establishing nutrition coordination mechanisms. The participation of the President in the Lead Group has kept nutrition high on the national agenda</p> <p><i>What difference have SUN’s inputs – as noted in EQ2 above – made (overall and to each of the networks)?</i>                  SUN has contributed to the implementation of new government policies and programmes aimed at nutrition issues in Tanzania. Additional to this, SUN has aided the CSO network and the business network. Activities to advance non-state actor participation in policy development (beyond technical inputs) have accelerated, as has the review of the 1992 nutrition policy and leverage of high level political support for nutrition. Furthermore, there has been increased effort to align state and non-state actors. SUN has informed the direction and content of the nutrition sector in Tanzania between the start of its adherence to the Movement and now.</p>

EQ3.2 To what extent has SUN brought about changed policies and resource commitments?

<p><b>B a n g l a d e s h</b></p>	<p><i>Has SUN made an identifiable difference to nutrition policies and strategies?</i> SUN has not made a direct difference to nutrition policies and strategies, nor has it affected the quality of costed plans. Timing for this has not been considered optimal, but is anticipated to improve as government focuses on preparation of NDP 7. Whilst there is awareness of the common results framework (CRF) concept as something new that SUN (through REACH) has brought to government’s attention, the CIP (Country Investment Plan) monitoring and reporting system is not SUN-inspired.</p> <p><i>Has SUN made an identifiable difference to resource commitments for nutrition?</i> With the exception of the funding provided through the MPTF for the work of the Civil Society Alliance, SUN has not yet made an identifiable difference to resource commitments for nutrition in Bangladesh.</p>
<p><b>B u r k i n a F a s o</b></p>	<p><i>Has SUN made an identifiable difference to nutrition policies and strategies?</i> No. The National Food and Nutrition Policy (PNSAN) drawn up in 2013 is not multisectoral and is not yet costed.</p> <p><i>Has SUN made an identifiable difference to resource commitments for nutrition?</i> In Burkina Faso, focus is strongly on nutrition-specific activities, with a significant amount of funding to governance activities; management of acute malnutrition is already the predominant activity in the nutrition specific sector. SUN has not made a huge impact in regard to resource commitments for nutrition.</p>
<p><b>E t h i o p i a</b></p>	<p><i>Has SUN made an identifiable difference to nutrition policies and strategies?</i> No – in a context where government was moving forward rapidly anyway, and there were other streams of influence taking places (e.g. stunting conference, CMAM conference) the most that could be expected is some reinforcement of movements already under way. But positive moves were all part of the same intellectual ferment in the nutrition world, so the fact that a distinct SUN influence cannot be discerned should not be taken as heavy criticism of SUN.</p> <p><i>Has SUN made an identifiable difference to resource commitments for nutrition?</i> There should however be more concern that SUN does not yet seem to have leveraged additional finance in a substantial way. Several of the main development partners involved in nutrition report recent or planned increases in nutrition spending, but the Government reports that most such spending is for third-party implementation, rather than direct support for the scaling up of Government programmes. The ICE team was not made aware of clear and comprehensive data which would show whether and by how much donor funding has increased.</p>
<p><b>G u a t e m a l a</b></p>	<p><i>Has SUN made an identifiable difference to nutrition policies and strategies?</i> SUN has been credited with having contributed to policies and strategies by promoting an understanding of the underlying causes of malnutrition and by providing a clear framework for action. Motivation to move the agenda forward was also provided by the participation at the time of the presidential election of senior government figures in global events being organised by SUN in the US</p> <p><i>Has SUN made an identifiable difference to resource commitments for nutrition?</i> The fact that “1000-days” is now a specific budget line in the government budget at the level of specific sectors has contributed to ensuring that budgets that are attributed to this budget line at the beginning of the year cannot be moved to other activities. This has meant that in practice more funding is available. The number of nutritionists in the country has increased over the</p>

	<p>years and this has been seen as a reflection of the increasing commitment to nutrition at the country level, a process to which membership of the SUN Movement has contributed. SUN also contributed to the establishment of the Zero Hunger Unit in the MoH.</p>
<p><b>I n d o n e s i a</b></p>	<p><i>Has SUN made an identifiable difference to nutrition policies and strategies?</i> The GOI has developed a 2013 Policy Framework and accompanying Guidelines for Programme Planning for 1,000 HPK that closely reflect the SUN approach. SUN’s influence in encouraging countries to emphasise nutrition-sensitive as well as nutrition-specific strategies is evident. To date, the movement cannot be said to have affected the quality of costed plans or common results frameworks in Indonesia.</p> <p><i>Has SUN made an identifiable difference to resource commitments for nutrition?</i> It appears likely that SUN has had an important influence on the conceptual framework and implementation strategy, but less probable that it actually affected the commitment of resources to nutrition. Financial tracking (of GOI, as well as UN and development partner agencies, funds) is a key area that needs to be strengthened in order to provide a baseline for such an assessment.</p>
<p><b>M o z a m b i q u e</b></p>	<p><i>Has SUN made an identifiable difference to nutrition policies and strategies?</i> Mozambique’s multisectoral nutrition plan predates SUN, but SUN is contributing to the ongoing review of it through supporting dialogue and providing technical advice on costing.</p> <p><i>Has SUN made an identifiable difference to resource commitments for nutrition?</i> There is significant evidence of scaling up of resources, with the budget of the State Secretariat for Food Security growing rapidly in recent years, enabling staff expansion and training. Donor resources for nutrition are also increasing, including through support to provincial nutrition plans, which is attributed to SUN membership. Civil society has received MPTF funds for capacity building.</p>
<p><b>S e n e g a l</b></p>	<p><i>Has SUN made an identifiable difference to nutrition policies and strategies?</i> Nutrition policies and strategies in Senegal had been put in place before SUN came into play. There has been little impact in this area to date. The Multi-Sectoral Strategic Plan 2013-2018 is still in preparation. There is currently no costed plan of a minimum standard of quality.</p> <p><i>Has SUN made an identifiable difference to resource commitments for nutrition?</i> The World Bank, UNICEF, WFP and USAID have all provided significant funding as well as the Government of Senegal through the CLM. The challenge is to consolidate this funding over the medium to long term and it is too early to judge SUN on this.</p>
<p><b>T a n z a n i a</b></p>	<p><i>Has SUN made an identifiable difference to nutrition policies and strategies?</i> Nutrition policies and strategies have been given a higher priority and more visibility in Tanzania since joining the SUN Movement. A National Nutrition Strategy was completed, and a costed implementation plan prepared. Assuming that the revisions to the National Nutrition Policy follow recommendations, then it is anticipated that revisions will bring an updated strategy further in line with SUN principles (i.e. emphasis on multi-sector engagement). There is no common results framework, nor any framework for tracking resources and accountability. Monitoring systems that would operationalise a common framework are not in place.</p> <p><i>Has SUN made an identifiable difference to resource commitments for nutrition?</i> Scaling up as measured was attributed to the impetus generated by joining the SUN Movement. An initial study on implementation of the National Nutrition Strategy by local government authorities showed some scale-up: this study is currently being extended to determine non-government implementation of the strategy. A Public Expenditure Review (PER) revealed</p>

	<p>scale-up, particularly at the national level; the PER also concluded that both government and donor partners have a high level of nutrition investment into least cost-effective interventions, although the rationale for deciding whether interventions are cost-effective or not was not clear to the SUN ICE team.</p>
<p><b>EQ3.3 Are these changes leading to the scaling up of nutrition?</b></p>	
<p><b>B a n g l a d e s h</b></p>	<p>SUN's help to scaling up nutrition in Bangladesh has been limited. It has raised awareness of nutrition concerns in some parts of government, and the 1,000 days concept has gained more currency because of SUN efforts. The highest level of political commitment is lacking and the complexity of the Bangladesh context make the move from mobilization to action time consuming. Thus, mobilisation remains incomplete and action at the local level is limited to discrete initiatives and pilots.</p>
<p><b>B u r k i n a  F a s o</b></p>	<p>Interviewees agreed that the understanding of malnutrition of the major actors had deepened in the years before Burkina Faso joined the SUN movement (2011), and that in that period an increasing number of organisations began participating in platforms and coordination exercises. This development has continued since then. Some other factors, such as a changes in UN agency personnel also helped, but interviewees tended to believe that SUN had probably had some role as well. It came at the right moment, and contributed to further developments. How large this contribution of SUN has been is difficult to say, and opinions on this differed.</p>
<p><b>E t h i o p i a</b></p>	<p>As noted, SUN can take only limited credit for the positive developments in Ethiopia, but it is clear that recent years have seen a change in the political priority accorded to nutrition as well as in the technical understanding of the underlying issues. Serious efforts are under way both to roll out multi-sectoral approaches to the regional and district levels and to develop nutrition-sensitive approaches in agriculture, social protection and other sectors.</p>
<p><b>G u a t e m a l a</b></p>	<p>SUN has played a key role in scaling up nutrition in Guatemala. It has encouraged a greater degree of stakeholder collaboration both within government and between government and other stakeholders. It has contributed to the prioritization of progress across the four areas which it advocates for, and a focus on 10 clear action points in the Action Plan for Zero Hunger. This has been a critical input into the focus on financial resources by government and has allowed for advocacy around the need for a separate budget line, the existence of which has made it easier to assess progress and has ensured more ready availability of government resources. SUN has provided an impetus for and selected technical inputs into the establishment of a baseline for nutrition, for prioritization of specific areas of the country with highest indices of malnutrition, and a follow-up monitoring exercise. This highlighted areas where scaling up was already taking place, and other areas that will require deliberate efforts to go to scale. The country is focusing on strengthening the nutrition response at sub-national levels.</p>

<p><b>I n d o n e s i a</b></p>	<p>SUN has been instrumental in a significant scaling up of nutrition at the level of national mobilisation and debate in Indonesia. The national level scaling up is incomplete, because civil society and the private sector are not yet fully or convincingly engaged. At implementation level, scaling up has hardly begun, with the exception of the Millennium Challenge Account programme that is now unfolding.</p>
<p><b>M o z a m b i q u e</b></p>	<p>SUN has encouraged a greater degree of stakeholder collaboration and is now embarking on a scaling up in practice through the new provincial plans and the creation of provincial nutrition focal points, and support to CS capacity building in nutrition at provincial level. Interviewees concurred that it is early to expect significant changes resulting from this yet.</p>
<p><b>S e n e g a l</b></p>	<p>SUN has not affected changes in scaling up nutrition in Senegal to any significant extent. It can play an important role in the future, but for the time being, no recognizable impact has been made by the SUN movement.</p>
<p><b>T a n z a n i a</b></p>	<p>SUN has been a significant catalyst in revitalising the nutrition field in Tanzania. SUN's contribution to energizing the commitment to nutrition, building extended capacity for nutrition coordination and introducing a renewed policy environment could lead to scaled up nutrition action in the future. There is need for improved coordination and functionality at national and district levels, and scaling up the resources and activities under the control of local governments.</p>
<p><b>EQ3.4 Are there plausible links between the outcomes to which SUN has contributed and medium to long term impacts for intended beneficiaries?</b></p>	
<p><b>B a n g l a d e s h</b></p>	<p>It is soon to identify links between the limited outcomes to which SUN has contributed and any medium- to long-term impacts for intended beneficiaries.</p>

<p><b>B u r k i n a  F a s o</b></p>	<p>It is too soon to identify clear outcomes to which SUN has contributed.</p>
<p><b>E t h i o p i a</b></p>	<p>Although the links to SUN are tenuous, the changes under way in Ethiopia can be expected to have a substantial long term impact.</p>
<p><b>G u a t e m a l a</b></p>	<p>There has been a drop by 1.7% in two years in the indicators of acute malnutrition in the country. There are good reasons to hope that there will be continued improvements over the long run if current efforts are continued and sustained.</p>
<p><b>I n d o n e s i a</b></p>	<p>It is too soon to examine the links between the outcomes that SUN has contributed to and the medium- to long-term impacts for intended beneficiaries.</p>
<p><b>M o z a m b i q u e</b></p>	<p>The nature of SUN related activities observed suggests that impacts on beneficiaries can be expected. Developments at provincial levels, growth of nutrition funding overall and greater clarity on existing gaps are important developments in this respect.</p>

<p><b>S</b> <b>e</b> <b>n</b> <b>e</b> <b>g</b> <b>a</b> <b>l</b></p>	<p>SUN is supporting a policy (PRN) that has been enacted for a decade before Senegal became a member of the movement and which has been linked to a strong reduction in child malnutrition. If SUN is successful in further supporting this dynamic, it will have a traceable effect on the well-being of future generations.</p>
<p><b>T</b> <b>a</b> <b>n</b> <b>z</b> <b>a</b> <b>n</b> <b>i</b> <b>a</b></p>	<p>Tanzania faces many challenges before the medium and long term impacts of the SUN inputs can be noticeably recognized. However, there is a plausible link between the SUN inputs and future medium to long term impacts for intended beneficiaries.</p>
<p><b>EQ4 What accounts for these results (or lack of results)?</b></p>	
<p><b>B</b> <b>a</b> <b>n</b> <b>g</b> <b>l</b> <b>a</b> <b>d</b> <b>e</b> <b>s</b> <b>h</b></p>	<p><i>Role of the SUN Coordinator and SMS</i> There is an awareness of the SMS and the role it plays, which is understood to be related to the organization of periodic teleconferences and via communications. There was no evidence of direct intervention of the SUN Coordinator in or for SUN activities in Bangladesh.</p> <p><i>Quality of support from each of the networks, and synergy between the networks</i> The country network is considered a resource of information, ideas and experience (though subsequent utilization of these resources in and by government is less understood). Country network calls are considered too mechanical and report focused, with limited opportunity for consultation. Links between the global civil society network and the CSA are strong and productive, with the CSA expressing satisfaction about the support received. REACH is a driving force for the SUN Movement in Bangladesh, and there is strong collaboration between UN agencies and development partners. However, whether they derive (or need) support from the global networks is less clear. There is no global business network support or interaction, since the Bangladesh business network does not yet exist.</p> <p><i>Coordination with other nutrition actors and initiatives</i> SUN is not a coherent and purposeful entity in Bangladesh. The significant coordination among UN and development partner agencies in the nutrition field does not necessarily indicate that SUN has coordinated well with other agencies and initiatives. However, it implies that SUN is on roughly the same page as the other actors and that the existence and role of SUN add value in this regard.</p> <p><i>Usefulness of SUN M&amp;E system</i> The self-assessment process was considered significantly enhanced, but also revised, compared to 2013 (raising questions about the use of 2013 data as a baseline). The workshop provided opportunity for debate, although some participants felt it was too short and there was a request for the SMS to provide clear guidelines on scoring and the indicators to avoid ambiguity.</p>

<p><b>B</b> <b>u</b> <b>r</b> <b>k</b> <b>i</b> <b>n</b> <b>a</b> <b>F</b> <b>a</b> <b>s</b> <b>o</b></p>	<p><i>Role of the SUN Coordinator and SMS</i> Although interviewees were in general positive about the help received from SMS, this was more an appreciation of individual commitment and competence of SMS staff than about the strategy SUN has followed.</p> <p><i>Quality of support from each of the networks, and synergy between the networks</i> Given that the networks are not yet in place, support from the global SUN networks is not evident in Burkina Faso. On the UN side, UNICEF is very committed to SUN and has been active in advocacy as well as in technical and financial support.</p> <p><i>Coordination with other nutrition actors and initiatives</i> Some interviewees mentioned their confusion as to the relationship (or not) of SUN with other initiatives. The challenge is to find ways to enable the SUN in-country networks to take on/benefit from other initiatives/funding sources.</p> <p><i>Usefulness of SUN M&amp;E system</i> During the self-assessment workshop: many participants had not heard before about the “common results framework” or had heard about it but did not really understand what it meant.</p>
<p><b>E</b> <b>t</b> <b>h</b> <b>i</b> <b>o</b> <b>p</b> <b>i</b> <b>a</b></p>	<p><i>Role of the SUN Coordinator and SMS</i> The SUN Coordinator has been personally involved in interactions with Ethiopia, including through participation in some of the nutrition events that Ethiopia has hosted. The SMS has not been required to play a particularly proactive role in Ethiopia.</p> <p><i>Quality of support from each of the networks, and synergy between the networks</i> The donor network and UN agencies have worked closely together and shared the same forums, with DFID and UNICEF currently acting as co-convenors. REACH has been the most obvious form of direct support. UN agencies and other donors have clearly been influenced in a general way by their headquarters’ positive stance towards the SUN movement. The global Civil Society Network has been instrumental in encouraging the development of a national civil society nutrition platform. The SUN business network as such has not been active in Ethiopia.</p> <p><i>Coordination with other nutrition actors and initiatives</i> Many of the major nutrition initiatives besides SUN have engaged with Ethiopia (the G8 “new alliance” and the N4G process amongst them). Although different initiatives advocate for similar objectives, there is a lack of harmonisation amongst them. Within Ethiopia there are impressive efforts to use existing coordination forums to pursue nutrition-sensitive approaches.</p> <p><i>Usefulness of SUN M&amp;E system</i> Concerns about possibly onerous reporting influenced Ethiopia’s initial hesitancy about SUN, and Ethiopia did not participate in the self-assessment M&amp;E exercise.</p>
<p><b>G</b> <b>u</b> <b>a</b> <b>t</b> <b>e</b> <b>m</b> <b>a</b> <b>l</b> <b>a</b></p>	<p><i>Role of the SUN Coordinator and SMS</i> SESAN is led by a strong charismatic coordinator, who is the SUN Focal Point, and has high level access. SESAN’s capacity (helped by the additional resources it has received) and its role in facilitating and reporting to the Inter-Institutional Technical Council (CONASAN) has given it status that allows it to interact at high level with other sector ministries. SESAN has maintained a close connection with the SMS. The quality of support both at high level and at technical level by the SMS was repeatedly mentioned as very critical.</p> <p><i>Quality of support from each of the networks, and synergy between the networks</i> The strongest support has come from the donors and from the private sector network. The</p>

	<p>donor network has played a key but often backstage role that is linked to global mobilization around nutrition through linkages between country offices' and headquarters' and agencies' agendas. The private sector network's goal is to ensure that 13 essential and prioritized actions suggested by the SUN Movement are implemented effectively across Guatemala, highlighting how SUN has at least in part also influenced the private sector agenda. The private sector is engaged through direct links with SESAN, through its active participation in multi-stakeholder dialogue, its role in monitoring, and its specific actions at community level to improve nutrition. The civil society network is becoming stronger under SUN. Reporting to CONASAN has ensured that there is continuous engagement between the different networks. The joint monitoring, the self-assessment and the joint visits to local levels have been important to operationalise the agenda and draw attention to priorities, and this has allowed the networks to work in a more synergistic fashion.</p> <p><i>Coordination with other nutrition actors and initiatives</i> The essence of the SUN movement is better coordination, and its guidance has contributed to stronger coordination. There are no other major initiatives related to nutrition in the country at present.</p> <p><i>Usefulness of SUN M&amp;E system</i> This is a very important area where SUN has without doubt made an important contribution, although most stakeholders identified this with the work of SESAN and many external stakeholders appeared to be unaware of SUN's contribution in this area. The self-assessment is considered highly credible and useful. In addition to allowing for a strong assessment of processes, it also provides an important opportunity for stakeholders to come together and discuss progress.</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Indonesia</p>	<p><i>Role of the SUN Coordinator and SMS</i> The dynamism of the GOI and the SUN Focal Point have been in the foreground of SUN's progress in Indonesia to date, compounded by the strong links with the SUN Secretariat and support (and inspiration) from the SUN Coordinator. The Focal Point is actively engaged on the Lead Group.</p> <p><i>Quality of support from each of the networks, and synergy between the networks</i> Support from the global SUN networks is not very apparent in Indonesia. Given the embryonic condition of the country CSO and business networks, it is assumed that little global level network support has been provided as yet. Despite clear commitment amongst agencies, there is no evidence of significant engagement between global and country level UN and donor networks.</p> <p><i>Coordination with other nutrition actors and initiatives</i> It is not clear how closely SUN 'coordinated' with the major nutrition initiatives in Indonesia, but they are evidently well harmonised with SUN approaches. Whilst the assessment is not definitive, there is clear convergence in Indonesia on a more multisectoral, multi-stakeholder approach that embraces nutrition-sensitive as well as nutrition-specific issues. Coordination at the UN/donor partner level is apparent with EU funding channelled through UNICEF used to support Bappenas' nutrition work.</p> <p><i>Usefulness of SUN M&amp;E system</i> GOI reportedly intends to use SUN performance indicators for the M&amp;E of the new FNAP (Food and Nutrition Action Plan) from 2015. The self-assessment workshop was seen as a significant improvement on the questionnaire circulated in 2013, However, questions were raised over the utility of the workshop, and lack of clarity on whether it is a one-off event and regarding how the results will be used.</p>

<p><b>M o z a m b i q u e</b></p>	<p><i>Role of the SUN Coordinator and SMS</i> SETSAN is evolving as an effective coordinator. However, a lack of high level political support and being situated within one ministry (the Ministry of Agriculture) rather than in an inter-ministerial body) is limiting its ability to coordinate as effectively as it might.</p> <p><i>Quality of support from each of the networks, and synergy between the networks</i> The networks are working well together, due to common engagement with multi-stakeholder mechanisms such as the Nutrition Partners Forum, as well as the valuable facilitatory role played by UN REACH, and cooperation at local level between civil society and provincial nutrition focal points. Both the civil society and (emerging) business networks have received support from their global counterparts.</p> <p><i>Coordination with other nutrition actors and initiatives</i> SUN acts through SETSAN rather than directly with other institutions and programmes; so to the extent that SETSAN manages and coordination the Nutrition Action Plan working group, SUN is successfully coordinating with the different members and initiatives. However SETSAN’s coordination could be strengthened through more functional and collaborative set of activities instead of the current vertically organised activities. REACH has played an important complementary role, in providing hands-on technical and administrative support to the SETSAN, and through it, SUN.</p> <p><i>Usefulness of SUN M&amp;E system</i> All of those consulted underlined the importance of SUN for having strengthened the M&amp;E side of the implementation of the national nutrition plan. It was felt that the self-assessment exercise has allowed for a serious degree of reflection about how implementation of the plan is progressing, where more effort is needed, and what the constraints are.</p>
<p><b>S e n e g a l</b></p>	<p><i>Role of the SUN Coordinator and SMS</i> Critical role of the Focal Point. There is a disconnect between the Focal Point’s views and those of stakeholders, with some stakeholders emphasizing that policy should be moved forward and institutional reform towards a cross-sector approach enacted.</p> <p><i>Quality of support from each of the networks, and synergy between the networks</i> Ministries must have adequate understanding of nutrition issues in order to collaborate multi-sectorally and this understanding is not present.</p> <p><i>Coordination with other nutrition actors and initiatives</i> It has been agreed that a REACH mission will be invited to Senegal.</p> <p><i>Usefulness of SUN M&amp;E system</i> CSO network did not participate in the self-assessment. Request for periodic assessments of the implementation of SUN to reinforce accountability, suggesting that self-assessment cannot address all M&amp;E issues arising.</p>

<p><b>T a n z a n i a</b></p>	<p><i>Role of the SUN Coordinator and SMS</i>                  The country commitment has been catalysed by the leadership of the SUN Coordinator. Whilst the SMS processes – e.g. six-weekly phone calls and annual reporting – have contributed to country level monitoring, they have simultaneously detracted capacity from it by requiring specific reporting processes for global purposes. SUN materials prepared by the SMS have had influence on country level processes and outputs; materials shared through the SUN Network from other countries have also been influential (e.g. the costing and assignment of roles in Ethiopia’s nutrition plan).</p> <p><i>Quality of support from each of the networks, and synergy between the networks</i>                  Some support from global networks was evident at country level. However, the Tanzania nutrition structures find their own synergies at country level, although not perfectly modelled on SUN blueprint.</p> <p><i>Coordination with other nutrition actors and initiatives</i>                  Coordination with REACH, UN agencies and key donors is the most notable. Beyond this, the issue is less applicable as Tanzania is not considered to have any structures that are not SUN-related.</p> <p><i>Usefulness of SUN M&amp;E system</i>                  Self-assessment has been useful in Tanzania in terms of sustaining commitment to progress within nutrition issues. The timing does not fit with Tanzania’s own reporting cycle and it is therefore considered less useful. Assessing network groups is not considered to align well with how the nutrition landscape functions in practice in Tanzania and the assessment framework is considered generic, and therefore not entirely adaptable to the specific issues and the situation in Tanzania.</p>
<p>EQ4.3 Have the transaction costs of SUN been reasonable?</p>	
<p><b>B a n g l a d e s h</b></p>	<p>SUN has not expended major resources or incurred major transaction costs in Bangladesh. However, aside from initial expenditure on the first civil society network, the transaction costs of the CSA have been reasonable. REACH, along with other UN agencies and development partners, have expended more in-country resources on SUN than anticipated, implying that their transaction costs may have been unreasonable despite the benefits of increased coordination on their nutrition efforts.</p>
<p><b>B u r k i n a  F a s o</b></p>	<p>In Burkina Faso so far there have been limited transaction costs (e.g. for participation in the SUN country network) but results have also been limited.</p>

<b>E t h i o P i a</b>	Transaction costs have been quite small; the Government has generally opted for the reinforcement of existing bodies, and has not developed the full set of in-country networks advocated by SUN (donor and UN partners coordinate jointly and there is effectively no business network). Nutrition-sensitive approaches are being propagated using existing coordination mechanisms. The Government has resisted the transaction costs of taking on additional reporting requirements.
<b>G u a t e m a l a</b>	Membership of the SUN Movement has not entailed costs for the country; there was no indication in any of the interviews or other analysis that being part of the SUN Movement has brought undue transaction costs. Stakeholders mentioned rather the important benefits of being part of the movement which have contributed to greater efficiency in moving the nutrition agenda forward. The transaction costs therefore appear to be not just reasonable but negligible.
<b>I n d o n e s i a</b>	It appears that an impressive amount of national level mobilization has been achieved for relatively little central outlay. However, EU-funded support provided to Bappenas through UNICEF has cushioned considerations of transaction costs.
<b>M o z a m b i q u e</b>	Overall, the ‘transaction costs’ of SUN within Mozambique appear to be negligible because putting it into effect in-country has been essentially an exercise in aligning it to existing processes.
<b>S e n g a l</b>	Transaction costs have been reasonable. Conference calls are not very expensive, there has been no permanent field presences and staff time/financial resources devoted to Senegal have been limited. Senegalese academics consider there has not been enough scientific follow-up of PRN so as to draw lessons and correct during implementation. This was mainly from a nutritional perspective, but from an economic perspective, SUN does not seem to have the capacity or means to look into nutrition-specific and nutrition-intensive interventions in any depth.
<b>T a n z a n i a</b>	The evidence indicates that there have been both positive and negative cost factors in Tanzania, with the balance being that transaction costs are reasonable against the results observed. No structures were duplicated, making the transaction costs modest, but there is also a level of non-integration of SUN-specific reporting requirements to Tanzania’s own country processes. Overall, given the results, the transaction costs seem justified.

EQ4.4 Has SUN's advocacy for nutrition solutions taken enough account of efficiency considerations? (e.g. in the balance between nutrition-specific and nutrition-sensitive options)	
<b>B a n g l a d e s h</b>	The mission has obtained no evidence of any systematic analysis of efficiency considerations in SUN's advocacy for nutrition solutions in Bangladesh.
<b>B u r k i n a  F a s o</b>	SUN's engagement in Burkina Faso has not yet reached the stage of detailed consideration of choices between nutrition-sensitive and nutrition-specific interventions.
<b>E t h i o p i a</b>	There is an appetite for more practical advice on what works, especially in the nutrition-sensitive domain; SUN's advocacy has not involved very technical efficiency considerations around the choice of interventions..
<b>G u a t e m a l a</b>	Quite a large number of interviewees across stakeholder groups were of the opinion that the nutrition response in Guatemala is somewhat slanted towards the more nutrition specific interventions. This is in part – and this was stressed by the interviewees – a reflection of the priority agenda as reflected in the Action Plan for Hambre Zero. Most of the 10 priority actions for preventing acute malnutrition are nutrition-specific and are the direct responsibility of the MoH. It is only in the second part of the agenda – addressing seasonal hunger and reducing mortality through chronic malnutrition that the multisectoral and more nutrition-sensitive agenda has a larger space.
<b>I n d o n e s i a</b>	Indonesia's performance in setting up the 1,000 HPK is generally a strong advertisement for the concept and strategy of the SUN Movement. Efficiency is taken into account in some technical areas – for example, in assessing the cost-effectiveness of food fortification, but no data are available to offer an empirical view on the efficiency of the global SUN Movement in Indonesia. There is no evidence so far of operational efficiency considerations being taken into account in the design of approaches for scaling up nutrition through the decentralized system at district level.

<p><b>M o z a m b i q u e</b></p>	<p>The national Nutrition Action Plan is a well-balanced plan with a clear vision of the need for interventions with immediate, medium and long-term impacts, that address both symptoms (nutrition-specific) and longer-term causes of chronic malnutrition (nutrition sensitive). The SUN in Mozambique has aligned itself with the Nutrition Action Plan and as such its support has been efficient in the sense that it has sought to strengthen on-going efforts within the member country, minimizing the real costs of SUN on the ground. Furthermore, if the SUN succeeds in improving real coordination and integrated implementation of different stakeholder nutrition activities (which it appears to be moving towards), it will prevent parallel or overlapping activities, and promote a multiplier effect where overall outcomes are greater than those possible from individual stakeholder.</p>
<p><b>S e n e g a l</b></p>	<p>From an economic perspective, SUN does not have the capacity to look into the various nutrition-specific and nutrition-sensitive interventions in any depth. Given the low level of input of the SUN movement in Senegal, the movement’s focus on efficiency in nutrition-specific and nutrition-sensitive options was not high.</p>
<p><b>T a n z a n i a</b></p>	<p>Local actors understand the need to balance their options, but are unclear of what would count as nutrition-sensitive, so the balance is not possible. There is a sense that the balance has not been achieved and further research is required. A PER found that more resources were being spent on less nutrition-efficient activities than more nutrition-efficient activities, but the categorization of these activities is unclear. Undertaking the PER itself – which is linked to SUN – has led to more explicit consideration of more and less efficient interventions for nutrition.</p>
<p><b>EQ4.8 What contextual factors (anticipated or unanticipated) have positively or negatively affected the achievement of SUN objectives?</b></p>	
<p><b>B a n g l a d e s h</b></p>	<p>There is unlikely to be substantive movement on nutrition, unless and until political momentum from the highest levels of government in Bangladesh is behind the issue. Despite the vigour and resources of Bangladesh civil society, there are limits to what it can achieve without government leadership. SUN has made only modest progress in Bangladesh for predictable political, institutional and social reasons. In the highly complex and politicized Bangladesh context, three years is a short time to expect significant change.</p>
<p><b>B u r k i n a  F a s o</b></p>	<p>Policies and coordination mechanisms were already in place before Burkina Faso joined SUN. SUN’s influence on updating policies and reviewing coordination mechanisms has been marginal. Additionally, stakeholders and the focal point in particular have found the SUN resources difficult to access, and limited understanding of the Movement has meant that existing policies have not been built on with the aid of SUN.</p>

<b>E t h i o p i a</b>	SUN was not a prime mover in Ethiopia’s progress because Ethiopia was moving anyway. Significant factors in raising the profile of nutrition included the availability and use of evidence such as the DHS surveys. Ethiopia has demonstrated an ability to take interventions to scale once they have government support (the upscaling of CMAM is a celebrated example) and makes good use of village-level workers (health extension workers, development agents and the “development army”). On the other hand, the scale of the country is a challenge, with the need to roll out interventions and systems to regional and district levels within a decentralised federal system.
<b>G u a t e m a l a</b>	SUN arrived in Guatemala at the right time with a positive context for providing support. Some efforts were ongoing around nutrition, and there was progress in a few areas. Political will has strengthened during the time of SUN’s involvement. However, there was insufficient understanding of the topic, and no clarity on strategic priorities. SUN’s contribution in this respect was in helping the country to have a vision of nutritional food security, in providing a road map for helping to move the nutrition agenda forward, and in highlighting the importance of collective actions.
<b>I n d o n e s i a</b>	Given the decentralised system of government, there is a glass floor through which it is difficult to push any kind of administrative or development innovation from central to local government. Indonesia is one of several examples in the SUN experience of the significance of charismatic leadership being a core factor of success or otherwise. The concepts and approach of the SUN Movement have gone a long way in the country. Driving factors for the achievements made have been Bappenas, the national planning agency, and the competent and enthusiastic leadership of the country Focal Point (also a member of the SUN Lead Group). Even more than in other SUN countries, the issue for Indonesia is how to move from national level mobilisation to local level action.
<b>M o z a m b i q u e</b>	SUN was very closely aligned with the existing national nutrition plan and related processes already in place in Mozambique, and such was able to align its efforts with ongoing processes in an efficient way, filling only those gaps as is required (e.g. around civil society engagement and M&E).
<b>S e n e g a l</b>	Senegal had policies in place before it joined the SUN movement, and this seems to be a big factor in regard to the extent to which SUN objectives have been achieved. The previously existing policy means that SUN objectives are closer to being reached in Senegal, but not necessarily due to the movement itself.
<b>T a n z a n i a</b>	Positive SUN-related factors accounting for the results include: high level commitment and leadership in Tanzania on nutrition; the raised profile of nutrition; vertical pressure from donors, UN agencies and international NGOs to prioritize nutrition; learning between countries; technical support and funding for SUN-aligned activities, e.g. by REACH, UNICEF, Irish Aid, USAID; and high national human resources for nutrition. Limited or slower results and implementation can be accounted for by: capacity gaps; the challenges of fiscal and political decentralization; and the hierarchical and bureaucratic nature of the Tanzanian government.

**EQ 5 How sustainable is the SUN movement in the case study country?**

<p><b>B a n g l a d e s h</b></p>	<p><i>How sustainable are the institutional changes that SUN is promoting?</i> It is not clear that SUN is promoting any institutional changes in Bangladesh, with the CSA and UN/development partner network changes being organizational (and their sustainability dependent on funding, need, the political environment, personalities and nutrition remaining a priority concern). However, the foundation for such sustainability is committed pressure from the top of government over the medium to long term and that foundation does not yet exist.</p> <p><i>How sustainable are the changes in nutrition outcomes towards which SUN is contributing?</i> It is premature to ask this question in Bangladesh, as in recent years neither SUN nor anyone else has achieved changes in the key national stunting indicators. Positive nutrition outcomes must first be achieved, before their sustainability can be assessed.</p>
<p><b>B u r k i n a  F a s o</b></p>	<p><i>How sustainable are the institutional changes that SUN is promoting?</i> The changes in nutrition governance that SUN is promoting are not yet well enough established to be considered sustainable.</p> <p><i>How sustainable are the changes in nutrition outcomes towards which SUN is contributing?</i> There are not yet identifiable changes in nutrition outcomes that can be associated with SUN.</p>
<p><b>E t h i o p i a</b></p>	<p><i>How sustainable are the institutional changes that SUN is promoting?</i> The sustainability of improvements in nutrition governance will depend on their becoming embedded in regional and district, as well as federal, institutions.</p> <p><i>How sustainable are the changes in nutrition outcomes towards which SUN is contributing?</i> As the NNP recognizes, this turns largely on whether nutrition strategies can successfully address underlying causes and the intergenerational cycles of malnutrition.</p>
<p><b>G u a t e m a l a</b></p>	<p><i>How sustainable are the institutional changes that SUN is promoting?</i> There are credible indications that the Movement is moving towards becoming sustainable in the medium term. It would be unrealistic that this can be achieved in just three years. The self-assessment of the Movement and the additional evidence collected by the evaluation highlight that much has been achieved in all four areas of the foreseen process towards sustainability. The process of ‘scaling up’ has been rolled out, and this is an important aspect of sustainability.</p> <p><i>How sustainable are the changes in nutrition outcomes towards which SUN is contributing?</i> There is at present strong political commitment to the nutrition agenda, and close monitoring of progress. The strong pressure from the various stakeholder groups, including groups which are not part of the traditional SUN model augurs well for sustainability. It would be difficult for a future government to completely ignore this agenda. Key factors for future sustainability are continued political support at the highest level beyond the tenure of the current president, and the addressing in a comprehensive manner, and over a good period of time, of the need to strengthen service delivery in health and related areas, in particular in the areas of the country most affected by chronic and acute malnutrition. The need for a long-term response to nutrition challenges was brought up by many interviewees, as was a concern that the short-</p>

	<p>term focus of donors could be detrimental to achieving results. Additionally, real threats from climate change make it increasingly difficult to see whether progress is being made in nutrition efforts because of the negative effects of irregular weather patterns.</p>
<p><b>I n d o n e s i a</b></p>	<p><i>How sustainable are the institutional changes that SUN is promoting?</i> The sustainability of the changes promoted by the SUN Movement in Indonesia is not assured, given that civil society and business have not yet been adequately engaged and there is (as yet) no strategy for moving from mobilization to action at local level. Securing domestic funding of 1,000 HPK and its coordination from 2015 (following the end of EU-funded UNICEF support) is vital. The long-term sustainability of the institutional changes that SUN is promoting will require an effective link from national level mobilization to district level action.</p> <p><i>How sustainable are the changes in nutrition outcomes towards which SUN is contributing?</i> It is too soon to identify changes in nutrition outcomes to which SUN is contributing in Indonesia; questions about this kind of sustainability are therefore premature.</p>
<p><b>M o z a m b i q u e</b></p>	<p><i>How sustainable are the institutional changes that SUN is promoting?</i> SUN in Mozambique has certainly achieved the steps of the foreseen process towards sustainability, by enhancing and reinforcing a commitment to work together in pursuit of common objectives. This process is not yet secure however, as there are budgetary deficiencies with some key elements in the Nutrition Action Plan unfunded, and currently a lack of political commitment to address malnutrition. Furthermore, whilst the plan is adopting a multisectoral approach, it is not yet clear if nutritional impact is adequately integrated in to the thinking and strategic planning of key line ministries that can address the underlying causes of chronic malnutrition.</p> <p><i>How sustainable are the changes in nutrition outcomes towards which SUN is contributing?</i> This is essentially a question of long term changes in the underlying causes of the present high level of chronic malnutrition. At the level of immediate needs – to treat and alleviate those who are suffering from chronic malnutrition today – the Ministry of Health and programmes like Food Fortification and School Meals are likely to remain in place. Provided these receive the financial support that is needed, either via government or donor funding channels, there is no doubt that they will contribute to changes in nutrition outcomes.</p>
<p><b>S e n e g a l</b></p>	<p><i>How sustainable are the institutional changes that SUN is promoting? How sustainable are the changes in nutrition outcomes towards which SUN is contributing?</i> Senegal has experimented with a novel approach to malnutrition since the turn of the century and has created institutional changes without the input of the SUN movement, which have been credited with improving nutrition. Moreover, the theory of change of the SUN movement, leading to better nutritional outcomes, is a temporary construction situated at output level. More important than institutional change will be a network of nutritional specialists in government, civil society and academia. However, it is reasonable to hope that SUN can contribute to improvements in nutrition outcomes sustainably.</p>
<p><b>T a n z a n i a</b></p>	<p><i>How sustainable are the institutional changes that SUN is promoting? How sustainable are the changes in nutrition outcomes towards which SUN is contributing?</i> Whilst nutrition coordination institutions and additional human resources for nutrition appear to be institutionalized, and could contribute to sustainability, there is reason to be cautious. Commitment to nutrition is a high priority amongst political leadership and while there has been significant progress in embedding it across government, gaps remain, particularly at local level. Tanzania faces financial issues in maintaining programmatic costs, and the capacity for</p>

coordination is still not at levels to ensure sustainability. It is also important to consider that the upcoming elections in 2015 could affect political support for nutrition in Tanzania and affect the momentum so far towards achieving the SUN Movement objectives. With this caveat, SUN is contributing towards improvements in nutritional outcomes which should be sustainable.

## **Annex Q Matrix of Findings, Conclusions and Recommendations**

1. Table Q1 provides a mapping of the ICE’s main findings, conclusions and recommendations, providing links to the relevant reference points in the main body of the report. It is an aid to accountability and transparency, setting out the pathways from findings, to conclusions, to recommendations, that the ICE has followed.

**Table Q1 Findings, Conclusions and Recommendations**

Findings	Conclusions	Recommendations
<b>Has SUN addressed the right issues?</b> (section 3.1; EQ1)		
<ul style="list-style-type: none"> <li>SUN scores well against all the main criteria of relevance, with only minor qualifications. Its advocacy was consistent with the most recent evidence on the drivers of malnutrition (hence the attention to the nutrition-sensitive dimension). Stunting had previously been neglected but SUN drew on compelling evidence of its enormous personal, social and economic costs. Addressing undernutrition was relevant to the global targets of the MDGs and WHA. (¶3.3)</li> <li>SUN's efforts to galvanise international action on nutrition addressed a widely acknowledged deficiency. (¶3.3)</li> <li>The ICE did encounter two significant caveats on the way SUN has framed the issues to be addressed, in relation to women's empowerment and the double burden of malnutrition. (¶3.5)</li> </ul>	<ul style="list-style-type: none"> <li>SUN has important strengths to build on, including its relevance and the goodwill it has accumulated. (Conclusion 3)</li> <li>SUN was relevant in: highlighting the need to address undernutrition and reduce stunting; drawing attention to the importance of the 1,000 day window for action on maternal and child nutrition; in advocating multi-sector and multi-stakeholder approaches; noting that such approaches must include both nutrition-specific and nutrition-sensitive components; in insisting that nutrition plans must be country-led; and in including women's empowerment as an essential element of progress.. (¶7.8)</li> <li>SUN's aspirations for ensuring a systematic focus on gender empowerment have not yet been moved from global-level rhetoric into country-level practice (¶7.4)</li> </ul>	<ul style="list-style-type: none"> <li>SUN's primary focus should continue to be on undernutrition and the elimination of stunting. However, there should be more acknowledgement that good nutrition plans will need to address all forms of malnutrition, including the double burden. (Recommendation 3)</li> </ul>
<b>Has SUN followed a clear and consistent strategy?</b> (section 3.2; EQ2)		
<ul style="list-style-type: none"> <li>ICE found that there was generally a common understanding of the strategy amongst the stakeholders most directly involved in implementing it, including those active in the global networks. At country level, aspects of the strategy were not necessarily so well understood (¶3.7)</li> <li>There has also been some confusion about the specification of the "high quality plan" and the "common results framework". (¶3.8)</li> <li>In some quarters SUN is perceived as intruding on the responsibilities of UN normative agencies and</li> </ul>	<ul style="list-style-type: none"> <li>SUN has a reasonably clear vision of how it wants to achieve change (although SUN's approach is not necessarily well understood everywhere). (¶7.14)</li> <li>The language of a "movement" has been valuable in protecting the principles of inclusivity and country-driven approach. However, while it is right to respect countries' own determination of priorities, SUN has not been sufficiently specific about the criteria costed plans and CRFs must fulfil if they are to be useful instruments of accountability at country level – where the challenge is to hold all stakeholders, not</li> </ul>	<ul style="list-style-type: none"> <li>SUN should be continued and strengthened, building as far as possible on the existing framework. (Recommendation 1)</li> <li>The necessary re-design and strengthening of SUN should be reflected in a new strategy document to be prepared during the first half of 2015. (Recommendation 2)</li> </ul>

Findings	Conclusions	Recommendations
<p>forums, and/or as giving too much influence to the corporate private sector. (¶3.9)</p> <ul style="list-style-type: none"> <li>SUN's self-description as a country-driven movement is metaphorical. (¶3.10)</li> </ul>	<p>just the government, accountable for their commitments towards tackling undernutrition). (¶7.13)</p>	
<p><b>The quality of SUN's design</b> (section 3.3, EQ4)</p>		
<ul style="list-style-type: none"> <li>Previous rounds of nutrition planning, including NPANs that came out of ICN 1, failed to acknowledge the political economy realities of many of the countries in which they had been developed, many of which lacked high-level political support to nutrition, and offered little guidance in terms of prioritisation of activities, and designation of responsibilities. (¶3.15)</li> <li>Political economy issues associated with nutrition include the difficulty in organising a political constituency of malnourished; the cross-sectoral nature of nutrition and the resistance to cooperation bureaucratically engrained in agencies. Nutrition champions are found to be key to success. (¶3.16)</li> <li>SUN is departing from these previous efforts by requiring political support as a pre-requisite and being less prescriptive about the form of multi-sectorality that is required. (¶3.17)</li> <li>ICE did not uncover any fatal conceptual weaknesses in SUN's theory of change. (¶3.18)</li> <li>But it did identify some weaknesses and bottlenecks, including: the effectiveness of the LG, slow implementation of the networks, drive for inclusiveness at the expense of effectiveness, poor quality plans and CRFs, and substantial weaknesses in M&amp;E systems. (¶3.19)</li> </ul>	<ul style="list-style-type: none"> <li>SUN has weaknesses in its current design including being insufficiently prescriptive in ensuring/monitoring the quality of country plans/CRFs. More explicit reflection on the lessons of previous episodes of multi-sector planning would be useful. (¶7.11)</li> <li>SUN's M&amp;E framework is insufficiently rigorous and too subjective; it is therefore not reliable as a guide to individual country progress over time, nor for comparing progress across different countries. (¶7.11)</li> <li>SUN also has weaknesses in implementation, including the time taken for support networks to put their own systems of governance in place and establish their ways of working; the inability of the LG to hold the networks and SMS to account; and the absence of quality standards for costed plans. (¶7.14)</li> </ul>	<ul style="list-style-type: none"> <li>The re-design of SUN should address the weaknesses identified in this report, and in particular those highlighted in Conclusion 4 and Conclusion 5. (Recommendation 2)</li> </ul>

Findings	Conclusions	Recommendations
<b>How well has SUN addressed gender and women's empowerment?</b> (section 3.4; EQ1.3; EQ2.3)		
<ul style="list-style-type: none"> <li>• There is widespread agreement amongst stakeholders that gender is central to what SUN is trying to achieve; the 1,000 day focus intrinsically prioritises women. (¶3.20, 3.25)</li> <li>• The Revised Road Map and updated strategy reflect a greater emphasis on women's empowerment compared to earlier documents. (¶3.21)</li> <li>• However whilst gender is routinely referred to in SUN's global messaging and strategies, this isn't yet translating into prioritisation of action on gender in countries. (¶3.24)</li> <li>• It was not possible identify a greater focus on gender in nutrition which could be attributed to SUN in any of the country case studies. In a number of the countries the central role of gender in nutrition was already widely acknowledged, and SUN had not contributed to nor detracted from that (namely Bangladesh, Ethiopia, Indonesia, Tanzania). In Senegal, SUN was pushing the messages of gender and equity in relation to nutrition; in Guatemala SUN was found to be paying insufficient attention to gender equality. (¶3.24)</li> <li>• Even where there was a greater emphasis on gender in policy documentation and frameworks, there was no evidence that this was translating into systematic change in how nutrition interventions were being implemented. (¶3.24)</li> <li>• Directives on gender tend to weaken the further along the implementation chain you progress, so are not always reflected in activities of local administrations and technical agencies. (¶3.24)</li> </ul>	<ul style="list-style-type: none"> <li>• SUN was relevant in drawing attention to the importance of the 1,000 day window for action on maternal and child nutrition and in including women's empowerment as an essential element of progress. (¶7.8)</li> <li>• SUN's aspirations for ensuring a systematic focus on gender empowerment have not yet been moved from global-level rhetoric into country-level practice. (¶7.4)</li> </ul>	<ul style="list-style-type: none"> <li>• The revised SUN strategy should encompass practical ways to strengthen the focus on equity and the participation of disempowered and marginalised groups in scaling up nutrition. This includes gender and women's empowerment. (Recommendation 4)</li> <li>• The movement needs to identify ways of sharing experiences of stakeholders in the movement that have successfully ensured that gender determinants of undernutrition have been addressed across sectors and beyond those traditionally associated with women's reproductive and traditional roles (e.g. the learning routes format could be adopted for this). (¶9.12)</li> <li>• Gender and equity should be reflected in the quality criteria for assessing costed plans and CRFs, and must also be given stronger prominence in the M&amp;E framework. (¶9.12)</li> </ul>

Findings	Conclusions	Recommendations
<ul style="list-style-type: none"> <li>• The LG were systematically referring to and reemphasising the importance of gender considerations in its directives, but stakeholder expressed doubts as to whether this was translating into concerted action on the ground. (¶3.25)</li> <li>• Most of the e-survey respondents felt SUN has been marginally inactive in promoting a discussion of gender issues related to nutrition, with exception of government stakeholders, who considered it to be fairly active. (¶3.27)</li> <li>• Areas stakeholders felt the movement could focus more on include adopting a female empowerment approach that recognises women’s role in food production, and emphasising the role of men and boys as gender champions. (¶3.28)</li> <li>• There is no systematic mapping of activities related to gender in SUN’s annual reports. (¶3.29)</li> <li>• In SUN’s M&amp;E framework, attention to gender is largely limited to the assessment of policies and legislation that empower women. It receives some more attention in the monitoring of civil society alliances. (¶3.30)</li> </ul>		
<p><b>Pathways to impact</b> (section 4.2; EQ3.3; EQ 3.4)</p>		
<ul style="list-style-type: none"> <li>• In a number of the case study countries where significant progress in tackling nutrition was found to be under way, it appeared likely that this would continue and eventually generate impact (e.g. Guatemala, Mozambique and Tanzania). This was true even in cases where SUN’s contribution to progress has been less clear (e.g. Senegal and Ethiopia). (¶4.5)</li> <li>• In some of the country case studies, where the general progress in nutrition had been more limited,</li> </ul>	<ul style="list-style-type: none"> <li>• Concerning its strategic objectives 1 and 2: SUN has been successful at the level of advocacy and mobilisation but there is only limited evidence that this is leading further towards scaling up nutrition at country level. (Conclusion 1)</li> <li>• There is good evidence that the changes in nutrition policy and programmes that SUN is advocating are feasible and can have lasting benefits for affected populations, and also that the changes in nutrition governance that SUN promotes can leverage</li> </ul>	<ul style="list-style-type: none"> <li>• SUN should be continued and strengthened, building as far as possible on the existing framework. (Recommendation 1)</li> </ul>

Findings	Conclusions	Recommendations
<p>or the roll out of initiatives to local level had been particularly slow, it was felt to be too soon to examine the links to long-term impacts (e.g. Bangladesh and Indonesia). (¶4.5)</p> <ul style="list-style-type: none"> <li>• The GNR presents evidence showing that many countries are making good progress in improving nutrition outcomes, even if overall the world is not on track to meet any of the six WHA nutrition targets. The Indian state of Maharashtra, Bangladesh, and Brazil are presented as examples of rapid progress on impact. (¶4.6)</li> <li>• There is substantial evidence that an enabling political environment can be an important factor in reducing the prevalence of undernutrition. (¶4.7)</li> <li>• As SUN acknowledges, there is still much to be learned on what combinations of factors are most effective in achieving progress. (¶4.8)</li> </ul>	<p>appropriate changes in policy and programmes. At the same time, bringing about such changes is not easy, and SUN has made only limited progress so far. (¶7.18)</p> <ul style="list-style-type: none"> <li>• The ICE concludes that SUN has been very successful in advocacy and mobilisation but that this will not be translated into demonstrable and widespread results unless the weaknesses the ICE has identified are seriously and urgently addressed. (¶7.19)</li> </ul>	
<p><b>Changing attitudes, procedures and policies</b> (section 4.4; EQ3.1; EQ3.2a)</p>		
<ul style="list-style-type: none"> <li>• SUN is regarded as a major influence in putting and keeping undernutrition on the international agenda (¶4.19-4.21). The effects of SUN's advocacy can be seen in the growth of the number of SUN countries. (¶4.23)</li> <li>• There were significant variations in the extent to which the MSPs advocated by SUN were in place and functioning, and in the extent to which any changes in policies and procedures could be attributed to the influence of the SUN movement. In some cases, progress was already under way and SUN's advocacy at best reinforced existing processes, in others there was a more direct galvanizing influence. (¶4.27)</li> <li>• Evidence of SUN having contributed to a stronger nutrition policy environment was only found in</li> </ul>	<ul style="list-style-type: none"> <li>• Concerning its strategic objectives 1 and 2: SUN has been successful at the level of advocacy and mobilisation but there is only limited evidence that this is leading further towards scaling up nutrition at country level. (Conclusion 1)</li> <li>• SUN's advocacy has been very influential in keeping nutrition on the international agenda, and in encouraging and reinforcing country-level efforts to address undernutrition. SUN's influence is reflected, among other things, in the rapid growth in country affiliations to SUN. (¶7.2)</li> <li>• Forms of multi-stakeholder collaboration are being promoted, but it is less clear whether greater political support and enhanced analysis are leading further along the path towards scaling up nutrition in</li> </ul>	<ul style="list-style-type: none"> <li>• SUN's primary focus should continue to be on undernutrition and the elimination of stunting. (Recommendation 3)</li> <li>• The necessary re-design and strengthening of SUN should be reflected in a new strategy document to be prepared during the first half of 2015. (Recommendation 2)</li> </ul>

Findings	Conclusions	Recommendations
<p>Guatemala, Indonesia, and Mozambique. The only CCS where there was evidence of SUN having made a contribution to the <i>prioritisation</i> of nutrition activities were Mozambique and Tanzania. (¶4.28)</p> <ul style="list-style-type: none"> <li>• SUN movement is perceived to have been fairly successful in achieving broader engagement from most of the stakeholder groups. (¶4.29)</li> <li>• Country representatives at the 2014 Global Gathering, stressed the role of international pressure of the SUN movement in maintaining country focus on undernutrition and keeping governments accountable for performance. (¶4.30)</li> </ul>	<p>practice. (¶7.3)</p> <ul style="list-style-type: none"> <li>• In addition, SUN’s aspirations for ensuring a systematic focus on gender empowerment have not yet been moved from global-level rhetoric into country-level practice. (¶7.4)</li> <li>• The ICE concludes that SUN has been very successful in advocacy and mobilisation but that this will not be translated into demonstrable and widespread results unless the weaknesses the ICE has identified are seriously and urgently addressed. (¶7.18)</li> </ul>	
<p><b>Alignment around costed plans and CRFs</b> (section 4.5; EQ 3.2b; EQ 3.2c)</p>		
<ul style="list-style-type: none"> <li>• Concepts around aligning actions around the intended country plans and results frameworks evolved between 2012 and 2014, creating some confusion amongst stakeholder. (¶4.34-4.35 Box 4)</li> <li>• The case studies revealed significant variety in how criteria around plans and CRFs in the M&amp;E framework are interpreted by countries. (¶4.39)</li> <li>• Interviewees respondents questioned the quality and functionality of the plans, as instruments that truly direct funding and action for nutrition. (¶4.37)</li> <li>• The CCS raise questions both about the degree of progress countries have made and about the reliability of SUN's progress reporting (¶4.38 and Table 4). The criteria as set out in the M&amp;E framework tend to conflate the existence of a common plan with a common results framework, and reflect the implementation of standing government plans or policies for nutrition, rather than a common SUN-like results framework amongst</li> </ul>	<ul style="list-style-type: none"> <li>• Concerning strategic objective 3, progress towards SUN's multiple stakeholders aligning their actions with high quality costed plans and common results frameworks is limited. (Conclusion 2)</li> <li>• Few countries have a results framework and associated plan that reflect the criteria set out by SUN – i.e. that the framework and plan are an effective instrument to align the actions of all stakeholders towards achieving objectives at scale. With few plans and related instruments yet developed to the intended level, SUN is not yet able to move the focus in many countries from alignment and planning to the achievement of outcomes. (¶7.5)</li> <li>• SUN has some weaknesses in design, including being insufficiently prescriptive in ensuring/monitoring the quality of country plans/CRFs. (¶7.11)</li> <li>• SUN's M&amp;E framework is insufficiently rigorous and too subjective; it is therefore not reliable as a guide to individual country progress over time, nor for</li> </ul>	<ul style="list-style-type: none"> <li>• A revised strategy must, inter alia, focus on strengthening accountability across the movement, globally and at country level, with all stakeholders making, and being held accountable for monitorable undertakings in support of country-led plans for scaling up nutrition. (Recommendation 5)</li> <li>• To achieve this, SUN must develop clearer guidance on what is meant by CRFs and national nutrition plans, the relationship between these concepts, the sequencing of actions to establish them in practice, the underlying processes to get there, and what is meant by costing. In keeping with the SUN movement approach of building on what is already in place in countries, this guidance should be appropriately nuanced and flexible. (¶9.15)</li> <li>• Relatedly, SUN must develop a system of credible independent assessment of the quality of plans and CRFs, in a manner that takes account of the responsibilities of all stakeholders, not just the government, and does not compromise the principle</li> </ul>

Findings	Conclusions	Recommendations
<p>all stakeholders. (¶4.39)</p> <ul style="list-style-type: none"> <li>Progress towards the alignment of actions around a nutrition policy-anchored common results framework varied in case study countries, as did SUN’s contribution to it. A key factor in strong and medium progress was political commitment and high-level placement of country focal points and multi-stakeholder platforms. Common factors in low results were sector-specific placement, sector competition for the nutrition space and low central political commitment. In decentralised countries, linking local governments’ responsibilities, plans and actions to the CRF was also found to be crucial. (¶4.41)</li> <li>The MQSUN review similarly found weaknesses in the plans; which were not comprehensive, did not cost all the stakeholders in countries (rather, they tend to reflect who coordinated or led the process), and were largely not policy-driven strategic plans but rather amalgamations of what actors already do. (Box 5)</li> <li>At the same time, there is evidence that the process of plan preparation itself has value in bringing people together to analyse problems and plan solutions. (¶4.43)</li> <li>See also Annex M.</li> </ul>	<p>comparing progress of different countries. (¶7.11)</p> <ul style="list-style-type: none"> <li>SUN has not followed through with establishing quality standards for costed plans and it has only recently specified CRFs in a way that is consistent with country-level accountability for all stakeholders. (¶7.15)</li> </ul>	<p>of country ownership; and plans and CRFs at country level must be used to help ensure that development partners and CSOs are applying aid effectiveness principles by really lining up behind government plans for scaling up, as opposed to continuing independent programmes that have similar objectives. (¶9.16)</p> <ul style="list-style-type: none"> <li>The quality criteria for assessing costed plans and CRFs must reflect gender and equity concerns (¶9.12)</li> </ul>
<p><b>Increasing resources to support aligned approaches</b> (section 4.6; EQ3.3c)</p>		
<ul style="list-style-type: none"> <li>SUN has devoted considerable efforts to tracking, working both on the tracking of donor commitments and expenditures and on the analysis of nutrition spending in government budgets. (¶4.46)</li> <li>SUN has advocated for the creation of budget lines for nutrition which may be relevant in identifying</li> </ul>	<ul style="list-style-type: none"> <li>Concerning strategic objective 4: progress in mobilising and scaling up resources for nutrition is very limited. (Conclusion 2)</li> <li>SUN, in association with the N4G event, has made significant global efforts in seeking financial commitments, and some SUN countries have</li> </ul>	<ul style="list-style-type: none"> <li>The revised strategy must, inter alia, reflect existing aid effectiveness principles, and focus on strengthening accountability across the movement, globally and at country level, with all stakeholders making, and being held accountable for monitorable undertakings in support of country-led plans for</li> </ul>

Findings	Conclusions	Recommendations
<p>and protecting nutrition-specific expenditures, but is not easily applicable to nutrition-sensitive expenditures. (¶4.48)</p> <ul style="list-style-type: none"> <li>• ICE case studies confirm the SMS assessment that few countries can currently track financial commitments to nutrition. Guatemala is an exception. In countries where there has been medium progress, SUN's contribution to this was minimal or they were one off exercises. (¶4.50)</li> <li>• There is a relationship between the strength and positioning of multi-stakeholder platforms and commitment to, and the strength of and buy-in to single, common results frameworks and progress. (¶4.51)</li> <li>• Precise quantitative information on scale-up is largely lacking at the country-level (of the ICE case studies, it was only available in Tanzania). (¶4.52)</li> <li>• No CCS countries have seen high results in terms of scaling up resources. Some reported modest increase, but in only two countries – Tanzania and Guatemala, is it possible to argue that SUN has made a strong contribution to achieving the increase. In others, scale-up pre-dated SUN or related to other factors. (¶4.53)</li> <li>• 15 SUN countries committed to increasing their domestic resources for nutrition at the 2013 N4G event. The 2014 Global Nutrition Report found that only three of these countries were on course to do so: Bangladesh, Ethiopia and Senegal. ICE CCS findings confirmed two of these countries' progress (Ethiopia and Senegal), but could not significantly attribute it to SUN. (¶4.54)</li> <li>• The donor resource monitoring exercise undertaken in 2014 provided some positive indications of scale-up of resource commitments and disbursements.</li> </ul>	<p>achieved moderate increases in nutrition funding, but, as SUN's own monitoring indicates, overall progress has been very limited. At global level, ICE findings are corroborated by the limited evidence of scaling up resources that is reported by the GNR. (¶7.6)</p>	<p>scaling up nutrition. (Recommendation 5)</p> <ul style="list-style-type: none"> <li>• Plans and CRFs at country level must be used to help ensure that development partners and CSOs are applying aid effectiveness principles by really lining up behind government plans for scaling up. (¶9.16)</li> </ul>

Findings	Conclusions	Recommendations
<p>However, the data is limited. (¶4.55)</p> <ul style="list-style-type: none"> <li>• The Global Nutrition Report notes that it is too early to report against the substantial donor commitments made at the N4G event, but notes that nutrition remains a very small fraction of total ODA. (¶4.57)</li> <li>• SUN movement’s emphasis on strengthening systems for tracking resource commitments and disbursements, both at the global and country level, is well placed. However, the new tracking methodology that it is developing had not been tested, and pilot studies to track donor and civil society expenditure at the country level are in the pipeline, but not yet implemented. (¶4.46–4.51)</li> </ul> <p>See also Annex M.</p>		
<p><b>Contributions and coherence of the different networks</b> (section 5.2; EQ4)</p>		
<p><i>Overall performance:</i></p> <ul style="list-style-type: none"> <li>• An extended period of debate, facilitation and negotiation was needed before the networks were resourced and funded, so it was two or three years from the launch of SUN to the formal launch of the networks. (¶5.32)</li> <li>• The networks have made important contributions in stimulating debate at global and national levels about how to scale up nutrition. (¶5.33)</li> <li>• There have been some important cross-links between the networks (e.g. between the donors and CSN, and donors and UN). (¶5.34)</li> <li>• The "recipe" in SUN's strategic documents for country-level network structures that replicate the global structure has often proved impractical. Country coverage by the SBN is very limited, and</li> </ul>	<ul style="list-style-type: none"> <li>• SUN's strengths include the progress there has been in establishing the networks. (¶7.9)</li> <li>• SUN's weaknesses include the unnecessarily restrictive assumption (which is built into the M&amp;E system). that country-level network structure should replicate the global structure. (¶7.11)</li> <li>• It has taken time for all the support networks to put their own systems of governance in place and establish their ways of working. The UN network and the business network are still addressing basic issues of strategy and coordination. (¶7.14)</li> <li>• the LG in its current form is not suited to the practical tasks of holding networks accountable. (¶7.15)</li> </ul>	<ul style="list-style-type: none"> <li>• Recognise that expecting countries all to replicate the same country-level configuration of the support networks is unnecessarily rigid. Allow for more diversity, both in the guidelines to SUN countries and within the global action plans of the support networks. Each network to update its strategy and activity plans in parallel with, and as an input to, the preparation of the SUN 2.0 strategy. (Recommendation 6, ¶9.19)</li> </ul>

Findings	Conclusions	Recommendations
<p>many countries have chosen to adopt (or continue with) arrangements that blur the boundaries between networks. (¶5.35)</p> <ul style="list-style-type: none"> <li>• The networks are not being held accountable for their activity plans. (¶5.36)</li> <li>• There is no strong evidence that the networks are systematically aligning with government plans for scaling up nutrition, as opposed to continuing their own activities towards more or less the same nutrition objectives. (¶5.37)</li> <li>• More action and mobilisation is needed on COPs. (¶5.38)</li> </ul>		
<p><i>Donor Network:</i></p> <ul style="list-style-type: none"> <li>• At the global level, the commitment in the core group of senior donor officials has been a principal driver of progress to date, although there has been limited success in expanding the global network (e.g. to include Nordic agencies.) It has created energy and driven efforts around tracking. (¶5.4-5.6)</li> <li>• At the country-level, the donor network takes different forms, often including UN agencies or adopting existing structures, and the performance of donor conveners varies. (¶5.7 and 5.8)</li> </ul>		
<p><i>UN Network</i></p> <ul style="list-style-type: none"> <li>• The UN architecture for nutrition remains complex, as reflected by the engagement and there is still confusion at global and country levels about the respective roles of and interactions between the SUN movement, the SCN and REACH. (¶5.13)</li> <li>• REACH is active and useful for SUN at country level, but added value is unclear in some situations. (¶5.12)</li> </ul>		

<b>Findings</b>	<b>Conclusions</b>	<b>Recommendations</b>
<ul style="list-style-type: none"> <li>• There is wide agreement that the UN system has a critical role in capacity building on nutrition, but mobilising prompt, effective and coordinated action by the UN agencies remains a significant challenge. (¶5.14)</li> </ul>		
<p><i>Civil Society Network:</i></p> <ul style="list-style-type: none"> <li>• Since it was inaugurated in June 2013, much of the work of the CSN has focused on developing systems and procedures and stimulating the formation of national CSAs linked to the global network. The MPTF has been an important development in this regard. (¶5.16-5.17)</li> <li>• Some CSOs oppose the movement’s inclusion of the private sector and/or its perceived promotion of market-based solutions to malnutrition, others question what value SUN adds to the existing national and international architecture. (¶5.18)</li> <li>• Overall, many CSAs are still at an early stage of development, with few SUN activities off the ground. A few CSAs are already having significant influence on national policies and plans. ICE country case studies also indicate that the SUN movement, through its support of CSAs, is helping to strengthen the role of CSOs in policy development, implementation and monitoring. (¶5.19)</li> <li>• There is limited evidence of CSOs aligning their actions with nationally agreed plans and common results frameworks at country level. (¶5.20)</li> <li>• The sustainability of CSOs committed to better nutrition will depend on the sustainability of their resourcing. (¶5.21)</li> <li>•</li> </ul>		

Findings	Conclusions	Recommendations
<p><i>Business network</i></p> <ul style="list-style-type: none"> <li>• Companies wishing to join the network must comply with strict principles of engagement that are linked, inter alia, to the International Code on Marketing of Breast Milk Substitutes. (¶5.25)</li> <li>• The SBN secretariat’s efforts to stimulate country business networks have been restricted a slow start and by resource limitations, although ‘deep dives’ are being attempted in a few countries (such as Tanzania and Zambia) in the hope that approaches to business engagement can be developed for replication more broadly. (¶5.27-5.28)</li> <li>• The SBN has made some useful progress with regard to nutrition-sensitive approaches. From the outset, it has encouraged non-food firms to join too, and has stressed the links between different sectors of society, economy, and nutrition challenges.(¶5.29)</li> <li>• The SBN has not been central to SUN’s conflict of interest (COI) work), which appropriately is not restricted to business engagement but addresses the potential for COI throughout the movement. It has emphasised SUN’s principles of engagement but its efforts to bring business into MSPs as equal partners demand fundamental shifts in political attitude by many participants in government and civil society.(¶5.31)</li> </ul> <p>See also Annex J.</p>		
<p><b>Addressing disagreement and conflicts of interest</b> (section 5.3; EQ 4.6)</p>		
<ul style="list-style-type: none"> <li>• There is multiple potential for COI in SUN, but most participants and observers have focused on the real or perceived risks of involving the private sector in the movement. Other potential COIs are that UN</li> </ul>	<ul style="list-style-type: none"> <li>• SUN has some important strengths to build on, including its transparency and willingness to address difficult issues, such as conflicts of interest within the movement. (¶7.9)</li> </ul>	<ul style="list-style-type: none"> <li>• SUN should be continued and strengthened, building as far as possible on the existing framework. SUN has made promising early achievements, has considerable strengths to build on (including its</li> </ul>

Findings	Conclusions	Recommendations
<p>agencies and donor organisations may seek to influence the course of the movement – globally or at country level – in order to expand their institutional turf or their funding base; or CSOs may seek to influence the activities of SUN to make more space and money for themselves. (¶5.41)</p> <ul style="list-style-type: none"> <li>• Draft guidelines on how to identify and tackle COI within the movement have been developed. They have had critics but the ICE assessment is that the approach SUN has taken to COI has been relevant and useful, but not yet common currency among SUN stakeholders. The challenge will be to gain traction and achieve sustainable COI systems at all levels. (¶5.43-5.45)</li> </ul> <p>See also Annex L.</p>		<p>work on conflict of interest), and the prospects for further success will be increased by maintaining continuity with the elements that have worked well and making changes only to address clearly identified weaknesses. (Recommendation 1, ¶9.2)</p>
<p><b>Monitoring, learning and adaptation</b> (section 5.4; EQ4.9; EQ4.8)</p>		
<ul style="list-style-type: none"> <li>• Sun’s M&amp;E process have evolved over time, particularly with the endorsement of the M&amp;E framework in 2013. (¶5.47-5.53)</li> <li>• The focus of the SUN M&amp;E system is on country progress, and progress by the global networks along the overall SUN M&amp;E ladder of change. (¶5.55)</li> <li>• At the impact level, the availability of regular, timely and reliable data in countries is a problem for continuous monitoring of progress, given dependence on the regularity of surveys. (¶5.56-5.59)</li> <li>• At the outcome level, the shift in M&amp;E tools after adoption of the M&amp;E Framework in 2013 was not well understood by countries. Countries found definitions ambiguous and the scoring system problematic. The framework has been applied</li> </ul>	<ul style="list-style-type: none"> <li>• SUN has some important strengths to build on; for instance, the Global Nutrition Report is a major contribution to better nutrition sector accountability, and should, among its other roles, be an important part of SUN's wider framework for monitoring and evaluation in future. (¶7.10)</li> <li>• But SUN also has some weaknesses in its current design. SUN's M&amp;E framework is insufficiently rigorous and too subjective; it is therefore not reliable either as a guide to individual country progress over time, or for comparing progress across different countries. It places too much emphasis on global indicators at the expense of country-specific indicators that could be more useful in ensuring country-level accountability. (¶7.11)</li> </ul>	<ul style="list-style-type: none"> <li>• In SUN 2.0 there should be a particular focus on strengthening monitoring, evaluation and learning. The GNR should lead on monitoring progress in SUN countries (as a regular part of its global monitoring), particularly at the outcome and impact level. Monitoring and evaluation of output-level results is likely to need to stay within the SUN system, but efforts must be made to make the current system more robust. Specifically, SUN M&amp;E should be built around country-specific and attuned objectives, rather than standardised global M&amp;E frameworks, but with some global early phase monitoring to ensure that the structures to enable country M&amp;E frameworks and systems are making progress. The Learning Routes initiative should be continued. (Recommendation 9, ¶9.29)</li> <li>• The necessary re-design and strengthening of SUN</li> </ul>

Findings	Conclusions	Recommendations
<p>inconsistently between years within countries and within a year across countries, which weakens it considerably as an accountability tool. (¶5.60-5.61)</p> <ul style="list-style-type: none"> <li>• Despite the upward tendency in scores quite possible that few countries have made real progress towards nutrition institutions that will effectively support accountability. Claiming progress on common results frameworks is a case in point. There is a danger this will lead to complacency. (¶5.62-5.64)</li> <li>• The assessment methodology is too subjective and vulnerable to bias. This undermines the credibility of the process for some external stakeholders, including some donors, who wish to see a more rigorous evaluation process, and its usefulness at the country level as a mutual accountability instrument. (¶5.65)</li> <li>• SUN’s M&amp;E approach favours the ability to make global aggregate statements based on seemingly standardised data, at the expense of country-specificity, applicability and usefulness as a country accountability instrument. The framework as specified assumes conformity in structures and processes across countries, which is not the case, as such it becomes very difficult to apply the progress markers, often resulting in upward bias. (¶5.66, ¶5.67, ¶5.73)</li> <li>• The joint, multi-actor process of scoring countries’ progress was found to be beneficial as a process for bringing stakeholders together. (¶5.68)</li> <li>• There are even greater challenges in monitor nutrition actions, including tracking nutrition commitments and expenditure by different actors and the ability to define and track the outputs and intermediate outcomes of the associated policy / programme commitments by actors. This requires a clear CRF, sufficient resources and M&amp;E systems. In</li> </ul>		<p>should be reflected in a new strategy document to be prepared during the first half of 2015. . It should address key weaknesses identified throughout this report, and will need to define into systems of independent review and M&amp;E, that have a purposeful country-level focus. (Recommendation 2, ¶9.6)</p> <ul style="list-style-type: none"> <li>• The revised strategy must focus on strengthening accountability across the movement, globally and at country level, with all stakeholders making, and being held accountable for monitorable undertakings in support of country-led plans for scaling up nutrition. To do so, SUN must develop a system of credible independent assessment of the quality of plans and CRFs, in a manner that takes account of the responsibilities of all stakeholders, not just the government, and does not compromise the principle of country ownership. (Recommendation 5, ¶9.16)</li> <li>• Gender and equity must also be given stronger prominence in the M&amp;E framework. (¶9.12)</li> </ul>

Findings	Conclusions	Recommendations
<p>countries that are decentralised, with key nutrition interventions being funded or implemented at the sub-national level, the challenge is even more significant. (¶5.69, ¶5.70)</p> <p>See also Annex M.</p>		
<p><b>Governance and Management</b> (section 5.5; EQ4.1a, EQ4.1b, EQ4.1e)</p>		
<ul style="list-style-type: none"> <li>• SMS has been well supported by donor partners in the SUN movement, as shown in Figure 6 below, and has thus avoided the hand-to-mouth existence other secretariats have suffered, and enabling it to grow. (¶5.83)</li> <li>• The SMS has adapted as the movement's ways of working have evolved. (¶5.83)</li> <li>• The focus of the SMS has been on enabling and facilitating the work of the Movement. It has provided excellent and timely inputs into the work. The SMS has been reactive and adapted nimbly as new needs became apparent. (¶5.84)</li> <li>• Some concerns were raised about over-reliance on an exceptional SUN Coordinator, their ability to sustain current levels of energy and enthusiasm indefinitely, and the need to modify the current very flat management structure. There were also suggestions that, depending on the future directions SUN takes, the SMS might itself need more expertise in nutrition, or to decentralise its operations. (¶5.85)</li> <li>• The principle of individual membership, under which LG members were not supposed to send substitutes to meetings, has not worked. Attendance is poor, and the personal attendance rate of the country network members is much lower, and the complete absence rate much higher, than for other</li> </ul>	<ul style="list-style-type: none"> <li>• SUN has some important strengths to build on. These include the good will it has built up and the experience it has gained in the four years since it was launched, embodied not least, in the capability demonstrated by the SMS. (¶7.9)</li> <li>• SUN also has some weaknesses in its implementation; the LG in its current form operates at too abstract a level, and is not suited to the practical tasks of holding networks, SMS and stakeholders accountable for making and then delivering on actionable commitments. As such, SUN has not actually implemented the accountability framework described in its Strategy and Revised Road Map. (¶7.14)</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthened accountability will require considerably strengthened governance arrangements, to include: (a) an overhaul of the Lead Group and (b) the creation of a senior body (perhaps under the overall authority of the LG) that can exercise effective supervision of the implementation of SUN's strategy. (Recommendation 8)</li> <li>• The ICE favours the less radical option described in Chapter 9, ¶8.19(b) – i.e. it should be possible to (a) to retain a LG formally operating under a mandate from the UNSG; (b) to hold transparent consultations with stakeholders about appropriate membership, as a basis for appointing a new LG; (c) to specify the mandate, operating modalities and membership of a senior stewardship body / executive committee that would have primary responsibility for ensuring continuing functional accountability across the SUN movement. (¶9.25)</li> <li>• Broad consultation and consensus to ensure the legitimacy as well as the effectiveness of the strengthened governance arrangements is needed. (¶9.25)</li> <li>• Requirements for the future configuration of the SMS need to be worked out as part of the development of the SUN 2.0 strategy. (¶9.26)</li> </ul>

Findings	Conclusions	Recommendations
<p>constituencies. (¶5.89)</p> <ul style="list-style-type: none"> <li>• The LG has rarely initiated business, and more often endorsed proposals that have been put forward by the SUN Coordinator and secretariat. However, there are also some issues – the emphasis on women's empowerment is a clear example – where the initiative has come from the LG. (¶5.91)</li> <li>• There were some concerns about the transparency of the appointment process for LG members and the extent to which they were the most appropriate representatives of SUN's main stakeholder groups. (¶5.92)</li> <li>• Some LG members have been much less active than others. (¶5.92)</li> <li>• A number of observers commented that the LG as constituted does not fulfil the role envisaged by the Stewardship Report, and is much more a group of champions than an efficient steering body. (¶5.92)</li> <li>• LG has presided over continued rapid growth of the SUN movement, in terms of the number of countries involved, during a period in which nutrition has maintained prominence on the international development agenda. However, the LG has not closed the loop on the accountability system it endorsed in the 2012 Strategy. (¶5.93)</li> <li>• SUN has done relatively well in thinking twice about setting up new institutions, adopting pragmatic hosting arrangements, ensuring that its secretariat has been adequately and predictably resourced; dealing with asymmetries of power and potential conflicts of interest, and making "country ownership" a fundamental design principle. (¶5.94)</li> <li>• SUN has done less well in managing the trade-off at board level between inclusiveness and effectiveness,</li> </ul>		

<b>Findings</b>	<b>Conclusions</b>	<b>Recommendations</b>
<p>and ensuring rigorous monitoring. (¶5.95)</p> <ul style="list-style-type: none"> <li>• SUN does not yet have a functioning results and accountability system, which is the biggest governance challenge that the SUN movement faces. (¶5.98)</li> </ul> <p>See also Annex N.</p>		
<b>Efficiency and Balance</b> (section 5.6, EQ4.2–4.5)		
<ul style="list-style-type: none"> <li>• Our rough estimate of the direct costs of running the SUN movement in 2014 is approx. USD 10m. (¶5.101)</li> <li>• SMS as an efficient and productive unit. (¶5.102)</li> <li>• With respect to the MPTF, we noted concerns about delays in utilising funds, linked to the bureaucratic requirements of disbursement chains from the responsible UN agency down to the implementing organisation. (¶5.103)</li> <li>• resources applied to network secretariats were quite small in relation to their scope of work; inefficiency seemed more likely to arise from under- than over-resourcing. (¶5.104)</li> <li>• The potential returns to the SUN movement expenditures are huge; if the resources devoted to SUN are even moderately effective, their deployment will, in economic terms, have been highly efficient. (¶5.105)</li> <li>• The transaction costs of engaging with the SUN movement did not emerge as a major concern from the country case studies. Reasons for this include the fact that SUN (through the SMS) has no permanent field presence in countries. Country network call are a relatively inexpensive way of holding meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• SUN has been reasonably efficient in its use of resources, which are modest in proportion to the potential benefits of improved nutrition. (¶7.9)</li> </ul>	<ul style="list-style-type: none"> <li>• SUN should be continued and strengthened, building as far as possible on the existing framework. (Recommendation 1)</li> </ul>

Findings	Conclusions	Recommendations
<p>Moreover, in many cases SUN operates through pre-existing forums or processes, so is not seen as having added to total transaction costs. (¶5.107)</p> <ul style="list-style-type: none"> <li>Given that there were also examples where transaction costs were seen as higher than they needed to be, efforts to avoid unnecessary transaction costs are always appropriate, but SUN was not generally regarded as profligate in its transaction costs. (¶5.109)</li> <li>SUN's messaging has been balanced; its strategy and guidelines have not advocated neglect of proven nutrition-specific interventions, and it has highlighted the scope for reallocating existing resources from less effective to more effective nutrition interventions in support of scaling up. (¶5.112)</li> </ul>		
<ul style="list-style-type: none"> <li>SUN has operated from the outset with a principle of inclusivity, but in practice, initiatives that do involve a concentrated focus on a smaller number of countries are being pursued, with different degrees of integration within the SUN movement. (¶5.113-5.116)</li> <li>While there is value in the inclusiveness principle, it should not be emphasised at the cost of real progress. There are some countries where the elements for scale-up are more likely to be achieved, or which by virtue of their size or the severity of nutrition under-performance, may be more crucial to assist. (¶5.117)</li> <li>Specific attention to the needs of MICs and of fragile states will be needed in future if SUN is to remain relevant to all its member countries. (¶5.118-5.119)</li> </ul>	<ul style="list-style-type: none"> <li>There are additional potential weaknesses in implementation if SUN interprets the principle of inclusivity too narrowly, or fails to adapt to the particular needs of MICs and fragile states. (¶7.12)</li> </ul>	<ul style="list-style-type: none"> <li>The new strategy should address the weaknesses identified in this report, and in particular those highlighted in Conclusion 4 and Conclusion 5 and cover the design issues raised in Chapter 8. (¶9.5)</li> </ul>

<b>Findings</b>	<b>Conclusions</b>	<b>Recommendations</b>
<b>Sustainability (Chapter 6; EQ5)</b>		
<ul style="list-style-type: none"> <li>• There is a plausible prospect of long term and durable benefits if SUN's efforts are successful. (section 4.2)</li> <li>• Those who have given the movement political, practical and financial support will not continue to do so if they lose interest in the topic or lose faith in SUN's ability to make a significant difference. (¶6.2)</li> <li>• Amongst interviewees the ICE found a strong view that the nutrition community must make the most of the present window of opportunity, and this requires demonstrating that the current political interest in nutrition can be turned into demonstrable results at country level. But there is also wide recognition that it is too soon to expect SUN to have transformed the landscape in which it operates and there is strong support for SUN to continue. (¶6.4)</li> </ul>	<ul style="list-style-type: none"> <li>• There is good evidence that the changes in nutrition policy and programmes that SUN is advocating are feasible and can have lasting benefits for affected populations, and also that the changes in nutrition governance that SUN promotes can leverage appropriate changes in policy and programmes. (¶7.16)</li> <li>• Although the current high profile of nutrition is unprecedented, it is not guaranteed to last; other issues are likely to push nutrition back down the list of political priorities, especially if efforts to scale up nutrition are not conspicuously successful; it is therefore vital to make the most of this opportunity. The ICE concludes that SUN has been very successful in advocacy and mobilisation but that this will not be translated into demonstrable and widespread results unless the weaknesses the ICE has identified are seriously and urgently addressed. (¶7.17)</li> </ul>	<ul style="list-style-type: none"> <li>• SUN should be continued and strengthened, building as far as possible on the existing framework. (Recommendation 1)</li> </ul>

## **Annex R How the SUN Movement Seeks to Add Value**

This annex reproduces Annex 3 ("The Added Value of the Movement") from the SUN Movement Revised Road Map, September 2012. The headings correspond to the four strategic objectives, which are described (in the main text of the Revised Road Map) as follows:

"The Movement's strategic objectives to the end of 2015 focus on increasing support and demonstrating effectiveness through:

- 1) The creation of an enabling political environment, with strong in-country leadership, and a shared space (multi-stakeholder platforms) where stakeholders align their activities and take joint responsibility for scaling up nutrition;
- 2) The establishment of best practice for scaling up proven interventions, including the adoption of effective laws and policies;
- 3) The alignment of actions around high quality and well-costed country plans, with an agreed results frameworks and mutual accountability;
- 4) An increase in resources, directed towards coherent, aligned approaches."

### **Enabled Environment**

Added value 1: Aligning stakeholders for rapid scaling up of selected evidence-based policies and interventions.

- I. Clarifying and setting a common shared purpose to act as a compass, through the multi-stakeholder platforms;
- II. Identifying capacity gaps and brokering capacity strengthening interventions;
- III. Identifying and aligning in-country networks effectively so that they can collaborate to devise, cost and resource nutrition interventions;
- IV. Securing commitment and aligning behaviour towards the Movement's principles.

Added value 2: Facilitating and convening stakeholders, to broker interactions within and across Networks, stakeholders and countries– through:

- I. Empowering country nutrition networks and SUN Government Focal Points, who raise awareness at local levels and prioritise nutrition efforts;
- II. Engaging, motivating and inspiring politicians and decision makers through peer to peer influencing;
- III. Holding the discussions required to resolve tensions, align and focus stakeholders.

### **Shared Best Practice**

Added value 3: Identifying and sharing of evidence-based good practice to enable the prioritisation of actions and resources– through:

- I. Seeking out and drawing together the lessons of experience from across the Movement and beyond;

- II. Formulating resilience as a central narrative underpinning the design of the post 2015 development agenda;
- III. Sharing and disseminating best practices, achievements and evidence from across the countries and Networks, to empower local champions and stakeholders;
- IV. Convincing decision-makers in-country at various stages of what is relevant and worth adopting;
- V. Demonstrating that the value of innovative and joined up responses (e.g. linking action on climate change with action on nutrition or using climate finance to address nutrition objectives) can be a driver for change;
- VI. Capturing the value of rights based approaches and documenting how it works in practice.

Added value 4: Promoting women's empowerment and emphasising gender approaches to under-nutrition that enable a transformative effect on sustainable and resilient nutrition security – through:

- I. Advocating for systematic analyses of social, cultural, economic and political barriers that prevent the active participation of women in decision making in nutrition.
- II. Encouraging policy and programming decisions that actively recognise women's role in determining sustainable and resilient approaches to under nutrition.
- III. Sharing the experiences of stakeholders in the Movement that have successfully ensured that gender determinants of under-nutrition have been addressed across sectors and beyond those traditionally associated with women's reproductive and traditional roles.

### **Aligned Action**

Added value 5: Accepting and implementing mutual accountability on behalf of the intended beneficiaries, using the SUN Accountability Framework – through:

- I. Defining and clarifying roles and collective responsibilities in-country between all the key stakeholders;
- II. Embedding and institutionalising a SUN Accountability Framework, amongst SUN stakeholders, at a country and global level.

Added value 6: Tracking and evaluating performance to provide a robust understanding of what is driving impact and proving to be effective versus what is not – through:

- I. Tracking country progress against agreed indicators; encourage reconfiguration of programs in-country around a results framework.
- II. Tracking of stakeholder performance against a results framework to identify opportunities for improvement and challenges to realising impact.
- III. Collating, evaluating and presenting this data transparently to demonstrate success of collective action and prove the value of the Movement's efforts.
- IV. Providing technical support to in country stakeholders to enable them track and evaluate performance.

## **Increased Resources**

Added value 7: Advocating to increase political commitment and mobilising technical and financial resources to scale up action to improve nutrition – through:

- I. Assisting countries with costed, prioritised plans and financing analyses, providing guidance of funding processes.
- II. Advocating clearly and powerfully for the benefits of scaling up nutrition, based on evidence of impact, at a global and country level.
- III. Mobilising resources for in-country scale up of nutrition on the basis of the demonstrated success.



## Annex S Testing the Theory of Change

### Introduction

1. The ICE team used the theory of change elements present in the SUN Strategy 2012–2015, the SUN Revised Road Map and the SUN Monitoring and Evaluation Framework, and also drew on a review of literature and on interviews with the SUN's originators, to develop a high-level theory of change (ToC) to guide the evaluation. This was fully explained in Annex E of the Inception Report (Mokoro 2014b), which noted that:

There are some similarities between a logical framework and a theory of change, but an important distinction is that the latter also sets out *why it is expected that something will cause something else*. It opens up the black box between programmes and observed changes (or lack of change), and makes explicit the underlying assumptions or conditions on which causal chains depend. This is important for policy-relevant or formative evaluation.

2. The ToC was intended to be used:

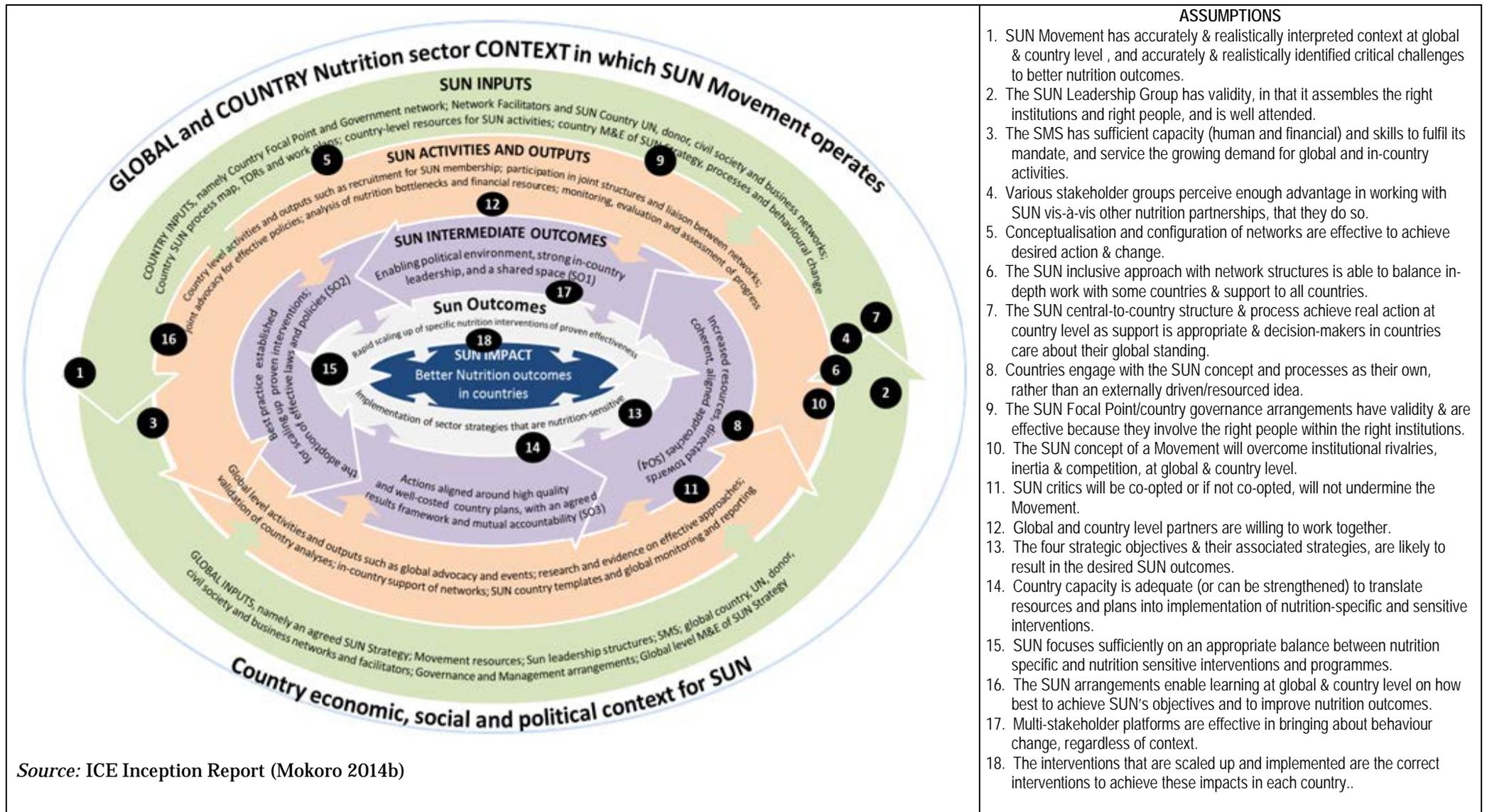
- as a high level guide to reflect (and then check) the evaluators' understanding of the reasoning on which the SUN movement is based; and
- as an evaluation tool to identify and investigate key links in the logic that the theory of change depicts, in terms both of the internal causal/contributory links it proposes and of the key assumptions it is based on. (It therefore underpinned the evaluation matrix which appears as Annex C.)

3. In the present annex, we first re-present the full inferred ToC, then systematically consider the extent to which the ToC as a whole and its key assumptions have been validated, or not, by the findings of the evaluation.

### Inferred theory of change for the SUN movement

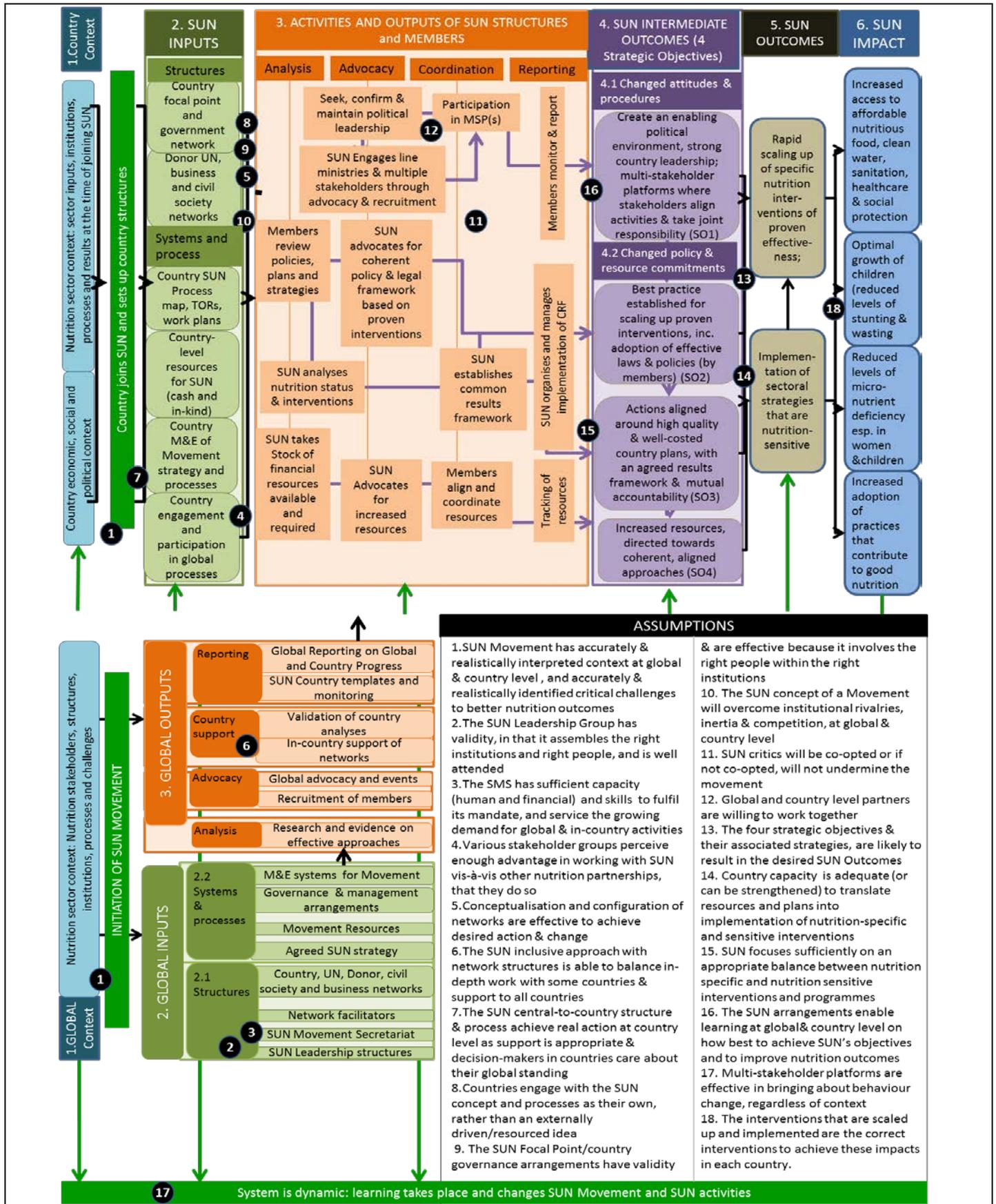
4. The global ToC is presented overleaf in two main parts, (i) a foundational diagram (Figure S1), which provides all the main elements and the assumed causal contributory links between dimensions of the programme in one summary diagram but does not provide detail at the context, input and output levels; and (ii) a detailed theory of change diagram (Figure S2) which does provide this detail as well as a more detailed mapping of contributory links. The Foundational diagram should be read from the centre outwards, insofar as a theory of change maps out how an initiative will achieve its aim (or desired final impact), starting from that aim and asking questions such as “what do I need to achieve this aim [outcome, intermediate outcome, output]” working backward. The detailed diagram unpacks this reasoning, and is best read from the bottom up (global level to country level contributory links), and then from left to right, to trace the reasoning from a contributory evaluation perspective.

**Figure S1 SUN ICE Global Theory of Change: Foundational Diagram**



Source: ICE Inception Report (Mokoro 2014b)

**Figure S2 SUN ICE detailed Global Theory of Change**



## **Assessing the validity of the theory of change**

### **Approach**

5. In assessing the validity of the ToC, the ICE sought to answer two major questions:

- Is the ToC an accurate portrayal of the strategic logic SUN has adopted?
- Is the strategy the ToC depicts a sound strategy to follow?

6. In answering the first question, ICE sought the views of stakeholders both directly and indirectly. The views of those most closely involved in the design of the SUN movement and its subsequent operation were sought directly, inasmuch as this group of insiders were closely involved in the preparation and review of the Inception Report, in which the ToC was a central feature. We did not present the ToC diagrams as such to subsequent interviewees (it would not have been a good use of the limited time available for each interview), but our questions, informed by the ToC and the evaluation matrix, were designed, among other things, to check if stakeholders understood the logic of the SUN movement in the same way. None of the main elements in the theory of change presented in the ICE Inception Report were disputed by SUN stakeholders during the course of the ICE, so it may be regarded as a reasonably accurate portrayal of SUN's strategic logic.

7. To address the second question required the ICE to investigate whether the assumptions that the ToC embodies are reasonable and realistic, and whether the SUN movement is actually achieving the changes it depicts. The key assumptions that were identified as the ToC was formulated are listed in Figure S1 and Figure S2 above. The whole of the ICE report is an investigation of SUN's ToC and how it is working out in practice. Our purpose in the remainder of this annex is not to reiterate all the ICE findings, but to highlight, against each of the assumptions in the inferred ToC, the key issues the assumption raises, and the extent to which the assumption appears to be valid or not. This annex thus also constitutes a comprehensive response to EQ4.8, which asked *Which contextual factors (anticipated or unanticipated) have positively or negatively affected the achievement of SUN objectives?* and expected the ICE "to consider which of the contextual assumptions highlighted in the hypothesised theory of change have proved most significant, positively or negatively.

8. Some caveats are in order. First, the assumptions are broad. With hindsight some of them might have been worded differently, and we do not spend time on nuances that are not central to the main issues. Second, they do not invite simple yes/no answers; whether an assumption holds or not is almost invariably a matter of degree. This leads to a second order question, does the assumption hold sufficiently to allow the causal logic of the ToC to function? From the point of view of a formative evaluation, it is especially important to identify assumptions that are problematic. In

principle, a problematic assumption could be fatal, or it could undermine efficiency and effectiveness without necessarily being fatal; in either case it needs to be addressed in taking the programme forward (or deciding not to). Finally, in assessing whether a ToC is sound or not, it is important to distinguish between faulty logic (the ToC could not have worked as depicted) and practical flaws (e.g. the ToC could have worked but was not implemented as designed); in between there are issues of practicality and plausibility (e.g. issues of capacity, which might be seen either as a flaw in the design or an appropriate challenge in implementation).

9. With these points in mind we now briefly assess each of the assumptions.

**Assumption 1: SUN Movement has accurately and realistically interpreted context at global and country level, and accurately and realistically identified critical challenges to better nutrition outcomes.**

*Issues*

10. The prominent identified challenges to better nutrition outcomes mainly concerned undernutrition, and the opportunity to address a hitherto neglected problem of stunting. The SUN movement's designers identified lack of coordination globally, the need for coordinated action to address nutrition-sensitive as well as nutrition-specific routes to improvement, and the importance of making undernutrition a political priority at both global and national levels.

*Assessment*

11. These issues are considered in the main report sections on relevance (Chapter 3), which finds there was strong evidence for each main element of the analysis, and concludes that it was appropriate and timely for the SUN movement to highlight issues of undernutrition and the opportunity to address them, especially in the 1,000 day window. Similarly, there were identified weaknesses in the international nutrition architecture that it was legitimate for the SUN movement to address. Of course there are nuances and caveats to each of the elements involved, but overall the assumption is considered valid.

**Assumption 2: The SUN Leadership Group has validity, in that it assembles the right institutions and right people, and is well attended.**

*Issues*

12. Since the SUN movement would be voluntary and not driven by funding (emphatically not a new global fund) it would depend on its leadership's ability to galvanise and energise participation. There is a significant literature about the special importance of champions for nutrition, given that the malnourished are not a naturally strong political constituency (see the discussion in Annex I); this was also an explicit consideration in the Stewardship Report (Isenman et al 2011), which was

a key design document for SUN, even though its recommendations for the Lead Group were not fully implemented.

#### *Assessment*

13. Annex N provides a detailed review of the LG's performance against the expectations that were vested in it. The ICE identifies weaknesses in the way in which the LG, as formed, conflated the roles of champions with the functions of detailed stewardship, which include ensuring mutual accountability between the movement's constituent networks. However, the way the LG was assembled did enable a degree of consensus, and provided sufficient legitimacy for the adoption of the 2012–2015 strategy and the revised road map. The LG has helped SUN to maintain its high international profile. But, as the main report explains, the senior governance of the SUN movement needs urgent attention, and this will involve substantial reconsideration of the LG's composition and modus operandi. Thus this assumption has not yet undermined the ToC, but is likely to do so if the governance issues raised in this report are not seriously addressed.

**Assumption 3: The SMS has sufficient capacity (human and financial) and skills to fulfil its mandate, and service the growing demand for global and in-country activities.**

#### *Issues*

14. For many global partnerships, insufficient capacity in their secretariat has proved a bottleneck (this point was highlighted in the Stewardship Report). The SUN movement secretariat was conceived as a coordinating and facilitating body rather than an operational one, but even so the rapid growth in the number of SUN member countries implied an increasing workload. There are continuing debates about the technical support needs of SUN countries and how best to ensure that these are met; the Communities of Practice adopted in 2014 are an approach designed to systematise the SMS's brokering role.

#### *Assessment*

15. Annex N provides a detailed review of SMS performance. It finds that SUN donors have provided the SMS with predictable and growing levels of funding, and that the SMS is generally regarded as highly competent. Going forward there are issues about its skill-mix and structure. From the point of view of assessing validity of the ToC, we conclude that this assumption has been valid so far – the SMS has not been a major bottleneck to the implementation of the SUN movement strategy.

**Assumption 4: Various stakeholder groups perceive enough advantage in working with SUN vis-à-vis other nutrition partnerships, that they do so.**

*Issues*

16. Annex H demonstrates the multiplicity of international nutrition initiatives. SUN does not seek to supplant them all, but it does seek to operate as a "big tent" that can promote strategic multi-sector nutrition planning at country level. It therefore needs a critical mass of active support from key stakeholder groups, in particular from countries themselves, from donors and UN agencies and from civil society.

*Assessment*

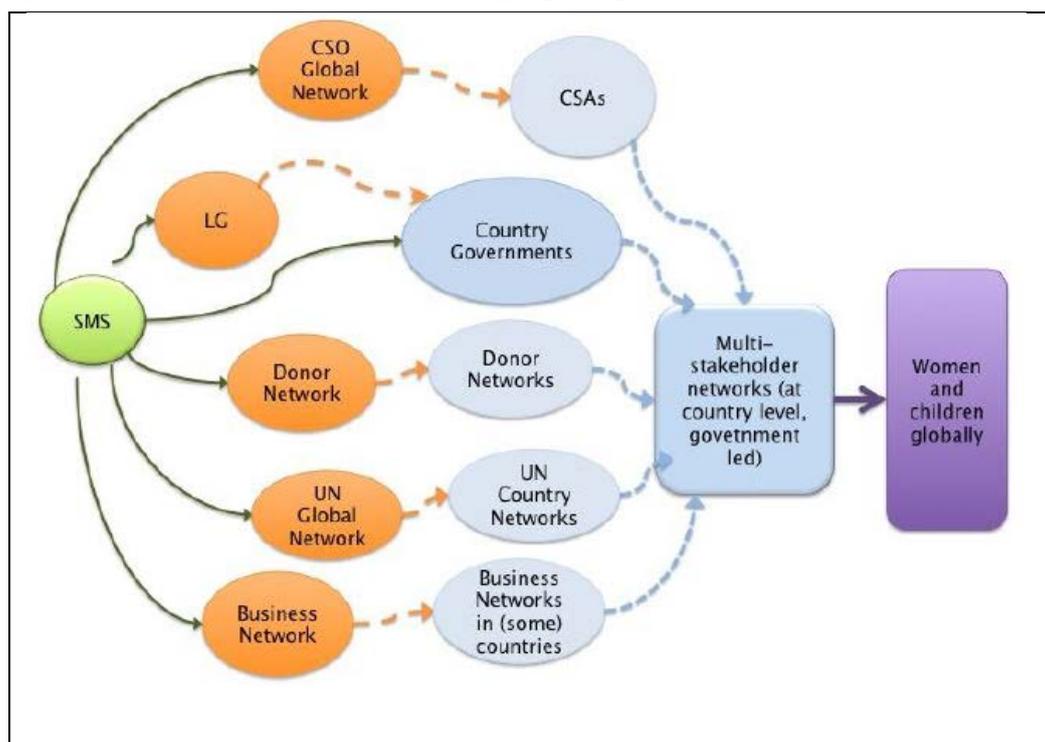
17. The rapid growth in the number of SUN member countries indicates, on the face of it, that attracting their interest has not been a bottleneck, although there may be issues about satisfying expectations that have been raised. Annex J reviews the support networks in detail. In each case, there have been significant levels of commitment and inputs; they have not all attracted as many members as they hoped, but the ICE found a serious level of participation from those who are engaged, so this assumption has not been invalidated.

**Assumption 5: Conceptualisation and configuration of networks are effective to achieve desired action and change.**

*Issues*

18. The networks system is crucial to the way in which the SUN movement is expected to catalyse support for nutrition at country level (as highlighted by Figure S3 below).

**Figure S3 SUN M&E strategy perspective on the networks system**



Source: SMS 2013a.

### Assessment

19. Annex J reviews the support networks in detail. It finds that all have taken longer than expected to develop their global structures and agreed ways of working. There has been some useful progress along the way (e.g. the donor network's work on financial tracking, CSN support to country-level civil society alliances), but all the network secretariats are very stretched, and the networks have to be seen as work-in-progress; the envisaged system for mutual accountability among the networks, which was to be overseen by the LG, is not in place. The ICE sees the networks system as not inappropriate in principle<sup>139</sup> but still not fully implemented in practice.

**Assumption 6: The SUN inclusive approach with network structures is able to balance in-depth work with some countries and support to all countries.**

### Issues

20. This has been a recurring debate. Inclusiveness has become a defining characteristic of the SUN movement, but there remain those who believe that demonstrating success at scale in a smaller number of countries is the best way to ensure continued momentum. In practice, initiatives that do involve a concentrated focus on a smaller number of countries are being pursued, with different degrees of

<sup>139</sup> Although the assumption that the country-level networks would precisely replicate the global structure is unnecessarily rigid.

integration within the SUN movement. Examples: the business network secretariat realises it cannot spread itself equally across all SUN countries and is following a strategy of concentrated support ("deep dives") in a small number of countries to get local business networks established; REACH operates in a subset of SUN countries; the catalytic investment facility proposed at the N4G event involves focused financial support.

#### *Assessment*

21. While there is value in the inclusiveness principle, it should not be emphasised at the cost of real progress. There are some countries where the elements for scale-up are more likely to be achieved, or which by virtue of their size or the severity of nutrition under-performance, may be more crucial to assist.<sup>140</sup> For the SUN structures as such, there are trade-offs in selecting countries for specific support, insofar as it may carry a cost of waning enthusiasm from non-favoured countries. At the same time however, trying to provide support for everyone and shying away from prioritising some countries, may mean reaching none. The ICE considers that the SUN movement will be stronger in future if it is able to accommodate experimentation and diversity. Initiatives to promote large-scale action in selected countries should be accommodated within the movement, so long as they observe the movement's basic principles, including the principle of country ownership. In short, the principle of inclusiveness could become a handicap but need not be allowed to do so.

**Assumption 7: The SUN central-to-country structure and process achieve real action at country level as support is appropriate and decision-makers in countries care about their global standing.**

#### *Issue*

22. In hindsight, this assumption could have been worded differently. Decision-makers may not be motivated only by what others think of them; they may be open to persuasion on the basis of evidence, and in some cases may be as influenced by domestic as by international persuaders. But the underlying point is that there should be scope for decision-makers to be influenced, and then to be supported in taking the actions that can address undernutrition.

#### *Assessment*

23. The ICE country case studies (Annex O) produced a varied picture, with membership of the SUN movement and SUN-related inputs making a significant difference in some cases but not in others; where SUN made little difference, this could be because efforts to address nutrition in a multi-sector, multi-stakeholder way were not making headway, or because such efforts were already well under way, so that additional impetus from SUN was not a major influence. The ICE conclusion is

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<sup>140</sup> This approach is explicitly endorsed in the revised road map – see the quote in ¶39(d) below.

that his line of influence can work, and it is important for SUN to accumulate learning about the approaches to influence that work best in different contexts.

**Assumption 8: Countries engage with the SUN concept and processes as their own, rather than an externally driven/resourced idea.**

*Issues*

24. From the outset, the SUN design has been explicitly based on the principle that policies and plans are not likely to be effective unless country-owned (in the nutrition field this may be especially important – cf. the literature on the role of champions referred to under Assumption 2 above). The language of a "country-driven movement" may be seen as a way to reinforce this principle.

*Assessment*

25. SUN guidance (as reflected in strategy, road map, M&E framework, website, etc) is carefully non-prescriptive about the content and even the form of country plans (SUN advocacy for women's empowerment is a partial exception). The ICE did not investigate in detail the countries which have high nutrition burdens and have not joined SUN, but among the countries which have joined, the principle of country ownership was well recognised. The ICE perceives a related risk however: in their concern to avoid the imposition of top-down prescriptions, SUN structures have probably been insufficiently prescriptive in some respects: for example the self-assessment approach to M&E may be seen as reinforcing country ownership, but it has not effectively addressed whether country plans and CRFs are functional and effective. Respect for country ownership should not be seen as excluding discussion of the quality of what countries do: such discussion can be part of peer-to-peer learning – it does not have to be top-down imposition of external prescriptions.

**Assumption 9: The SUN Focal Point/country governance arrangements have validity and are effective because they involve the right people within the right institutions.**

*Issue*

26. Country focal points are varied in their institutional affiliation (e.g. some attached to Ministries of Health, others to higher level oversight bodies such as a Prime Minister's Office), in their seniority, and in their expertise (some are nutritionists, others not). The quality of nutrition governance has been a subject of recent research (see e.g. Nisbett et al 2014b, Mejía Acosta & Fanzo 2012, Mejía Acosta & Haddad 2014). Given the need to engage those involved with nutrition-sensitive as well as nutrition-specific programmes and policies, the convening power and the degree of executive branch backing for coordinating bodies and for national strategies are seen as crucial factors. The SUN secretariat has been pragmatic: appointing a focal point is one of the few requirements for countries wishing to join SUN, but although SUN reports note that focal points located in coordinating ministries rather than technical ones are likely to be more effective, the practice has

been to accept whoever is nominated by the government. Similarly, as the ICE country case studies found, the "multi-stakeholder platforms" convened by the government focal points are quite varied in the degree to which they follow the recipe implied by the SUN strategy and M&E framework.

#### *Assessment*

27. Not surprisingly, the country focal point and nutrition governance arrangements in some SUN countries are stronger than in others. This does not invalidate the ToC, but it makes it likely to work more effectively in some countries than others, and implies that SUN countries should be encouraged to emulate the more effective arrangements.

**Assumption 10: The SUN concept of a Movement will overcome institutional rivalries, inertia and competition, at global and country level.**

#### *Issues*

28. Institutional rivalries, inertia and competition are ubiquitous, so it might have been better to phrase this assumption in terms of mitigating rather than overcoming them. As discussed in the main report (see section 3.2, Box 3) SUN is not historically a movement in the usual sense, but the terminology has served to differentiate it from more formal global partnerships, emphasising the stress it places on country ownership, and also implying that it (despite the existence of a funded secretariat) is not an agency along the lines of (or in competition with) the UN agencies that form the UN network (although a significant part of the motivation for launching SUN was to compensate for the perceived collective failings of the UN system).

#### *Assessment*

29. By operating as a rather loose partnership, and styling itself as a movement, SUN has not abolished the rivalries and competition from which it emerged (see for example discussion of the UN System Network in Annex J) but it was able to bypass them to a useful degree and thus overcome inertia. We therefore consider this assumption adequately validated.

**Assumption 11: SUN critics will be co-opted or if not co-opted, will not undermine the Movement.**

#### *Issues*

30. The most vehement critics of the SUN movement are among civil society. Their criticisms are reviewed in Annex J in the sections on the civil society and business networks. SUN's engagement with corporate business is anathema for some, while others see SUN as not taking a sufficiently rights-based approach, ignoring the underlying food system causes of hunger and malnutrition, and also

undermining the UN governmental forums, including the CFS and WHA, that they regard as the proper source of guidance on nutrition policy.

*Assessment*

31. SUN has certainly not co-opted all of its critics. Some countries' hesitancy to join SUN (Brazil? India?) may be linked to scepticism about the solutions they see SUN as promoting, while some NGOs remain opposed to and outside of the SUN movement. But the growth of the SUN civil society network and its associated CSAs has been impressive, as has the growth in the number of SUN countries. Thus the weight of SUN's external critics has not been sufficient to undermine the movement, so the assumption holds.

**Assumption 12: Global and country level partners are willing to work together.**

*Issues*

32. SUN's multi-stakeholder approach requires that stakeholders are willing to collaborate in analysis, implementation and monitoring, including effective communication and collaboration between global and country level partners.

*Assessment*

33. The ICE found no evidence of unwillingness of stakeholders at country-level to work with those at global level or vice versa. Some tensions were noted between national and international CSOs in some countries; but these are predictable rivalries and not specific to SUN (see Annex J). These were part of a pattern of concerns expressed by interviewees that communications between global and country level actors within each of the networks were not as good as they should be (Annex J again). However, there was no suggestion of a fundamental unwillingness to collaborate in the multi-stakeholder approaches the SUN strategy requires. so this assumption is considered valid.

**Assumption 13: The four strategic objectives and their associated strategies, are likely to result in the desired SUN outcomes.**

*Issues*

34. This is the central core of the SUN theory of change. To recap, the four strategic objectives, as stated in the 2012–2015 strategy, are:

- 1) Create an enabling political environment, with strong in-country leadership, and a shared space (multi-stakeholder platforms) where stakeholders align their activities and take joint responsibility for scaling up nutrition.
- 2) Establish best practice for scaling up proven interventions, including the adoption of effective laws and policies .
- 3) Align actions around high quality and well-costed country plans, with an agreed results framework and mutual accountability.

4) Increase resources, directed towards coherent, aligned approaches. (SMS 2012s)

35. To a large degree, this is expected to be a sequence, with the increase of resources to enable substantial scaling up of nutrition-specific and nutrition-sensitive programmes resulting from the completion of the earlier steps. The functioning of the ToC requires that these steps be both well conceived in theory and well executed in practice.

#### *Assessment*

36. As regards *strategic objective 1*: there is substantial evidence that an enabling political environment can be an important factor in reducing the prevalence of undernutrition. The work on nutrition governance already cited (Nisbett et al 2014b, Mejía Acosta & Fanzo 2012, Mejía Acosta & Haddad 2014) is relevant here, as are the wider list of sources cited to support Annex I. The Global Nutrition Report (IFPRI 2014a) highlights three examples of rapid progress in reducing undernutrition – Maharashtra, Bangladesh and Brazil. In two of these cases – Maharashtra and Brazil – political commitment and associated arrangements for nutrition governance were a strong explanatory factor. Seeking to build political support and strengthen nutrition governance therefore appears to be a relevant strategy. The GNR argues that:

Strong alliances for action are much more effective than silver bullets, and the multiple causes of malnutrition often represent multiple opportunities to improve nutrition in a sustainable way. (IFPRI 2014a)

37. As regards *strategic objective 2*: the element of establishing best practice for scaling up proven interventions alludes to the issue of incorporating nutrition-sensitive interventions into nutrition strategies. The Lancet 2008 highlighted the importance of nutrition-sensitive approaches, and this was reinforced in The Lancet 2013, with the oft-cited estimate that implementation of proven nutrition-specific interventions would not eliminate more than 20% of the problem. At the same time, it is acknowledged that there is still much to learn, both in general and in country contexts, about how best to improve the nutrition-sensitivity of broader programmes. Thus one of the recommendations of the GNR is:

Research funders and research journals should commission a series of high-quality country case studies to understand how progress has and has not been achieved, to identify bottlenecks, to guide further action, and to inform and inspire related efforts in other countries. These should be led by researchers from the case study countries, should include countries from all parts of the world, and should be completed to agreed-upon standards of quality. (IFPRI 2014a)

38. It follows that a strictly sequential approach would be inappropriate: action should not wait until knowledge is perfected; rather an intelligent nutrition strategy will combine actions based on the best available current knowledge with strategies for monitoring and learning that will enable emerging knowledge (including cross-learning between countries) to be factored in to the improvement of policies and programmes.

39. As regards *strategic objective 3*: it matters a lot how "high quality and well-costed country plans, with an agreed results framework" are construed. The ICE review of experience with multi-sector nutrition planning (Annex I) is relevant here, as is our analysis in Annex M of how the requirements for costed plans and CRFs have been interpreted in SMS advice to countries and in the way the SUN M&E system is applied. There are several key points here:

- (a) If SUN were to be construed as an effort to repeat the kind of top-down comprehensive multi-sector nutrition plan which, according to Field, even at its best, "risked being more intellectually elegant than functionally practical" (Field 1987), its chances of being effective could be rated very low.
- (b) However, the ICE analysis in Annex M demonstrates that SUN has not been prescriptive in this way. In line with the emphasis on country-ownership, it seems that SUN countries have a lot of latitude to decide for themselves what counts as a "high quality and well costed plan", although SUN has promoted shared learning on this, now linked to a Community of Practice (COP1).
- (c) Moreover, as Annex M also demonstrates, there seems to have been an important shift in how plans and CRFs are construed, with more importance now attached to the CRF, in such a way that the CRF may be seen as mechanism to encourage alignment of various (government and non-government) stakeholders' plans, without requiring that all those plans are necessarily folded into a single document. This is potentially a very useful clarification – but the other side of the coin is that the clarification follows a considerable period of confusion, and is still not well understood or communicated.
- (d) SUN has not yet got to grips with the issue of how the quality of plans can most usefully be assessed. Annex M notes that (particularly under the auspices of MQSUN and linked to the emerging COP1) there has been work that identifies important characteristics of a good quality plan, but this does not address the process envisaged in the SUN strategy and revised road map – point (c) in the following quote is especially relevant:

**"The Movement's members will concentrate support on countries that have demonstrated a readiness to scale up nutrition.** To enable this to happen, the Movement's Secretariat will ensure the development of (a) consistent approaches to calculating costs of scaling up nutrition and to tracking expenditure, (b) preliminary estimates for the costs of implementing nutrition-sensitive strategies, (c) a system for independent reviews of country plans and activities, and a mechanism for recourse (d) alternative approaches for the provision of external funds to countries – especially when they are unable to access external resources through in-country mechanisms; (e) an operating and investment plan based on evaluations of progress." (SMS 2012q, ¶10)

As a result, the SUN M&E system is a poor guide to the progress SUN countries have made towards *functional* multi-stakeholder planning. And concerns about the quality of plans (the demonstration of country readiness to scale up) then become an obstacle to progress on strategic objective 4.

40. As regards *strategic objective 4*: the SUN annual report, the GNR, and the ICE's own findings all agree that progress on scaling up financing (domestic as well as external) has been slow. There is a rider: the difficulty of tracking resources allocated towards nutrition objective makes it very difficult to measure any financial scaling up, another point which is highlighted in the GNR. SUN's efforts to improve tracking at global and country level (described in Annex M) are therefore a relevant effort to support the change processes it seeks.

41. *Conclusion on assumption 13*: If the desirable plans and CRFs are construed in the way the ICE has interpreted recent SMS guidance, then the ToC has a reasonable chance of working. However, this will remain a serious bottleneck unless (a) consistent and much clearer guidance is provided to SUN countries about the characteristics of good quality, functional plans and CRFs that can support the mutual accountability SUN advocates; (b) there is a system of independent feedback on the quality of country plans/CRFs (viewing them not simply as documents but in the context of the systems of consultation and accountability they support); and (c) there is progress with continued work to strengthen resource tracking.

**Assumption 14: Country capacity is adequate (or can be strengthened) to translate resources and plans into implementation of nutrition-specific and sensitive interventions.**

*Issues*

42. One of the characteristics of a good plan or strategy is that it does not simply assume that implementation capacity is adequate but analyses implementation requirements and addresses any identified weaknesses in capacity. New approaches to analysis and implementation require the augmentation and dissemination of knowledge and skills, especially in relation to nutrition-sensitive approaches, and the challenges of rolling out programmes to local level, especially in countries with devolved local governments, have been widely remarked.

*Assessment*

43. SUN documents and the partners in SUN's networks show awareness of this issue; efforts to catalyse technical as well as financial support are part of the logic of SUN's approach, with the 2014 COPs model as one way of seeking to address this issue. Capacity is not immutable and it would therefore be perverse to regard weak capacity as invalidating the SUN theory of change rather than as a predictable, but important, challenge to be addressed in implementation.

**Assumption 15: SUN focuses sufficiently on an appropriate balance between nutrition specific and nutrition sensitive interventions and programmes.**

*Issues*

44. There is a continuing debate within the nutrition community on the appropriate balance between nutrition-specific and nutrition-sensitive interventions. On the one hand it is argued that nutrition-specific interventions cannot tackle more than part of the problem; on the other, that at least the implementation of nutrition-specific interventions is well understood and need not be postponed. The MQSUN analysis of nutrition plans ahead of the N4G event found that the African plans it reviewed were much more weighted towards nutrition-specific interventions than the plans from other regions (see the review in Annex M), implying that there may have been less understanding of nutrition-sensitive concepts in several countries.

*Assessment*

45. SUN's advocacy for attention to nutrition-sensitive approaches is regarded as one of its distinctive features, but SUN has not advocated neglect of proven nutrition-specific interventions, and ICE therefore regards this assumption as adequately validated.

**Assumption 16: The SUN arrangements enable learning at global and country level on how best to achieve SUN's objectives and to improve nutrition outcomes.**

*Issues*

46. SUN's approach recognises the importance of learning and adaptation, and this is reflected in many SUN activities, including its annual reporting, its M&E system, its promotion of cross-country learning events, the Global Gatherings, and the ongoing establishment COPs, as well as the commissioning of this ICE.

*Assessment*

47. The importance of learning is well acknowledged in the way SUN is organised, but the ICE has found some significant weaknesses in implementation. In particular, there are weaknesses in M&E criteria and in the system of self-assessment which mean that SUN's own estimates of SUN countries;' institutional progress are not sufficiently reliable. (These are comprehensively documented in Annex M.) This increases the danger that shortcomings related to the quality of costed plans/CRFs may go unaddressed (i.e. compounding the weaknesses identified under Assumption 13 above). Having a separate GNR, reporting on both SUN and other countries is an excellent innovation, not least because it helps to ensure objective reporting on country progress.

**Assumption 17: Multi-stakeholder platforms are effective in bringing about behaviour change, regardless of context.**

*Issues*

48. This is another assumption which, with hindsight, might have been differently phrased. The underlying issues are that not every country which has achieved substantial reductions in undernutrition has employed multi-stakeholder approaches in the process, and that the advocacy and use of such platforms has also been more successful in some countries than others. For SUN's ToC to be valid, approaches using multi-stakeholder platforms need to be successful often enough to be worthwhile, and it would also be useful to have a good understanding of what circumstances or approaches make them more likely to be effective.

*Assessment*

49. There is some research evidence about the conditions for successful multi-stakeholder planning. The ICE's review of previous rounds of multi-sector nutrition planning (Annex I) showed that when the principal relations between actors are coercive, as happened during the multi-sector nutrition plans of the 1970s, resistance is strong. Successful multi-sectoral and multi-stakeholder collaborations are largely voluntary, a principle which SUN has recognised. A further conclusion from the literature reviewed for Annex I was that multi-stakeholder platforms are able to better maintain momentum when accompanied by strong nutrition champions. In order to avoid unsustainable reliance on an individual, these should take the form of a convincing coalition including technical specialists (including nutritionists) from within and outside government, civil society and development partners. Notably, it takes time for such a coalition to form and to develop a common understanding; but once in place, champions can make a strong case, backed up by scientific evidence, that nutrition is important for development. The nutrition sector is fortunate in that high economic rates of return to fighting malnutrition can and have been demonstrated.

50. Accordingly the ICE assessment is that multi-stakeholder platforms, though neither a panacea, nor a quick fix, can be a useful approach. Based on the ICE country case studies and other evidence, however, the ICE cautions against too formulaic an approach to multi-stakeholder platforms: it is unlikely that the same collection of stakeholders configured in precisely the same way will be the most effective way of working in every country.

**Assumption 18: The interventions that are scaled up and implemented are the correct interventions to achieve these impacts in each country.**

*Issues*

51. Again, the wording of this assumption was too stark. Nobody (even in Copenhagen) knows precisely what are the "correct" set of interventions for any particular country to adopt at a particular point in time. A more practical concern is

that SUN's approach should not result in a seriously sub-optimal set of options being systematically favoured (the issues raised under assumption 15 are also relevant here).

### *Assessment*

52. The need to learn more about which interventions are most effective in practice is widely acknowledged within the SUN movement and beyond (cf. comments re strategic objective 2 under Assumption 13 above). The ICE found no evidence that SUN is systematically promoting interventions of unproven worth, or systematically discouraging interventions that do have empirical support, so this assumption does not invalidate the ToC.

## **Summary conclusions**

53. This review of its assumptions has not uncovered any fatal conceptual weaknesses in SUN's theory of change. However, the ICE has identified some serious weaknesses and bottlenecks which will need to be addressed as the SUN strategy is revised and updated. In sequential order these are:

- (Assumption 2) The senior governance of the SUN movement needs urgent attention, and this will involve substantial reconsideration of the LG's composition and modus operandi. The assumption of LG effectiveness has not yet undermined the ToC, but is likely to do so if the governance issues raised in this report are not seriously addressed.
- (Assumption 5) The four support networks have to be seen as work-in-progress; the envisaged system for mutual accountability among the networks, which was to be overseen by the LG, is not in place. The ICE sees the networks system as not inappropriate in principle (although the assumption that the country-level networks would precisely replicate the global structure is unnecessarily rigid) but it is still not fully implemented in practice.
- (Assumption 6) The way that SUN's principle of inclusiveness is interpreted could become a handicap but need not be allowed to do so.
- (Assumption 8) In their concern to avoid the imposition of top-down prescriptions, SUN structures have probably been insufficiently prescriptive in some respects (especially in ensuring/monitoring the quality of country plans/CRFs).
- (Assumption 13) If the desirable plans and CRFs are construed in the way the ICE has interpreted recent SMS guidance, then the ToC has a reasonable chance of working. However, this will remain a serious bottleneck unless (a) consistent and much clearer guidance is provided to SUN countries about the characteristics of good quality, functional plans and CRFs that can support the mutual accountability SUN advocates; (b) there is a system of independent

feedback on the quality of country plans/CRFs (viewing them not simply as documents but in the context of the systems of consultation and accountability they support); and (c) there is progress with continued work to strengthen resource tracking.

- (Assumption 16) The SUN movement needs to address the weaknesses the ICE has identified in its systems for monitoring and evaluation.



## Bibliography

"Location" in the listing below refers to folder and document numbers in the evaluation team's electronic library.

short ref	full ref	location
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1,000 Days Partnership 2014	<i>What we do</i> . 1,000 Days Partnership website. <a href="http://www.thousanddays.org/about/what-we-do/">http://www.thousanddays.org/about/what-we-do/</a> [accessed 9 December 2014]	
AAHM 2013	<i>The Alliance Against Hunger and Malnutrition</i> . Leaflet, 2013.	6-6
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## **Abbreviations**

A4NH	Agriculture for Nutrition and Health
AAHM	Alliance Against Hunger and Nutrition
ACC	[United Nations] Administrative Committee on Coordination
ACT	Aggregate Cost Tool
ACF	Action Against Hunger
AFSI	L'Aquila Food Security Initiative
BCSNPN	Bangladesh Civil Society Network for Promoting Nutrition
BINP	Bangladesh Integrated Nutrition Programme
BMGF	The Bill and Melinda Gates Foundation
BRAC	Civil society network in Bangladesh (the acronym is no longer spelled out)
C2D	Capacity to Deliver
CAADP	Comprehensive Africa Agriculture Development Programme
CABRI	Collaborative Africa Budget Reform Initiative
CBA	Cost-Benefit Analysis
CCS	Country Case Study
CE	Comprehensive Evaluation
CEO	Chief Executive Officer
CEPKE	Comprehensive Evaluation Platform for Knowledge Exchange
CF	country fiche
CFS	Committee on World Food Security
CGIAR	Consultative Group on International Agricultural Research
CHAI	Clinton Health Access Initiative
CIDA	Canadian International Development Agency
CIFF	Children's Investment Fund Foundation
CIGI	Centre for International Governance Innovation
CIP	Country Investment Programme
CLM	Cellule de Lutte contre la Malnutrition (Senegal – central coordinating mechanism between sector ministries, civil society and local government)
CMAM	Community-based management of acute malnutrition
CNSN	National Council for Coordinating Nutrition (Burkina Faso)
CONASAN	National Council for Food Security and Nutrition (Guatemala)
COI	Conflict of Interest
COO	Chief Operating Officer
COP	Community of Practice
GPAFS	Global Partnership for Agriculture and Food Security
CRF	Common Results Framework
CRS	Creditor Reporting System
CSA	Civil Society Alliance
CSM	Civil Society Mechanism
CSN	Civil Society Network

CSA	Civil Society Actor
CSN	Civil Society Network
CSO	Civil Society Organisation
CSR	Corporate Social Responsibility
CTC	Community-based Therapeutic Care
DAC	Development Assistance Committee (of the OECD)
Danida	Danish International Development Agency
DBM	Double Burden of Malnutrition
DC	Donor Convener
DFATD	Department of Foreign Affairs, Trade and Development (Canada)
DFID	UK Department for International Development
DP	Development Partner
DPG	Development Partner Group
DRM	Disaster Risk Management
DSM	Dutch multinational
EC	European Commission
ECHUI	Ending Child Hunger and Undernutrition Initiative
ECOSOC	United Nations Economic and Social Council
EFA	Education For All
EM	Evaluation Manager
ENRDC	National Strategy to Reduce Chronic Undernutrition (Guatemala)
ENN	Emergency Nutrition Network
EO	Evaluation Office
EOSG	Executive Office of the Secretary-General
EQ	Evaluation Question
ER	Evaluation Report
ET	Evaluation Team
EU	European Union
FANTA	Food and Nutrition Technical Assistance
FAO	Food and Agriculture Organization
FCAS	Fragile and Conflict Affected States
FFA	Framework for Action
FMOH	Federal Ministry of Health (Ethiopia)
FNAP	Food and Nutrition Action Plan (Indonesia)
FNS	Food and Nutrition Security
FP	Focal Point
FTA	Fixed Term Appointment
FTI	Fast Track Initiative (Education for All)
GAFFSP	Global Agriculture and Food Security Programme
GAIN	Global Alliance for Improved Nutrition
GDP	Gross Domestic Product
GEF	Global Environment Facility

GINA	Global database on Implementation of Nutrition Action
GIZ	German development agency
GNC	Global Nutrition Cluster
GNR	Global Nutrition Review
GOI	Government of Indonesia
GPE	Global Partnership for Education (previously FTI)
GPR	Global Program Review
GSO	Global Social Observatory
HANCI	Hunger and Nutrition Commitment Index
HIC	High Income Country
HIV/AIDS	Human Immunodeficiency Virus / Acquired Immunodeficiency Virus
HLPF	High-Level Political Forum
HLSCN	High-Level Steering Committee for Nutrition (Tanzania)
HLTF	High-Level Task Force
HPNSD	Health, Population and Nutrition Sector Development Plan (Bangladesh)
HQ	Headquarters
IADB	Inter-American Development Bank
IAEA	International Atomic Energy Agency
IASC	Inter-Agency Standing Committee
IATI	International Aid Transparency Initiative
IBFAN	International Baby Food Action Network
ICA	Individual Contract Agreement
ICE	Independent Comprehensive Evaluation
ICN	International Conference on Nutrition
IDC	International Development Committee
IEG	Independent Evaluation Group (of the World Bank)
IFAD	International Fund for Agricultural Development
IFPRI	International Food Policy Research Institute
IHP+	The International Health Partnership
ILO	International Labour Organization
IMAM	Integrated Management of Acute Malnutrition
INGO	International Non-Governmental Organisation
IP	Implementing Partner
IPR	Interim Progress Report
IR	Inception Report
IYCF	Infant and Young Child Feeding
LG	Lead Group
LGA	Local government authority
LIC	Low Income Country
LMIC	Lower Middle Income Country
JICA	Japan International Cooperation Agency
M&E	Monitoring and Evaluation

MAM	Moderate Acute Malnutrition
MASA	Ministry of Agriculture and Food Security (Burkina Faso)
MC	Management Committee
MCA	Millennium Challenge Account
MDG	Millennium Development Goal
MO	Multilateral Organisation
MOFDM	Ministry Of Food And Disaster Management (Bangladesh)
MOFHW	Ministry of Health and Family Welfare (Bangladesh)
MOH	Ministry of Health
MOU	Memorandum of Understanding
MPTF	Multi-Partner Trust Fund
MQSUN	Maximising the Quality of Scaling-up Nutrition
MSF	Médecins sans frontières
MSP	Multi-Stakeholder Platform
N4G	Nutrition for Growth
NFPAN	National Food Policy Action Plan (Bangladesh)
NGO	Non-Governmental Organisation
NNP	National Nutrition Programme
NOAM	Note on Approach and Methods
NNS	National Nutrition Strategy
NPAN	National Plan of Action for Nutrition
OCHA	Office for the Coordination of Humanitarian Affairs
ODA	official development assistance
ODI	Overseas Development Institute
OECD	Organisation for Economic Co-operation and Development
PA	Personal Assistant
PANITA	Partnership in Nutrition in Tanzania
PER	Public Expenditure Network
PM	progress marker
PRN	Nutrition Enhancement Programme (Senegal)
PTF	Technical and financial partners (Burkina Faso)
PUNO	Participating UN Organization
QAA	Quality Assurance Advisor
QS	Quality Support
REACH	Renewed Effort Against Child Hunger and Undernutrition – Ending Child Hunger and Undernutrition Partnership (FAO, WHO, UNICEF, WFP)
RM	Road Map
RPJMN	Medium-term development plan (Indonesia)
RRM	Revised Road Map
SAFANSI	South Asia Food and Nutrition Security Initiative
SAM	Severe Acute Malnutrition
SESAN	Secretariat for Food and Nutrition Security (Guatemala)

SETSAN	Technical Secretariat for Food Security and Nutrition (Mozambique)
SBN	SUN Business Network
SCN	(UN) Standing Committee on Nutrition
SDG	Sustainable Development Goal
SEGRPP	Sourcebook for Evaluating Global and Regional Partnership Programs
SESAN	Secretariat for food and nutrition (Guatemala)
SFP	School Feeding Policy
Sida	Swedish International Development Agency
SMAC	Social mobilization, advocacy and communications
SMS	The Sun Movement Secretariat
SNV	Netherlands Development Organisation
SO	Strategic Objective
SPRING	Strengthening Partnerships, Results and Innovation in Nutrition Globally
SRSG	Special Representative of the Secretary-General
SUN	The Scaling Up Nutrition movement
SWAp	Sector Wide Approach
SWOT	Strengths, weaknesses, opportunities and threats
TL	Team Leader
TFNC	Tanzania Food and Nutrition Centre
ToC	Theory of Change
TOR	Terms of Reference
TT	Task Team
TWG	Technical Working Group
UMIC	Upper Middle Income Country
UN	United Nations
UNAIDS	The joint United Nations Program on HIV/AIDS
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Program
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNHCR	United Nations Refugee Agency
UNICEF	United Nations Children's Fund
UNOPS	United Nations Office for Project Services
UNSCN	United Nations Standing Committee on Nutrition
UNSG	UN Secretary General
URL	uniform resource locator (web address)
VSG	Visioning Sub-Group
USAID	United States Agency for International Development
USD	US Dollar
WASH	Water, Sanitation and Hygiene
WB	World Bank
WFP	World Food Programme

WFS            World Food Summit  
WHA            World Health Assembly  
WHO            World Health Organisation