UN Network for SUN Strategy (2016–2020)
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<tr>
<td>ASEAN</td>
<td>Association of Southeast Asian Nations</td>
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<tr>
<td>CIP</td>
<td>Country Implementation Plan</td>
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<td>CAN</td>
<td>Compendium of Actions for Nutrition</td>
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<td>CNA</td>
<td>Core Nutrition Action</td>
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<td>FAO</td>
<td>Food and Agriculture Organization of the United Nations</td>
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<td>IAEA</td>
<td>International Atomic Energy Agency</td>
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<td>ICN2</td>
<td>Second International Conference on Nutrition</td>
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<td>IFAD</td>
<td>International Fund for Agricultural Development</td>
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<tr>
<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
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<td>MoU</td>
<td>Memorandum of Understanding</td>
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<td>MSP</td>
<td>Multistakeholder Platform</td>
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<td>N4G</td>
<td>Nutrition for Growth</td>
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<td>OHCHR</td>
<td>Office of the United Nations High Commissioner for Human Rights</td>
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<td>REACH</td>
<td>Renewed Efforts Against Child Hunger and undernutrition</td>
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<td>SAARC</td>
<td>South Asian Association for Regional Cooperation</td>
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<td>SDG</td>
<td>Sustainable Development Goal</td>
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<tr>
<td>SMART</td>
<td>Specific, Measurable, Attainable, Realistic and Time-bound</td>
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<td>SUN</td>
<td>Scaling Up Nutrition</td>
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<td>TA</td>
<td>Technical Assistance</td>
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<td>UNCT</td>
<td>United Nations Country Team</td>
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<td>UNDAF</td>
<td>United Nations Development Assistance Framework</td>
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<td>UNDP</td>
<td>United Nations Development Programme</td>
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<td>UNFPA</td>
<td>United Nations Population Fund</td>
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<td>UNGNA</td>
<td>United Nations Global Nutrition Agenda</td>
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<td>UNHCR</td>
<td>Office of the United Nations High Commissioner for Refugees</td>
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<td>UNICEF</td>
<td>United Nations Children’s Fund</td>
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<td>UN Network</td>
<td>UN Network for SUN</td>
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<td>UNSCN</td>
<td>United Nations System Standing Committee on Nutrition</td>
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<td>WFP</td>
<td>World Food Programme</td>
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<td>WHA</td>
<td>World Health Assembly</td>
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<td>WHO</td>
<td>World Health Organization</td>
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1. Introduction

This document outlines the five-year strategy for the UN Network for Scaling Up Nutrition (SUN) 2016–2020 as a contribution to the Scaling Up Nutrition (SUN) Movement. The UN Network for SUN (UN Network), formally established in 2013, brings together United Nations agencies at the country, regional and global levels in pursuit of the Sustainable Development Goals (SDGs) and global nutrition targets within the context of the SUN Movement.¹

The strategy, endorsed by the Food and Agriculture Organization of the United Nations (FAO), International Fund for Agricultural Development (IFAD), United Nations Children’s Fund (UNICEF), World Food Programme (WFP) and World Health Organization (WHO), reaffirms the United Nations commitments and contributions to the aims of the SUN Movement.²

The UN Network for SUN strategy is a guiding framework for United Nations actions to support countries in achieving national goals and making advances in the reduction of malnutrition. The global context section of the document provides a brief overview of the global landscape for nutrition, including a summary of global nutrition targets and initiatives. The subsequent section highlights the United Nations contributions to nutrition, including the ongoing normative, technical and programmatic work of United Nations agencies active in nutrition.

This is followed by a presentation of the collective outcomes expected through key UN Network activities planned for the 2016-2020 period, as well as the support services and governance arrangements required to roll out the strategy. The document concludes with a description of the UN Network’s accountability framework.
2. Global Context

2.1 Malnutrition

Malnutrition remains a serious threat to global health and development: it is the largest risk factor responsible for the global burden of disease and contributes to an estimated 45 percent of deaths for children under 5. Malnutrition is also associated with lower educational achievement and cognitive development during childhood and leads to long-term impairment, including increased risk of chronic diseases, as well as lower economic status and productivity during adulthood. Its economic consequences amount to gross domestic product losses of 10 percent. Its effects are far-reaching through the life cycle, forming a cyclical relationship of poverty and malnutrition that is passed from mother to child across generations.

While some progress has been made, the world is still off track to meet the global nutrition and non-communicable disease targets. The prevalence of stunting in children younger than 5 years of age decreased from 32.7 percent in 2000 to 23.2 percent in 2015; despite this reduction, in 2015, 156 million children were still stunted and 50 million children in the world were wasted. Between 2000 and 2015, the global trend in overweight prevalence increased from 5.1 percent to 6.2 percent and the number of overweight children under 5 has risen from 31 million to 42 million. Two billion people worldwide still suffer from micronutrient malnutrition, and nearly all countries are off course for meeting targets on anaemia in women of reproductive age.

Progress among regions and sub-regions remains uneven. In Africa, the number of stunted children increased between 2000 and 2015, while in Asia as well as in Latin America and the Caribbean, it decreased over the same period (34 percent decrease in Asia, and a 42 percent decrease in Latin America and the Caribbean). In 2015, the majority of wasted and severely wasted children under 5 lived in Asia, with southern Asia presenting the highest prevalence.
The poorest countries bear a disproportionate share of the global malnutrition burden; 85 percent of stunting is concentrated in 37 countries, including many of the lowest-income countries of sub-Saharan Africa, South Asia and Southeast Asia.\(^\text{14}\)

The causes of malnutrition are complex and interrelated, and require holistic multisectoral approaches, including tackling major social determinants of malnutrition such as poverty, discrimination and inequalities. It is widely acknowledged that nutrition actions are required across multiple sectors to address the causes of malnutrition, as shown in Annex 1. Furthermore, addressing malnutrition will help drive sustainable development: improved nutrition is pivotal to achieve progress in health, education, employment, female empowerment, and poverty and inequality reduction,\(^\text{15}\) and therefore improving people’s nutritional status will assist in the achievement of all SDGs. Countries are mobilizing to address their nutrition challenges, with governments increasingly recognizing the importance of nutrition for sustainable development and as a human rights issue.

### 2.2 Global and Regional Nutrition Targets and Initiatives

Nutrition has received increased attention in recent years by the global community, including the United Nations and its Member States. To galvanize efforts and support the achievement of global nutrition targets, important alliances, movements, initiatives and calls to action have been established.\(^\text{16}\)

The SUN Movement was launched in 2010 to support intensified multisectoral action to achieve global nutrition goals.\(^\text{17}\) The SUN Movement has been influential in keeping nutrition on the international agenda and in encouraging and reinforcing country-level efforts in advocacy and social mobilization to address undernutrition.\(^\text{14}\) The 2012 Zero Hunger Challenge is a call to action by the United Nations Secretary-General to all member countries to work towards a unified goal to end hunger and malnutrition within a generation. It serves to mobilize high-level commitment to ending hunger and undernutrition, including stunting, and recognizes existing efforts to combat malnutrition and hunger.\(^\text{19}\)
At the 2013 Nutrition for Growth (N4G) Summit, a wide group of stakeholders (including governments, international organizations, businesses and civil society organizations) committed their political will and financial resources to work in partnership to accelerate progress towards ending undernutrition. The Second International Conference on Nutrition's (ICN2) Rome Declaration on Nutrition, endorsed by 162 Member States in 2014, is a commitment to eradicate hunger and prevent all forms of malnutrition worldwide. The accompanying Framework for Action on Nutrition sets out sixty possible policy and programme options that governments may incorporate into their national policy and planning frameworks for nutrition, health, agriculture, social protection and development. The annual Global Nutrition Report, first published in 2014, contributes to strengthened accountability in worldwide progress towards improving nutrition by tracking progress (including for N4G) and identifying areas for action.

The 2030 Agenda for Sustainable Development places strong emphasis on integrated approaches and has a particular relevance for addressing the determinants of malnutrition. Agenda 2030 has 17 SDGs and specifically recognizes improvements in nutrition as a key priority under SDG 2: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture. Each of the other SDGs will benefit from the gains in nutrition, in particular: ending poverty, ensuring healthy lives, ensuring inclusive and quality education and learning, achieving gender equality and empowerment for women and girls, ensuring available and sustainable consumption and production patterns, and revitalizing global partnerships for sustainable development. The SDGs are synergistic and deeply interconnected with many cross-cutting elements, nutrition being one of them. Nutrition is a fundamental investment that underpins the successful achievement of the SDGs. The Agenda sets targets to be achieved by 2030, and promotes the World Health Assembly targets for stunting and wasting.

The United Nations Decade of Action on Nutrition (2016–2025) endorses the Rome Declaration on Nutrition and the Framework for Action, as well as the 2030 Agenda, inviting governments to set national nutrition targets and milestones based on internationally agreed upon indicators, and ensuring coordination and strengthened multisectoral collaboration to combat all forms of malnutrition, including obesity. Regional frameworks are in place to provide guidance to Member States on coherent, region-wide approaches to tackle regional nutrition issues. These include: the Africa Regional Nutrition Strategy 2015-2025, which provides guidance on a systematic and consistent effort to eliminate hunger and malnutrition across African Union Member States; the Association of Southeast Asian Nations (ASEAN) Post-2015 Health Development Agenda; and the South Asia Regional Action Framework for Nutrition, which provides guidance to eight member countries of the South Asian Association for Regional Cooperation (SAARC).

In addition, there are a number of ongoing intergovernmental and United Nations inter-agency nutrition initiatives in support of the global agenda, which include:

- The Renewed Efforts Against Child Hunger and undernutrition (REACH) inter-agency partnership (FAO, IFAD, UNICEF, WFP and WHO), which since 2008 has been working at the country level to strengthen nutrition governance and United Nations coordination through facilitation, analytical and capacity development support for country-led nutrition responses.
- The United Nations System Standing Committee on Nutrition (UNSCN), which since 1977 has sought to maximize global United Nations policy coherence and advocacy on nutrition and promote knowledge-sharing across the United Nations System.
- The Committee on World Food Security, which supports intergovernmental food security and nutrition policy.
- The United Nations Inter-Agency Task Force on the Prevention and Control of Non-Communicable Diseases.
- The nutrition and food security clusters and other relevant clusters at global, regional, national and subnational levels, which support the coordination of actions in nutrition during humanitarian crisis.
3. United Nations and Nutrition

3.1 United Nations System

The United Nations System is a key player among a range of stakeholders engaged in achieving nutrition targets and goals. Several of the largest United Nations agencies’ mandates are strongly centred on nutrition, including FAO, IFAD, UNICEF, WFP and WHO. Other United Nations entities and institutions are also influential contributors in nutrition, including the International Atomic Energy Agency (IAEA), Office of the United Nations High Commissioner for Human Rights (OHCHR), Office of the United Nations High Commissioner for Refugees (UNHCR), United Nations Development Programme (UNDP), United Nations Environment Programme, United Nations Population Fund (UNFPA), United Nations Industrial Development Organization, UN Women, and the World Bank. Details on each agency’s roles in nutrition can be found in their respective strategies and work plans.

The strength of the United Nations is derived from its Member States and its presence in low- and middle-income countries, including all SUN countries. It has long-standing and trusted relationships with national governments, as well as specific working relations with government ministries relevant to nutrition. Its extensive field presence ensures it works alongside national and subnational stakeholders to cover hard-to-reach areas with nutrition support.

The United Nations has strong convening power and credibility with stakeholders at the global, regional and country levels. The United Nations has supported the establishment and development of an extensive network of partnerships with civil society organizations, the donor community and the private sector towards the strengthening of national nutrition processes and platforms. The United Nations is well placed to leverage, strengthen and help maximize contributions of key partners in nutrition.
3.2 United Nations Nutrition Support

The United Nations engagement in nutrition ranges from normative work through technical assistance and programme support activities at the global, regional and country levels.

The United Nations support is tailored to respond to countries’ needs and to address the determinants of malnutrition and priorities of each particular context.

The United Nations multisectoral, multistakeholder work on nutrition seeks to catalyse action to achieve optimal nutrition worldwide.

The United Nations is by nature multisectoral, making it uniquely placed to advocate for, strengthen and facilitate country-led multisectoral nutrition agendas in SUN countries. The nutrition-related work of the United Nations agencies encompasses nutrition, agriculture, food security, water, sanitation and hygiene (WASH), health, education, and social protection to tackle the immediate, underlying and basic causes of malnutrition.

The diagram below is illustrative of the wide array of areas the United Nations agencies typically support nutrition at the country level.

(The list of nutrition actions and United Nations agencies represented in the graphic is not exhaustive)
Drawing from the United Nations agencies’ comparative advantage (summarized in the table below), the United Nations is recognized as one of the key players in nutrition.

**United Nations Agencies’ Comparative Advantage**

**Multisectoral Nutrition Expertise**
- Highly specialized expertise in nutrition-specific and nutrition-sensitive areas that can respond to country nutrition needs.
- The United Nations is by nature multisectoral and has working relations with all line ministries.

**Policy, Strategy and Programme Design and Management Capacities**
- Ability to take emerging evidence from science and apply it to policy and strategy development with concrete actions on the ground (programme design and management).
- Ability to document experiences and share knowledge.

**Implementation Capacity and Field Presence**
- In-country reach/field presence and flexibility to adjust support, as country nutrition situation and priorities change.
- Proven track record of taking collective actions for impact.

**Advocacy and Fundraising Credibility**
- Strong capacity to advocate for nutrition – the United Nations has the confidence of governments and credibility with other key stakeholders.
- Ability to mobilize resources and raise awareness of nutrition programming and funding gaps – the United Nations has the confidence of investors.
- Ability to convene other stakeholders and build strong partnerships to support national priorities.

The United Nations has extensive specialized expertise in nutrition policy, planning, programme implementation, capacity development, and monitoring and evaluation. It also has a strong capacity to influence effective implementation through applying evidence to policy development and programme design, and facilitating knowledge generation and sharing and cooperation within and between regions and countries.
Through the United Nations, countries can access critical skills, resources and tools needed to ensure transformative changes to effectively and sustainably address malnutrition while strengthening national capacities. United Nations agencies nutrition resources and tools are shown in Annex 2. Within the United Nations System itself, the important mission of being “fit for purpose” and the ability of the United Nations to respond as one system are being promoted.

The United Nations Global Nutrition Agenda (UNGNA) details the shared vision and coordinated approach of United Nations agencies collectively engaged in addressing malnutrition, including ten core principles guiding the United Nations inter-agency work on nutrition:

1. Nutrition is a pervasive development issue requiring action across the globe.
2. Multiple forms of malnutrition are interrelated and co-occur in a large number of countries.
3. Nutrition is a multisectoral issue.
4. Food system change is fundamental to addressing nutrition challenges.
5. Health system strengthening is essential to achieve nutrition goals.
6. Good nutrition also requires, and is necessary for, functioning education systems, social protection and efforts to eradicate poverty and reduce inequality.
7. The United Nations is steered by a human-rights-based approach to nutrition.
8. United Nations nutrition activities are informed by a commitment to gender rights.
9. The United Nations acts in support of country priorities. Local adaptation of strategies is needed, according to varying country nutrition situations.
10. The United Nations System is one role player among several, playing unique convening, networking, brokering, and technical support roles.31

Despite its comparative advantage, in some countries the United Nations is facing challenges “delivering as one” in nutrition, while stakeholders are demanding for greater coherence, efficiency and effectiveness. Specifically, governments and other stakeholders are demanding for coordinated United Nations support that speaks as one and moves in tandem with government partners.

4. Role and contribution of the UN Network to the SUN Movement

4.1 SUN Movement and SUN Strategy

SUN is a global community of engaged and mutually accountable countries, and other stakeholders, committed to investing in nutrition. SUN Networks (business, civil society, country, donor, and United Nations) catalyse momentum by coordinating, aligning resources, and streamlining collaboration towards improved nutrition. The SUN Movement’s direction for the next five years is set out in the SUN Movement Strategy and Roadmap 2016–2020, which takes into account findings from the 2015 Independent Comprehensive Evaluation of the SUN Movement. Countries are at the core of the SUN Movement, while SUN Networks support governments by facilitating and participating in multistakeholder processes, and by aligning their activities behind national objectives through common results frameworks.

The SUN Movement contributes to the achievement of all the SDGs and strives towards the global nutrition targets set by the World Health Assembly (WHA); the primary focus is on the reduction of stunting while acknowledging the need for identifying and implementing double-duty actions that tackle more than one form of malnutrition at once.

By addressing undernutrition, promoting linear growth and preventing excessive weight gain during the first 1,000 days of life, the SUN Movement supports countries in addressing all forms of malnutrition and contributes to reducing the risk of overweight, obesity and non-communicable diseases throughout the life cycle.

The SUN Movement strategic objectives for the period 2016–2020 are as follows:

- Expand and sustain an enabling political environment
- Prioritize and institutionalize effective actions that contribute to good nutrition
- Implement effective actions aligned with Common Results
- Effectively use, and significantly increase, financial resources for nutrition
In order to realize the SUN Movement strategic objectives, a key set of in-country capabilities need to be strengthened by the collective efforts of all stakeholders in the SUN Movement, with a view to supporting national governments in achieving their nutrition objectives. During the 2016–2020 period, the UN Network, along with other members of the SUN Movement, will align with the capabilities set out in the SUN Roadmap 2.0 behind national nutrition plans and priorities.36

4.2 UN Network

The UN Network brings together United Nations agencies at the global, regional and country levels to advance nutrition targets and objectives at all levels. The UN Network for SUN supports the achievement of all SDGs and Agenda 2030, with a specific focus on Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture.

The UN Network

Evolution of the UN Network

The UN Network has grown out of the successful experience of REACH, which has been deployed in 20 countries since 2008. In 2015, the principals of the United Nations REACH agencies decided that REACH should take on the leadership of the UN Network. It was recognized that in order to scale up nutrition efforts, the United Nations would need to work more broadly, collectively and effectively with similar determination and success, which was witnessed through dedicated REACH support. The UN Network thus grew out of the positive experience of REACH and the imperative to work better together to achieve results quickly. The UN Network is expected to extend its collective efforts to all SUN countries without necessarily relying on external, dedicated in-country REACH support. However, REACH remains a service with tools, human resources and experiences that can be drawn upon for support in response to assessed needs and where funding is available.
The evolution and development of the UN Network is summarized in the table below:

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<tr>
<th>Date</th>
<th>Agreement/Action</th>
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<tr>
<td>2008</td>
<td>• REACH inter-agency partnership (FAO, UNICEF, WFP, WHO) established</td>
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<td>2008–2010</td>
<td>• REACH piloted in three countries</td>
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<td>2011</td>
<td>• REACH Memorandum of Understanding signed</td>
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<td>2012</td>
<td>• IFAD joined the REACH partnership</td>
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<td>2011–2013</td>
<td>• REACH expansion to 12 new countries (first generation)</td>
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<td>2013</td>
<td>• Letter signed by the five REACH agency principals (FAO, IFAD, UNICEF, WFP, WHO) reiterating commitment to scale up nutrition efforts and endorsing UN Network for SUN and REACH</td>
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<td></td>
<td>• UN Network co-facilitated by REACH and UNSCN Secretariats</td>
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<td>2014</td>
<td>• Five principals agree that REACH Secretariat serves as the UN Network for SUN Secretariat</td>
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<tr>
<td>2014–2015</td>
<td>• REACH expansion to five additional countries (second generation)</td>
</tr>
<tr>
<td>2015</td>
<td>• Five principals agree to have REACH Secretariat serve as the UN Network for SUN Secretariat through an extension and revalidation of the REACH Memorandum of Understanding</td>
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<td></td>
<td>• Push for the UN Network to be established in all SUN countries based on terms of references adopted by Steering Committee</td>
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<td></td>
<td>• External independent evaluation of REACH</td>
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<td>2016</td>
<td>• Development of the UN Network strategy for the period 2016–2020 (Annex 11)</td>
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<td></td>
<td>• REACH remains a service of the UN Network, primarily to support national nutrition governance when funding permits</td>
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The UN Network collaborates closely with the UNSCN. The UNSCN\textsuperscript{17} was established in 1977 under the United Nations Economic and Social Council and supports global-level convergence and harmonization of concepts, policies, strategies and programmes within the United Nations System in response to the nutritional needs of countries.\textsuperscript{18}

The role and efficient functioning of the UN Network is central to the SUN Movement. The UN Network provides an entry point through which United Nations entities engage in a coordinated manner with SUN processes and efforts. This includes building consensus on joint and individual responsibilities and coordinating the provision of support to governments.
The UN Network can catalyse action to end malnutrition in all its forms, bringing added value to the SUN Movement as follows:

✓ Bringing together all United Nations agencies with an interest in nutrition, thus behaving as a single reflection of the United Nations System.
✓ Elevating nutrition on the national agenda through its senior leadership.
✓ Ensuring that the United Nations System in each country has clear and agreed collective objectives on nutrition that align behind national strategies and plans.
✓ Promoting the adoption of joint approaches in support of national priorities and platforms, maximizing synergies and minimizing duplications.
✓ Ensuring the development of coherent and unified advocacy and communication strategies and actions, engaging with key stakeholders with one voice.
✓ Delivering efficient, effective and responsive support.
✓ Ensuring that United Nations agencies manage resources in a coordinated manner and not dilute efforts.
✓ Strengthening mutual accountability for nutrition by tracking the United Nations collective efforts in support of national nutrition priorities.

UN Network Added Value to the SUN Movement

1. Bringing together all United Nations agencies with an interest in nutrition, thus behaving as a single reflection of the United Nations System

2. Elevating nutrition on the national agenda through its senior leadership

3. Ensuring that the United Nations system in each country has clear and agreed collective objectives on nutrition that align behind national strategies and plans

4. Promoting the adoption of joint approaches in support of national priorities and platforms, maximizing synergies and minimizing duplications

5. Ensuring the development of coherent and unified advocacy and communication strategies and actions, engaging with key stakeholders with one voice

6. Delivering efficient, effective, and responsive support

7. Ensuring that United Nations agencies manage resources in a coordinated manner and not dilute efforts

8. Strengthening mutual accountability for nutrition by tracking the United Nations collective efforts in support of national nutrition priorities
In line with the SUN Movement Strategy and Roadmap, the UN Network is committed to addressing the social determinants of malnutrition and ensuring equality and non-discrimination throughout the implementation of the strategy, focusing on tackling gender, socio-economic, ethnic and geographic disparities.

The UN Network’s contribution to the SUN strategic objectives and capabilities is set out in the results framework detailed in the next section.

4.3 UN Network Results Framework

The UN Network results framework outlines a set of outcomes, outputs and activities against which progress on the implementation of the strategy will be measured (Annex 3). The UN Network results framework builds on the UNGNA and contributes to the achievement of its outcomes, as outlined in the UN Network monitoring and evaluation (M&E) framework.

The core implementation of the strategy takes place at the country level and is led by efforts of country UN Networks, with the support of the UN Network/REACH Secretariat. Activities outlined in the results framework are country-based: the list is not exhaustive and can be adapted to the country context once the UN Network work plans are adopted. Inputs to the results framework comprise the global support provided by the UN Network/REACH Secretariat to country UN Networks including: the development and dissemination of guidance notes, guidance packages, and the Compendium of Actions for Nutrition (CAN). Activities encompass both nutrition-specific and nutrition-sensitive interventions based on the assessed country needs to tackle the immediate and underlying determinants of malnutrition. Through the results framework, the UN Network ensures equality and non-discrimination, as well as transparent, inclusive and participatory processes at all levels.
With the aim of strengthening national capacity for nutrition governance and scale up of nutrition actions, the UN Network contributes to the following outcomes:

- **Outcome 1:** *Increased awareness of the causes of malnutrition and potential solutions.* Understanding the complex determinants of malnutrition in a country is crucial to prioritize and improve nutrition. Through this outcome, the UN Network supports governments and country stakeholders to increase the understanding of the nutrition situation in a given country, to increase and sustain advocacy for nutrition, and to improve nutrition knowledge management.

- **Outcome 2:** *Strengthened and increasingly resourced national policies and programmes.* Through this outcome, the UN Network supports governments to adopt national nutrition SMART (Specific, Measurable, Attainable, Realistic and Time-bound) targets, to develop quality sectoral and multisectoral nutrition strategies, policies, plans and programmes, to integrate nutrition into national development plans, and to increase national access to finance for scaling up nutrition.

- **Outcome 3:** *Increased human and institutional capacity to support the scaling up of nutrition actions at all levels.*

- **Outcome 4:** *Increased efficiency and accountability of national efforts.*

- **Outcome 5:** *Harmonized and coordinated UN nutrition efforts.*
Network works closely with SUN focal points, sectors and other stakeholders to support the development of functional and technical capacity in all dimensions (enabling environment, organizational and individual), and contributes to strengthen multisectoral and multistakeholder processes and partnerships at the national and subnational levels.

- **Outcome 4:**
  **Increased efficiency and accountability of national efforts.** The UN Network provides support to governments and other relevant national stakeholders to effectively monitor plans and programmes and to strengthen national nutrition information systems – including surveillance.

With the aim of increasing the effectiveness of United Nations agencies’ activities in support of country nutrition efforts, the UN Network contributes to the following outcome:

- **Outcome 5:**
  **Harmonized and coordinated UN nutrition efforts.** It is expected that harmonized United Nations nutrition efforts at the country level result in better alignment of United Nations nutrition actions behind national priorities and plans. This outcome aims at increasing United Nations investments in nutrition, adopting coherent UN Network strategies and programming to support national efforts within the context of the joint United Nations frameworks, and ensuring a coherent United Nations engagement in all advocacy and communication efforts.

The United Nations collective approach and support to a country’s nutrition needs are embedded in joint development frameworks, including the United Nations Development Assistance Framework (UNDAF). The UN Network promotes coordination and harmonization of United Nations efforts on nutrition under the UNDAF and serves as a resource or input for joint United Nations frameworks (UNDAF included). A summary of proposed country-level activities is provided below.

Activities under Outcome 1 may include support to governments to:
- Conduct multisectoral analyses of the nutrition situation in country (e.g. overview of the nutrition situation in country and its causes, mapping of nutrition stakeholders and core nutrition actions, coverage of beneficiaries and delivery mechanisms).
- Develop and/or implement national multisectoral and multistakeholder advocacy and communication strategies, engaging several sectors and stakeholders (e.g. scoping exercises and analyses, stakeholder workshops, coordination support, financial and technical support, engagement of media, nutrition champions, and parliamentarians).
- Establish multisectoral knowledge-sharing platforms and portals to foster knowledge-sharing, coordination and collaboration on nutrition across stakeholders from various sectors.

Activities under Outcome 2 may include support to governments to:
- Set or review SMART targets, allowing countries to assess their progress towards the World Health Assembly global nutrition targets and needs for scaling up nutrition actions.
- Develop and/or update sectoral and multisectoral policies, strategies, plans and programmes. This may include preparatory activities (e.g. meetings, workshops, research) or support in developing the documents.
- Estimate the social and economic impact of malnutrition. This may include studies, such as the cost of hunger and cost of malnutrition studies.
- Increase financial allocations for nutrition, including integrating nutrition into national development plans, organizing government-led round-table investment discussions, supporting the government to navigate the nutrition funding landscape, and other activities aimed at increasing national access to the funding available for nutrition-related activities.

Activities under Outcome 3 may include support to governments to:
- Identify and address capacity needs through technical assistance (TA) and facilitation support, building on partner agencies’ expertise.
- Establish or strengthen multisectoral and multistakeholder coordination platforms to improve nutrition through the coordinated engagement of multiple sectors and stakeholders, including the various SUN country networks (civil society, business, donor, academia, government).
- Respond to country request for assistance on conflict of interest (COI) (e.g. guidance on how to engage with the private sector, management of issues related to COI and threats to neutrality).
Activities under Outcome 4 may include support to governments to:

- Track and report expenditures related to nutrition, including both spending for nutrition within a sector (e.g. tracking nutrition-related spending within the health sector or agriculture sector), as well as multisectoral spending focused on nutrition (e.g. developing a multisectoral nutrition financial tracking system).
- Establish or strengthen national multisectoral information system centred on nutrition and/or strengthen surveillance systems already existing within sectors with a focus on nutrition.

Activities under Outcome 5 may include activities internal to the United Nations System, such as:

- Development of a UN Nutrition Inventory to understand United Nations agencies contributions to nutrition at the country level.
- Development and implementation of a UN Nutrition Strategy/Agenda that should be aligned to the national priorities as well as the UNDAF.
- Tracking and reporting progress on the implementation of the strategy, including financial commitments for nutrition, accountability and transparency.
- Development or updates of joint United Nations frameworks (including UNDAF) with nutrition objectives.
- Development of resourcing strategies, United Nations joint programming and harmonizing approaches to support the rollout of the UN Network strategy.
- Development of common nutrition narratives, advocacy and communication plans, and engagement in joint advocacy effort and events at various levels.
5. UN Network Support System

The UN Network is formally recognized in the REACH Memorandum of Understanding (REACH MoU), which was updated and revalidated in March 2015, signed by the agency heads of the four initiating partners, namely FAO, UNICEF, WFP and WHO.  

5.1 Membership

Global Membership
Currently, the UN Network’s global membership is made up of FAO, IFAD, UNICEF, WFP and WHO. The membership is open to other United Nations agencies that actively support the contributions to nutrition by the UN Network at the country level.

Country Membership
At the country level, membership of the UN Network includes United Nations funds and programmes, specialized agencies (such as FAO, IFAD, UNICEF, WFP and WHO), and other agencies and institutions active in nutrition at the country level. Various additional United Nations agencies are already involved in nutrition and participate in the UN Network in some countries. These include, among others, UNFPA, UN Women, IAEA, International Labour Organisation, UNDP, UNHCR, United Nations Office for Project Services, and the World Bank. The UN Network for SUN encourages full participation of all United Nations entities active in nutrition in a given country as this contributes to the harmonization and effectiveness of the United Nations.

5.2 Global Level UN Network

High-level UN Network Sponsor
The principal of the host agency of the UN Network (WFP Executive Director) provides senior leadership/sponsorship to the UN Network and, as a member of the SUN Lead Group, ensures high-level linkage between the UN Network and the SUN Lead Group.

Steering Committee
The UN Network at the global level is guided by a Steering Committee comprised of the REACH partners, namely FAO, IFAD, UNICEF, WFP and WHO. Members of the Steering Committee are the directors and/or chiefs of nutrition from the agencies. The UN Network’s Steering Committee also serves as the REACH Steering Committee and follows the procedures established under the REACH MoU. More details on the responsibilities of United Nations partner agencies at the global level are included in Annex 4.

The UN Network Steering Committee works closely with the SUN Movement leadership, through the SUN Executive Committee, and the SUN Lead Group. The SUN Executive Committee includes two UN Network Steering Committee members.
UN Network/REACH Secretariat

While REACH and the UNSCN co-facilitated the global UN Network for SUN in the past, REACH officially assumed the leadership of the UN Network and started serving as its Secretariat in early 2015.

The UN Network/REACH Secretariat carries out activities to support the achievement of the UN Network/REACH’s goals and objectives, as approved by the Steering Committee through annual work plans. The UN Network/REACH Secretariat, based in Rome, provides analytical support, technical assistance and guidance to the country-led nutrition governance processes. The Secretariat provides an information-sharing platform and develops and makes available tools (Annex 9) to assist the United Nations country efforts in supporting national governments and strengthening coherence of United Nations nutrition actions. The coordinator, who leads the Secretariat, reports to the Steering Committee. The UN Network/REACH Secretariat works closely with United Nations staff at the country, regional and global levels, the SUN Secretariat, other global SUN Networks, the UNSCN Secretariat and other intergovernmental entities (e.g. Committee on World Food Security). The UN Network/REACH Secretariat, in liaison with the United Nations agencies, headquarter focal points and regional United Nations nutrition advisers, informs UN Networks at the country level of global developments. More details of the functions of the UN Network/REACH Secretariat are provided in the Annex 5.

5.3 United Nations Regional Support

United Nations regional nutrition advisers work together to provide backstopping to UN Networks in country, and promote greater inter-agency synergies and more coherent and collaborative work at the regional level under the leadership, strategic guidance and support of the regional directors. Although the geographical configuration of regions differs between agencies, the United Nations regional nutrition advisers work as virtual teams to ensure harmonized region-wide approaches. They support the implementation of joint United Nations approaches and programmes in country, in liaison with the UN Network/REACH Secretariat, to optimize the effectiveness of country support. Regional United Nations nutrition teams will develop an annual work plan, endorsed by regional directors. Annex 6 outlines details on the regional support provided to the UN Network.

5.4 UN Networks at the Country Level

UN Networks are expected to be established in every SUN country. Their role is to contribute to strengthening national capacity for nutrition governance and scaling up nutrition actions, as well as increasing United Nations effectiveness in support of national efforts to reduce malnutrition. The UN Network comprises United Nations agency nutrition focal points, usually technical and programme staff, and draws on agency representatives whenever possible. The UN Network has a senior chair (i.e. agency representative or deputy); the senior level of the chair, nominated by the United Nations Country Team (UNCT), as appropriate on a rotational basis, ensures that nutrition issues are elevated to the highest level.

The UN Network at the country level works together to agree on a work plan relevant to the country context, drawing from the activities shown in the results framework and monitors progress accordingly. The wide range of activities outlined in the results framework contribute to the desired collective outputs and outcomes. The technical and day-to-day work to implement the work plan is carried out by the agency nutrition focal points under the strategic guidance and oversight of the chair. The chair directs the work of the UN Network, convening the focal points and the other agency representatives and updating the UNCT on nutrition matters on a regular basis. The UN Network at the country level works closely with national authorities and all stakeholders engaged in SUN and contributes to the efforts of clusters when they are activated. Functions of the UN Network for SUN at the country level are included in Annex 7.

The UN Network takes a capacity-development approach to strengthen countries’ technical and functional competencies in nutrition action. The UN Network provides support tailored to each country, taking into account the country-specific nutrition landscapes, assessed needs, and available resources. Assistance to governments is the responsibility of the UN Networks at the country level with support from existing United Nations agencies’ regional and headquarter nutrition advisers and from the UN Network/REACH Secretariat.
For the 2016–2020 period, the UN Network at the country level can draw upon dedicated REACH support where additional assistance is needed. This includes dedicated support for the strengthening of national capacity for nutrition governance, including SUN processes and SUN Networks, funding permitting. REACH leverages the expertise, capacity and work of United Nations agency partners and other in-country stakeholders to bring long-term, sustainable transformative changes in nutrition governance processes (see details on REACH in Annex 8).

5.5 The UN Network Organizational Structure

The following organization chart shows the UN Network structure at the global, regional and country levels, including the links with the SUN Movement at each level.

The UN Network structure
5.6 Partnerships
The United Nations agencies in country have long-standing relationships with key stakeholders of other networks of the SUN Movement at the national and subnational levels. At the regional level, the United Nations has relationships with regional institutions and initiatives and can also leverage the global level partnerships by the United Nations. Long-term relationships include standing agreements that span across SUN Networks and include academic institutions, civil society organizations, parliamentarians and the private sector. The UN Network can help leverage these long-term agreements in support of achieving global nutrition targets.

5.7 Implementing the Strategy
In order to build an enabling environment for the rollout of the strategy, the UN Network/REACH Secretariat will work with the Steering Committee to develop a resourcing strategy to secure funds for its implementation. Fundraising will be a responsibility of the UN Network at all levels, including global, regional and country UN Networks. The UN Network/REACH Secretariat will maintain engagement with senior management of the United Nations agencies (at headquarter, regional and country levels) for sustained high-level commitment to the UN Network and to enable and encourage collaborative approaches. The UN Network/REACH Secretariat will support clear, effective communication within the Network, between the UN Network and other SUN Networks, with the SUN Secretariat, and with other partners and stakeholders. The UN Network/REACH Secretariat will ensure that UN Networks at the country level are clear on the role and expectations of the UN Network, and on how to access and adapt relevant resources and tools to their contexts. Country-level UN Network work plans will be the core implementation instrument of the strategy, with the UN Network at global and regional levels forming the support system for country efforts as described in Annexes 4, 5 and 6.

At the global level, the UN Network will work in close collaboration with the UNSCN and other relevant United Nations inter-agency entities to ensure complementarity. The UN Network will also contribute to relevant SUN initiatives and processes (e.g. SUN Global Gathering, Communities of Practice).

Progress on the nutrition priorities will proceed at a pace that is feasible within country contexts in cognisance of potential risks that may arise in some situations, such as competing priorities, limited or high turnover of staff, resource constraints, and other unforeseen events that delay progress.
6. Accountability

The UN Network will develop an M&E framework to assess the implementation of the strategy on an annual basis. The M&E framework will monitor progress on expected outputs and outcomes, including financial tracking of United Nations investments in nutrition, and will inform the development of an annual UN Network report. The UN Network results framework will be the basis for evaluating the performance of the UN Network. The UN Network will also be evaluated as part of the SUN evaluation process.

At the global and country levels, the UN Network will agree on an annual work plan, based on the UN Network strategy and M&E framework.

The UN Network at the country level will update the UNCT periodically on the progress against the work plan. The UN Network Dashboard, maintained by the UN Network/REACH Secretariat, will be used to support standardized annual reporting on Network progress. Global and country level reporting will feed into the annual Global Nutrition Report and the SUN Movement Annual Progress Report.

The UN Network will work in collaboration with other SUN Networks to contribute to strengthening SUN-wide accountability. The UN Network will adhere to the SUN Movement ethical framework (see Principles of Engagement in Annex 10) and the United Nations agencies’ codes of conduct.
### Annex 1: Nutrition Actions Across Sectors

#### CAN classification structure highlighting nutritional support through:

**Potential actions**

<table>
<thead>
<tr>
<th>Food, agriculture &amp; healthy diets</th>
<th>Maternal &amp; child care</th>
<th>Health</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Food Consumption Practices for Healthy Diets</strong></td>
<td><strong>Infant and Young Child Feeding</strong></td>
<td><strong>Nutrition Interventions Delivered through Reproductive and Paediatric Health Services</strong></td>
</tr>
<tr>
<td>· Food-based nutrition education</td>
<td>· Support for recommended breastfeeding practices</td>
<td>· Family planning support</td>
</tr>
<tr>
<td>· Consumer protection</td>
<td>· Support for appropriate complementary feeding</td>
<td>· ANC, birthing services and post-natal care</td>
</tr>
<tr>
<td>· Complementary feeding</td>
<td>· Protection of recommended IYCF practices</td>
<td>· Paediatric health care (early childhood &amp; adolescence)</td>
</tr>
<tr>
<td>· Supportive environments for healthy diets</td>
<td>· Enabling environment actions</td>
<td>· Enabling environment actions</td>
</tr>
<tr>
<td>· Enabling environment actions</td>
<td><strong>Crops/Horticulture</strong></td>
<td><strong>Micronutrient Supplementation</strong></td>
</tr>
<tr>
<td>· Diversification and locally adapted varieties</td>
<td>· Micronutrient suppl. schemes in WRA (including adolescent girls)</td>
<td>· Micronutrient suppl. schemes in pregnancy</td>
</tr>
<tr>
<td>· Biofortification</td>
<td>· Micronutrient suppl. schemes in pregnancy</td>
<td>· Micronutrient suppl. schemes in postpartum or lactating women</td>
</tr>
<tr>
<td>· Enabling environment actions</td>
<td><strong>Food Processing, Fortification &amp; Storage</strong></td>
<td>· Micronutrient suppl. schemes in infants &amp; children</td>
</tr>
<tr>
<td>· Food processing (excluding fortification)</td>
<td>· Micronutrient suppl. schemes in other circumstances</td>
<td>· Micronutrient suppl. in other circumstances</td>
</tr>
<tr>
<td>· Fortification (including salt iodization and fortification of complementary foods)</td>
<td>· Food storage</td>
<td>· Enabling environment actions</td>
</tr>
<tr>
<td>· Food storage</td>
<td>· Enabling environment actions</td>
<td><strong>Management of Acute Malnutrition</strong></td>
</tr>
<tr>
<td><strong>Livestock &amp; Fisheries</strong></td>
<td><strong>Social Protection</strong></td>
<td>· Management of SAM and MAM</td>
</tr>
<tr>
<td>· Animal husbandry, fisheries and insect farming</td>
<td>· In-kind &amp; quasi in-kind transfers</td>
<td>· Enabling environment actions</td>
</tr>
<tr>
<td>· Enabling environment actions</td>
<td><strong>Disease Prevention and Management</strong></td>
<td><strong>Disease Prevention and Management</strong></td>
</tr>
<tr>
<td><strong>Food Processing, Fortification &amp; Storage</strong></td>
<td>· Unconditional cash transfers</td>
<td>· Anti-anaemia</td>
</tr>
<tr>
<td>· Food processing (excluding fortification)</td>
<td>· School-based programmes</td>
<td>· Diarrhoea management</td>
</tr>
<tr>
<td>· Fortification (including salt iodization and fortification of complementary foods)</td>
<td>· Social transfers</td>
<td>· Nutritional care &amp; support in HIV prevention &amp; management</td>
</tr>
<tr>
<td>· Food storage</td>
<td>· Conditional cash transfers/vouchers</td>
<td>· Nutritional care &amp; support for tuberculosis patients</td>
</tr>
<tr>
<td>· Enabling environment actions</td>
<td>· Public works programmes</td>
<td>· Nutritional care &amp; support for children with measles</td>
</tr>
<tr>
<td><strong>Social Protection</strong></td>
<td><strong>Labour Market Programmes</strong></td>
<td>· Nutritional care &amp; support of individuals with EVD</td>
</tr>
<tr>
<td>· In-kind &amp; quasi in-kind transfers</td>
<td>· Publically funded asset transfers with skills training</td>
<td>· Prevention &amp; management of nutrition-related NCDs</td>
</tr>
<tr>
<td>· Unconditional cash transfers</td>
<td>· Publicly funded asset transfers with skills training</td>
<td>· Enabling environment actions</td>
</tr>
<tr>
<td>· School-based programmes</td>
<td>· Publicly funded asset transfers with skills training</td>
<td><strong>Water, Sanitation and Hygiene</strong></td>
</tr>
<tr>
<td>· Social transfers</td>
<td>· Publicly funded asset transfers with skills training</td>
<td>· Hygiene promotion</td>
</tr>
<tr>
<td>· Conditional cash transfers/vouchers</td>
<td>· Publicly funded asset transfers with skills training</td>
<td>· Sanitation systems and management</td>
</tr>
<tr>
<td>· Public works programmes</td>
<td>· Publicly funded asset transfers with skills training</td>
<td>· Water quantity &amp; quality support</td>
</tr>
<tr>
<td><strong>Social Insurance</strong></td>
<td><strong>Labour Market Programmes</strong></td>
<td>· Enabling environment actions</td>
</tr>
<tr>
<td>· Insurance</td>
<td>· Publically funded asset transfers with skills training</td>
<td><strong>Multisectoral Nutrition Governance</strong></td>
</tr>
<tr>
<td><strong>Labour Market Programmes</strong></td>
<td>· Publically funded asset transfers with skills training</td>
<td>· Assessment and information</td>
</tr>
<tr>
<td>· Publicly funded asset transfers with skills training</td>
<td>· Publically funded asset transfers with skills training</td>
<td>· Legislation, regulations/standards, protocols and guidelines</td>
</tr>
<tr>
<td>· Publicly funded asset transfers with skills training</td>
<td>· Publically funded asset transfers with skills training</td>
<td>· Planning, budgeting and management</td>
</tr>
<tr>
<td>· Publicly funded asset transfers with skills training</td>
<td>· Publically funded asset transfers with skills training</td>
<td>· Advocacy and communications</td>
</tr>
<tr>
<td>· Publicly funded asset transfers with skills training</td>
<td>· Publically funded asset transfers with skills training</td>
<td>· Coordination</td>
</tr>
<tr>
<td>· Publicly funded asset transfers with skills training</td>
<td>· Publically funded asset transfers with skills training</td>
<td>· Other enabling environment actions</td>
</tr>
</tbody>
</table>

**Context assessment** · Do no harm · Equity · Women's empowerment · Education/Sensitization, BCC & social marketing · M&E (explicit nutrition objectives & indicators)  

**Multisectoral Nutrition Governance**  

- Assessment and information  
- Policy coherence  
- Legislation, regulations/standards, protocols and guidelines  
- Planning, budgeting and management  
- Advocacy and communications  
- Coordination  
- Other enabling environment actions

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**Abbreviations**:  
ANC = antenatal care / BF = breastfeeding / EVD = Ebola Virus Disease / MAM = moderate acute malnutrition / NCDs = noncommunicable diseases / SAM = severe acute malnutrition / WRA = women of reproductive age

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**Annex 1**  
**UN Network for SUN Strategy (2016–2020)**  
25

The UN Network builds on and multiplies the agencies’ strong technical expertise

### Assessment methodologies
- WHO Landscape Analysis: nutrition situation analysis, focus on health related nutrition issues
- ONE HEALTH: Costing for Strategic Planning and Costing of health-based nutrition interventions
- Global monitoring of the Comprehensive Implementation Plan on MIYCF Nutrition (WHA)
- Accelerating Nutrition Improvements (ANI)
- NCHS to WHO child growth standards data conversion tool
- Global Database for Child Growth and Malnutrition

### Knowledge-sharing platforms/databases
- Electronic Library of Evidence for Nutrition Actions (eLENA)
- Global database on the Implementation of Nutrition Action (GINA)
- Nutrition Landscape Information System (NLIS)
- Vitamin and Mineral Nutrition Information System (VMNIS)

### Seminal publications
- Essential Nutrition Actions

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### Assessment methodologies
- Dietary diversity assessment
- Food Balance Sheets
- Food Composition Tables
- Joint planning for nutrition methodology
- Global Partnership for Integrated Food Security Phase Classification (IPC)
- Nutrition Country Profiles

### Mapping tools
- Mapping Actions for Food Security and Nutrition (MafFsN)
- ISFN
- CARE climate change toolkit

### Knowledge-sharing platforms/databases
- FAOstat
- FAPDA

### Seminal publications
- State of Food and Agriculture
- State of Food Insecurity

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### Assessment methodologies
- Multiple Indicator Cluster Survey (MICS)
- Standardized Monitoring & Assessment of Relief & Transitions (SMART)
- Situation analysis (includes nutrition)
- Vulnerability and capacity analysis (VCA)
- Multiple overlapping deprivation analysis (MODA)
- Monitoring of Results for Equity Systems (MoRES)

### Knowledge-sharing platforms/databases
- Data.unicef.org (Childinfo)
- UNICEF Global Nutrition database
- Nutrition Dashboard (Nutridash)

### Seminal publications
- State of the World’s Children report
- Improve Child Nutrition

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### Assessment methodologies
- Comprehensive Food Security and Vulnerability Analysis (e.g. food consumption score)
- Cost of Hunger
- Cost of Diet

### Knowledge-sharing platforms/databases
- Country Comprehensive Food Security and Vulnerability Assessment reports

### Seminal publications
- State of School Feeding
- Road to Good Nutrition

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Knowledge-sharing and close alignment on the utilization of tools is crucial to ensure state-of-the-art field support

Source: UN Agencies, UN Network/REACH Secretariat

Not exhaustive and sometimes in partnership with others
## Annex 3: UN Network Results Framework and Assumptions

### Impact: Malnutrition in all its forms is ended

<table>
<thead>
<tr>
<th>SUN Strategic Objectives</th>
<th>Outcome 1: Increased awareness of the causes of malnutrition and potential solutions</th>
<th>Outcome 2: Strengthened and increasingly resourced national policies and programmes</th>
<th>Outcome 3: Increased human and institutional capacity to support the scaling up of nutrition actions at all levels</th>
<th>Outcome 4: Increased efficiency and accountability of national efforts</th>
<th>Outcome 5: Harmonized and coordinated United Nations nutrition efforts</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Outputs</strong></td>
<td>Multisectoral nutrition analyses completed and informing national nutrition processes</td>
<td>National nutrition SMART targets in place</td>
<td>Capacity for scaling up nutrition strengthened Multisectoral and multistakeholder platforms in place and functional</td>
<td>National nutrition information systems (including surveillance) strengthened Plans and programmes effectively monitored</td>
<td>UN Networks in place &amp; functioning Country UN Network strategy/agenda aligned to national priorities, plans and joint United Nations frameworks Joint United Nations programming in place and implemented United Nations investments in nutrition increased (financial and human) Joint United Nations advocacy and communication efforts strengthened</td>
</tr>
<tr>
<td><strong>Activities</strong></td>
<td>Conduct multisectoral nutrition analyses Develop and/or implement national multisectoral and multistakeholder advocacy and communication strategies including engagement with media, parliamentarians, and nutrition champions Establish multisectoral knowledge-sharing platforms and portals</td>
<td>Review or set national SMART nutrition targets Develop and/or update sectoral and multisectoral nutrition policies/strategies/ plans/programmes (addressing dimensions of equity, equality and non-discrimination) Integrate nutrition into national development plans Estimate the social and economic impact of malnutrition and develop investment cases Organize government-led investment round-table discussions Navigate the nutrition-funding landscape Develop resource mobilization strategies</td>
<td>Identify and address capacity needs through technical assistance (TA) and facilitation support Establish or strengthen effective multisectoral, multistakeholder platforms Address conflict of interest (COI) issues in countries upon request</td>
<td>Track and report sectoral and multisectoral nutrition actions, including financial expenditures Establish and/or operationalize national information systems, including surveillance Develop M&amp;E Framework/Results Frameworks</td>
<td>Conduct a UN Nutrition Inventory Develop and implement UN Network strategy/agenda Track and report progress on the implementation of the strategy through the UN Network dashboard Develop or update joint United Nations frameworks including nutrition objectives Develop joint programming and harmonize approaches Develop resourcing strategy Track United Nations investments for nutrition (including financial and human resources) Develop common nutrition narratives, advocacy and communication plans Engage in joint advocacy efforts and/or events at sub-national, national, regional and global level</td>
</tr>
</tbody>
</table>

### Note 1: Outcomes 1–4 outline the UN Network support to national governments and SUN processes at the country level.

### Note 2: The list of activities is not exhaustive and can be re-adapted to the country context.

### Note 3: Activities may be revised during the 5-year strategy timeframe.
Assumptions:

1. Multisectoral and multistakeholder collaborative approaches are the most effective to address malnutrition.
2. There is agreement among stakeholders on the national nutrition priorities and actions.
3. There is high-level commitment and engagement by United Nations senior management.
4. Adequate timeframe for SUN Movement/UN Network for the SUN strategy to achieve intended outcomes.
5. Government leadership is available, and support is forthcoming from all government sectors to prioritize, resource and scale up nutrition actions.
6. There are no global/regional/country phenomena that significantly disrupt the prioritization of malnutrition (e.g. pandemic).
7. The UN Network for SUN is one of the multiple actors contributing to ending malnutrition at the country, regional and global levels. Progress on the expected outcomes and impact is dependent on complementary efforts by all actors, including the UN Network.
8. There are adequate financial and human resources to carry out activities outlined in the results framework.
A robust UN Network support system as part of the SUN Movement is essential to assist countries in achieving national nutrition goals and making advances in malnutrition reduction. The UN Network builds on and multiplies the partner agencies’ strong expertise and capacity to deliver for an efficient implementation of the UN Network strategy (2016–2020) and SUN Roadmap 2.0.

The contribution of United Nations partner agencies at the global level (FAO, IFAD, UNICEF, WFP, WHO) is key to support the functioning of the UN Network at the global, regional and country levels and for the successful rollout of the UN Network strategy. The roles and responsibilities of United Nations partner agencies at the global level are as follows:

**Functions:**

**Strategic planning and contribution to the SUN Movement:**
- Provide strategic direction to roll out the UN Network strategy and work with the UN Network/REACH Secretariat to support the functioning of UN Networks in countries.
- Ensure the UN Network is appropriately aligned to relevant global, regional and national initiatives in coordination with UNSCN.
- Provide strategic guidance to the UN Network/REACH Secretariat on evolutions within the nutrition arena to ensure that the UN Network delivers on commitments in changing contexts.
- Ensure appropriate agency participation in inter-agency thematic groups (e.g., Guidance Package on Capacity Assessment, harmonized methodology for financial reporting) and facilitate the development of harmonized approaches.
- Contribute to the activities of the SUN Communities of Practice and participate in relevant SUN meetings.

**Communication and knowledge-sharing:**
- Participate in the monthly Steering Committee calls/meetings and in the six-monthly UN Network headquarters focal point teleconferences/meetings.
- Inform the UN Network/REACH Secretariat of relevant agency-specific developments and initiatives by providing an agency-specific update to the UN Network/REACH Secretariat by the first of every month for consolidation into an inter-agency communication.
- Disseminate UN Network/REACH communications on a timely basis with colleagues at the global, regional and country levels within the respective agencies.
- Ensure that relevant information on planned initiatives and communications shared with other stakeholders, including the SUN Movement Secretariat, is also shared with the UN Network/REACH Secretariat.
· Provide adequate support to inter-agency approaches and knowledge-sharing and foster collaboration across agencies.

· Liaise with colleagues within the respective agency to respond to the UN Network/REACH Secretariat’s requests for information. This includes, among others, the provision of inputs to the SUN Networks Quarterly Updates/SUN Priority Notes.

· Maintain and validate the online list of the UN Network agency focal points at the country and regional levels (on a quarterly basis) and communicate changes to the Secretariat when they occur.

· Participate and represent the UN Network in meetings and events, including teleconferences.

Technical assistance as part of the UN Network (Support System):

· Coordinate among respective United Nations agencies to ensure a timely response to country requests for technical assistance (TA) that is channeled through the UN Network/REACH Secretariat as part of the SUN Support System.

· Communicate TA requests relevant to the UN Network with the UN Network/REACH Secretariat for timely dissemination to other United Nations agencies for a coordinated response.

Fundraising:

· Support the implementation of the UN Network fundraising strategy, including secondment of staff to the Secretariat as well as to the development of proposals for donors and grant applications.

Accountability:

· Contribute to the preparation of annual and periodic reports (Global Nutrition Report, SUN Movement Report, UN Network Report) with the timely provision of inputs to the UN Network/REACH Secretariat.
Annex 5: UN Network/REACH Secretariat Terms of Reference

The UN Network/REACH Secretariat, based in Rome, carries out activities to support the achievement of the UN Network/REACH’s goals and objectives.

Functions:
Support the establishment of UN Networks at the country level:
- Backstop the United Nations agencies at the country level to establish and operationalize UN Networks in SUN countries (chairs and focal points in place, work plans developed and implemented for collective actions).
- Organize orientation and briefings to the UN Networks on a periodic basis or upon country request.

Support the functioning of the global UN Network:
- Support the functioning of the Steering Committee, including the preparation of an annual work plan, resource mobilization strategy, monthly calls and six-monthly inter-agency consultations.
- Maintain a global database of UN Network members, including the country focal points and chairs.
- Organize periodic regional/global level meetings and events of the UN Network for SUN.
- Represent the UN Network for SUN at meetings, including global, regional and country meetings and events, donor meetings, SUN Global Gatherings, and SUN facilitator meetings.
- Maintain and manage a multi-donor trust fund.

Support countries with technical assistance:
- Develop and disseminate analytical tools, materials, and resources and guidance.
- Provide and broker technical assistance (TA) to countries in collaboration with United Nations partner agencies.
- Maintain web-based portal for sharing of tools, good practices and guidance materials in relation to the UN Network for SUN.
- Ensure coordinated TA support to countries requests.

Knowledge-sharing and communication:
- Document and disseminate good UN Network practices and support inter-country experience-sharing.
- Maintain/update the UN Network/REACH website and knowledge-sharing portal.
- Maintain/coordinate communication and information flows within the UN Network at all levels.
- Disseminate relevant communications and information to UN Networks at the country and regional levels.
- Liaise with the headquarters of agencies engaged in the UN Network at the country level that are currently not represented in the Steering Committee.
- Liaise with the UN Network for SUN representatives on the SUN Executive Committee and Lead Group members.
- Liaise with SUN Movement partners, such as the SUN Movement Secretariat, donors, SUN Networks and other relevant partners, to strengthen communication flows between global, regional and country levels.

Partnerships:
- Coordinate efforts and liaise with the Secretariats of the SUN Movement, other SUN Networks, UNSCN, the global nutrition cluster and other stakeholders to ensure that countries are supported in the most efficient way possible with regards to SUN processes.
- Liaise with key stakeholders on potential partnerships and funding opportunities.

Oversight and deployment of REACH support:
- Oversee the deployment of REACH support in response to country-level demand (i.e. facilitation, coordination and analytical support for capacity development, funding permitting).
- Develop and maintain a roster of facilitators and consultants for TA.

Accountability:
- Support country-based annual reporting exercises on UN Network progress using the UN Network Dashboard.
- Monitor and evaluate progress achieved by the UN Network for SUN at the global, regional and country levels, and contribute to the development of the Global Nutrition Report and the SUN Movement Annual Progress Report.

Operational Modalities
The operational modalities for the UN Network Steering Committee and the UN Network/REACH Secretariat are defined in the REACH Memorandum of Understanding (MOU).
Annex 6: Regional Support to the UN Network for SUN

The regional United Nations nutrition advisers, subject to the availability of sufficient funding and resources, already come together in varying degrees to work collectively.

**Functions:**

- Analyse and identify regional nutrition challenges and prepare regional overviews of nutrition priorities, policies and programmes.
- Contribute to the development of a common, comprehensive United Nations regional vision on nutrition based on regional priorities and challenges.
- Liaise with regional institutions and initiatives to ensure linkages and coherence with United Nations efforts.
- Regularly liaise and communicate with the country UN Network and the global UN Network/REACH Secretariat.
- Provide joint technical support and backstopping to UN Network in country, where feasible, or channel requests to the global UN Network/REACH Secretariat.
- Support the development of common themes, harmonized messages, advocacy materials, tools and fundraising strategies on nutrition at the regional level.
- Promote sharing of knowledge, good practices, and South-South learning at the regional level and reinforce communication flows between the country, regional and global levels, including regional economic communities.
- Support enhanced communication with United Nations agencies working in the region and contribute to global updates about United Nations activities in the region, including SUN website newsletters.
- Initiate exploratory missions at country’s request to assess need and feasibility of setting up REACH support.

**Accountability**

Each year, the team agrees on a common work plan, endorsed by regional directors/representatives, elaborating on activities of the regional United Nations nutrition team.

The team decides on activities that are conducted collectively versus those where one particular United Nations agency takes the lead. Regional directors/representatives receive regular updates from regional nutrition advisers on the progress made. The UN Network/REACH Secretariat seeks input from regional nutrition advisers in global reporting on the UN Network’s progress, which is used in the annual SUN Progress Report and in the Global Nutrition Report.

**Operational Modalities**

The regional United Nations nutrition teams are comprised of regional nutrition advisers from United Nations agencies engaged in nutrition. United Nations nutrition teams adopt their own rules of procedure in terms of chair roles, work plans, meeting frequency, geographic coverage, etc.

Regional directors/representatives provide direction, guidance, input and oversight to the regional nutrition advisers. Regional directors/representatives also ensure harmonization and coordination of regional nutrition efforts with other regional directors through existing platforms (e.g. regional United Nations Development Group teams and regional coordination mechanisms).

The UN Network/REACH Secretariat keeps regional United Nations nutrition teams informed of UN Network global and country developments, and copied on any communication with the country offices.
Annex 7: UN Network at the Country Level Terms of Reference

UN Networks for SUN at the country level work to strengthen national capacity for nutrition governance and the scale up of nutrition actions, as well as to increase United Nations effectiveness in support of national efforts to reduce malnutrition.

Membership
At the country level, membership of the UN Network includes United Nations funds and programmes, specialized agencies (such as FAO, IFAD, UNICEF, WFP and WHO), and other agencies and institutions active in nutrition at the country level, including UNFPA, UNDP and the World Bank. The UN Network for SUN will encourage full participation of all United Nations entities active in nutrition within a given country. Agencies that are not represented in country, but that are actively supporting nutrition actions in country can engage with the UN Network for SUN through the resident coordinator’s office.

Functions
The scope and functions of the UN Network for SUN at the country level will be detailed in an annual work plan. The roles and responsibilities (both collective and agency-specific) must be discussed and laid out clearly within the UN Network at the country level. The following are recommended actions in support of the UN Network for SUN strategy:

- Provide technical assistance for strengthening and scaling up nutrition actions within a multisectoral and multistakeholder coordinated approach.
- Align both joint and specific United Nations plans and nutrition actions to national plans and strategies.
- Develop a coherent, comprehensive country-level United Nations nutrition agenda (strategy) based on an inventory of nutrition actions and gender-sensitive context analysis, aligned and responsive to national multisectoral nutrition plans and programmes.
- Harmonize nutrition messages and advocacy efforts.
- Develop joint approaches and coherent programmes as well as resource mobilization strategies within the context of UNDAF and other United Nations frameworks.
- Monitor progress of joint-UN Network agency commitments through the UN Network Dashboard, as elaborated in the annual work plan.
- Provide periodic reports on nutrition issues tabled during United Nations Country Team (UNCT) meetings.
- Prepare an annual report on the progress of UN Network activities for the UNCT, the SUN country self-assessment and for use at the global level.

Operational Modalities
The UN Network is led by a chair who is a senior United Nations staff member (i.e. representative or deputy) and who serves on a rotational basis as appropriate, nominated by the UNCT. UN Network agencies are represented by agency nutrition focal points (technical and/or programme staff). Other senior United Nations agency staff (e.g. representative or deputy) may also participate in UN Networks at the country level.
The technical day-to-day work regarding the implementation of the work plan is carried out by the agency nutrition focal points under the oversight and guidance of the chair. The contribution of United Nations colleagues to the UN Network should be recognized and reflected in their agency work plans and individual performance plans. The chair acts on behalf of all United Nations agencies, providing senior leadership, directing the collective work of the UN Network and updating the UNCT on nutrition matters on a regular basis. The chair also regularly convenes meetings with the agency focal points and other agency representatives to agree on strategic directions and key aspects and to monitor progress. Agency-specific membership and collective roles and responsibilities must be laid out clearly within the UN Network for SUN at the country level and may vary across countries. The UN Networks at the country level adopt their own rules of procedure.

UN Networks at the country level liaise with SUN focal points and SUN Networks at the country and regional levels and with the UN Network/REACH Secretariat to ensure that countries are supported in the most efficient way possible to undertake SUN processes. Support and backstopping to UN Networks at the country level is provided by the United Nations regional nutrition advisers, the UN Network agency headquarter focal points and the UN Network/REACH Secretariat, as feasible. The UN Network can request REACH support in the form of tools and resources (including REACH facilitators), where funding is available.

Accountability

The UN Network agrees on an annual work plan and updates the UNCT on the progress made. The UN Network strategy (and monitoring and evaluation framework) provides references to assist with planning and reporting. The UN Network Dashboard, maintained by the UN Network/REACH Secretariat, is a tool to support standardized annual reporting.

The UN Network at the country level is also encouraged to reflect on the UN Network deliverables expected through the annual work plans within the UN Network-specific terms of reference for both chairs and focal points.
Annex 8: REACH Support

Overview

The REACH partnership (founded by FAO, UNICEF, WFP, WHO, and joined later by IFAD), established in 2008, has successfully employed and refined a country-centred, multisectoral approach to help strengthen national capacities for nutrition governance and scale up of nutrition actions to reduce malnutrition. REACH support has, to date, been deployed at the request of 20 country governments in Africa, Asia, Latin America and the Caribbean, and include Bangladesh, Burkina Faso, Burundi, Chad, Ethiopia, Ghana, Guinea, Haiti, Lao People’s Democratic Republic, Mali, Mauritania, Myanmar, Mozambique, Nepal, Niger, Rwanda, Senegal, Sierra Leone, United Republic of Tanzania and Uganda.

REACH support has evolved over time through collaboration with multiple stakeholders (including governments, United Nations, donors, civil society organizations, academia and businesses) to reflect on the lessons learned from extensive country experiences and new developments in the nutrition agenda. A strategic external evaluation of REACH (October 2015) confirmed that the REACH support has been effective and critical in supporting multisectoral nutrition processes in country, acknowledging the quality of the diagnostic and analytical tools, and noting that REACH’s perceived neutrality allowed it to be effective as a facilitator among different agencies and stakeholders.

“The REACH contribution to SUN in country was a positive achievement, helping make substantive progress in developing the Movement, and leading it to be widely known as the SUN ‘boots on the ground’.”42

The evaluation recommended the continuation and expansion of REACH support to requesting countries; a five-year timeframe for facilitation support; buy-in from all stakeholders, including financial commitments; and the safeguarding of its core function of neutral facilitation, to allow it to be an effective broker among different organizations and stakeholders.

Building on the positive experience of REACH, the UN Network is expected to be actively engaged in all SUN countries and will not necessarily need to rely on dedicated REACH support to achieve the UN Network strategy outcomes. However, REACH support in the 2016–2020 period remains available to support national governments to strengthen national capacity for nutrition governance – including support to all SUN Networks (business, civil society, donor, United Nations) and other partner organizations to ensure effective engagement in multistakeholder processes and platforms.

Where funding is available, REACH offers expertise to countries to define, institutionalize and operationalize nutrition governance processes, foster and facilitate participation of all relevant stakeholders, and ensures efficiency and learning. REACH has the ability to draw on the extensive expertise and tools available through United Nations agencies and their partners. REACH is systematic and holistic, yet contextualized, neutral and participatory; it is a key catalyst that empowers governments to address their nutrition challenges. The approach is underpinned by a set of quality-assured diagnostic and analytical tools and resource materials (referred to in Annex 9).
Overview of REACH Support Models

<table>
<thead>
<tr>
<th>Country governance situation</th>
<th>Extensive</th>
<th>Boost</th>
<th>Selective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multistakeholder, multisectoral platform (MSP) and SUN Networks not in place or not functioning; need dedicated facilitation and coordination support to nutrition governance process</td>
<td></td>
<td>MSP and SUN Networks not fully functioning; need dedicated facilitation and coordination support to nutrition governance process</td>
<td>MSP and SUN Networks in place and functioning reasonably well; SUN Networks able to provide most support to government, but REACH tailored services are requested for specific support</td>
</tr>
<tr>
<td>REACH support</td>
<td>• 1 senior expert facilitator for preferably 3–5 years  • 1 expert facilitator for preferably 3–5 years  • Several facilitators based at the sub-national level for preferably 3–5 years can be considered  • Provision of REACH resources, tools and tailored services</td>
<td>• 1 expert facilitator for preferably 3–5 years  • Provision of REACH resources, tools and tailored services</td>
<td>• Provision of REACH resources, tools and tailored services</td>
</tr>
<tr>
<td>Services provided</td>
<td>• Support for facilitation and coordination to governance processes, including the functioning of effective national multisectoral and multistakeholder processes and platforms for nutrition  • Support to and collaboration with SUN Networks (business, civil society, donor, United Nations) and other partner organizations to ensure effective engagement in multistakeholder processes and platforms  • Quality-assured diagnostic and analytical tools and resource materials</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
require specialized short-term support. REACH support should be phased out when governments can lead and manage the nutrition governance processes with the support from in-country Networks. REACH support can be extended also to countries outside the SUN Movement on a case-by-case basis.

Operational Modalities

The request for REACH support comes from the United Nations and relevant government counterparts for SUN in country. Funding must be assured before REACH support can be made available. Accountability for REACH is based on the REACH MoU, signed by four United Nations agencies, and on the Country Implementation Plan (CIP), approved at the country level.

Extensive and boost models of REACH support

For the extensive and boost models, where in-country engagement is proposed, an exploratory mission is organized, resulting in the preparation of a CIP that assesses the situation in terms of nutrition governance and the potential contribution provided from REACH support. The CIP is developed through a participative process with United Nations partner agencies, government counterparts, other SUN stakeholders and development partners. The CIP reflects the local context and is designed to help fill the gaps based on the assessment of existing needs and capacities.

The REACH country committee (representatives from agencies’ initiating partners) provides oversight to the REACH support in consultation with national authorities and relevant stakeholders. A REACH work plan is prepared on an annual basis. It is recommended that the REACH work plan is set within national efforts and plans.

REACH facilitators may be hosted in a government office responsible for overseeing multistakeholder, multisectoral platforms and approaches, or in a United Nations agency or resident coordinator’s office, depending on the country context. While REACH facilitators may be hired and administratively managed by any one of the United Nations partner agencies, their role is of a neutral facilitator, working across agencies, networks and stakeholders.

A team of professional staff and consultants based at the UN Network/REACH Secretariat provides technical backstopping support to facilitators’ work in country, in consultation with United Nations agencies’ headquarters and regional nutrition advisers, as needed. REACH facilitators and SUN countries can also draw on the guidance, resources/tools, and specialized services available from the UN Network/REACH Knowledge Sharing Portal.

Selective model

For the selective model where there is no in-country facilitator, the UN Network at the country level provides direct support to government on nutrition governance processes and technical assistance as requested, and may draw on specialized REACH tailored services from the UN Network/REACH Secretariat. This includes quality-assured diagnostic and analytical tools, resource materials, and access to consultants and technical experts. Support is provided, based on terms of references within the context of national efforts and plans. This type of support will work best in countries that already have some capacity in nutrition governance.
Annex 9: Tools to Support UN Network Efforts

Several tools can be made available to support the efforts of the UN Network at the country level, as detailed below.

Tools to Strengthen National Nutrition Governance Capacity

Multisectoral Nutrition Overview

The Multisectoral Nutrition Overview is comprised of visual slides and the Situation Analysis Dashboard(s), which bring together and repackage existing nutrition-related data across sectors in order to establish a common understanding of the nutrition situation in a given country (which includes sex and age-disaggregated data and a gender analysis). Situation Analysis Dashboards summarize key nutrition-related indicators, showcasing the magnitude and severity of nutrition problems as well as their trends over time.

Identification of Core Nutrition Actions

The Core Nutrition Actions are a subset of prioritized nutrition actions, which should help address a country’s main nutrition problems and inform various nutrition governance exercises/processes. A series of slides are available to facilitate this identification/selection process.

Policy and Plan Overview

The Policy and Plan Overview is comprised of an Excel-based scoring sheet and a visualization analysis template in PowerPoint format. It reviews relevant legal, regulatory, policy and strategy frameworks (multisectoral, sectoral and sub-sectoral) in an effort to determine the extent to which they reflect nutrition. Further analysis is conducted on the national nutrition policy or strategy to ascertain whether: (1) it addresses key cross-cutting issues; and (2) it is comprehensive or primarily oriented towards selected sector(s).

Stakeholder and Nutrition Action Mapping

The Stakeholder and Nutrition Action Mapping exercise aims to provide a qualitative and quantitative view of Core Nutrition Actions (CNAs) by assessing who does what, where, the coverage (both beneficiary and geographic coverage), and which delivery mechanisms are used. It encompasses the Scaling Up Nutrition Planning and Monitoring Tool (SUN PMT), which is currently available in Excel format, as well as supporting a results visualization template (including Coverage Dashboards for the respective CNAs). The mapping may be undertaken at the national and subnational levels, and moreover, it helps coordinate parallel mapping initiatives by engaging multiple stakeholders.

Delivery Mechanism Analysis

The Delivery Mechanism Analysis assesses delivery channels through which nutrition actions are provided so as to identify opportunities for scale up and synergies regarding the CNAs. It includes data visualization templates in PowerPoint format, which include matrices of delivery mechanisms by the Compendium of Actions for Nutrition (see below), among other visuals.

Compendium of Actions for Nutrition

The UN Network/REACH Secretariat has developed, in collaboration with United Nations partner agencies, a Compendium of Actions for Nutrition. The compendium is a facilitation tool, encompassing both nutrition-specific and nutrition-sensitive actions, to help foster multisectoral dialogue at the country level, particularly on nutrition-related policy formulation and planning. The actions are classified into evidence categories based on the current evidence base for them. The CAN includes both narrative guidance (including action sheets) as well as a matrix of potential multisectoral nutrition actions.

Nutrition Planning Guidance

Newly developed guidance materials are available to help facilitators support coherent multisectoral nutrition planning and inclusive scale-up discussions at the national and subnational levels. The guidance is formulated in a visual format (PowerPoint slides/booklet) that is conducive to presentation during planning workshops. It provides an overview of nutrition planning processes, highlighting the importance of bridging national and subnational planning streams. It also helps contextualize planning discussions within the nutrition situation, including discussing the existing coverage of nutrition actions, and capacity to address the nutrition challenges of a given geographic area. Furthermore, the guidance prompts consideration to influencing factors, such as the country’s nutrition policy framework as well as its broader development frameworks.

Nutrition Capacity Assessment Guidance Package

The Nutrition Capacity Assessment Guidance Package is intended to support countries to comprehensively assess multi-sectoral and sectoral capacity needs for
effective scale up of nutrition actions and subsequent design of a capacity development response that is integrated into a broader national capacity development agenda for nutrition.

**Tools to Increase UN Network Effectiveness**

**UN Nutrition Inventory**

The UN Nutrition Inventory enables United Nations agencies in a given country to take stock of the United Nations nutrition support by thematic and geographic area and to compare it to the nutrition needs/challenges in the country, aiming to identify the gaps and opportunities for increased synergy. It also ascertains the extent to which United Nations nutrition support is aligned with the priorities of the national nutrition action plan. A series of tools and resources are available to support this exercise, including the UN Network Guidance Package on the UN Nutrition Inventory and UN Nutrition Strategy; a nutrition actions framework and supporting data collection tool; and a data visualization template, among other resources.

**UN Nutrition Strategy/Agenda**

The UN Nutrition Strategy/Agenda articulates a common United Nations vision for addressing malnutrition at the country level within the context of the government’s national plan. It leverages the findings from the UN Nutrition Inventory, and furthermore, defines how the United Nations will work together to address priority areas and gaps. A series of tools and resources is available to support this exercise, namely the UN Network Guidance Package on the UN Nutrition Inventory and UN Nutrition Strategy; UN Nutrition Strategy/Agenda template, interview guide template and strategic workshop facilitation slides, among other resources.

**UN Network Dashboard**

The UN Network Dashboard depicts the performance of the UN Network at the country level and helps track its status in a standardized manner so as to enable comparisons across countries and assess its fit for purpose.

**UN Joint Approaches/Programming/Resource Mobilization**

United Nations guidance is available on integrating food and nutrition security into the country analysis and the UNDAF in the form of a guidance note for United Nations Country Teams. In addition, other guidance materials are available on United Nations joint programmes, including standard operating procedures for countries adopting the “delivering as one” approach.
Annex 10: SUN Ethical Framework – Principles of Engagement

SUN Principles of Engagement (Strategy 2016-2020)

1. Be transparent about intentions and impact: all stakeholders will engage in transparent behaviour, and commit to establishing rigorous evaluations of the impacts of collective action and the contributions of individual stakeholders.

2. Be inclusive: the SUN Movement is open to all stakeholders that demonstrate their commitment to its goals and principles. Violators of the International Code of Marketing of Breastmilk Substitutes undermine efforts to improve nutrition and as such continue to be excluded from the Movement.

3. Be rights based: act in accordance with a commitment to uphold the equity and rights of all women, men and children.

4. Be willing to negotiate: stakeholders will seek to resolve divergences in approaches or interests whenever they arise.

5. Be predictable and mutually accountable: support collective responsibility of stakeholders towards shared outcomes, but uphold and strengthen accountability of individual actors vis-à-vis their commitments and actions.

6. Be cost-effective: pursue and support evidence-based priorities that will achieve the greatest sustainable impact for the cost.

7. Be continuously communicative: learn and adapt through regular sharing of relevant lessons on what works and what does not, across countries, sectors and stakeholders.

8. Act with integrity and in an ethical manner: manage personal and institutional conflicts of interest with integrity.

9. Be mutually respectful: collaborate in a way that builds trust and respects the contributions and perspectives of other stakeholders.

10. Do no harm: act in a way that contributes to improving the nutrition and the well-being of all people, with careful consideration about negative consequences to people and the planet, and clear mitigation strategies.
Annex 11: Strategy Development Process Overview

<table>
<thead>
<tr>
<th>Timeline</th>
<th>SUN Strategic Roadmap</th>
<th>UN Network for SUN Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oct 2015</td>
<td>SUN Global Gathering</td>
<td>Internal consultations</td>
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<td></td>
<td></td>
<td>REACH facilitators</td>
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<tr>
<td></td>
<td></td>
<td>Discussion WFP</td>
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<td></td>
<td></td>
<td>Executive Board on</td>
</tr>
<tr>
<td></td>
<td></td>
<td>REACH evaluation</td>
</tr>
<tr>
<td>Nov 2015 - Jan 2016</td>
<td>Call from SUN Secretariat for other Networks to feed into SUN 2.0 Roadmap</td>
<td>REACH Evaluation to</td>
</tr>
<tr>
<td></td>
<td></td>
<td>WFP Executive Board</td>
</tr>
<tr>
<td>Dec 2015 - Jan 2016</td>
<td>Key stakeholder consultation by UN Network/REACH Secretariat.</td>
<td></td>
</tr>
<tr>
<td>Feb 2016</td>
<td>Face-to-Face meeting on SUN Roadmap</td>
<td>SUN Network Representatives meet SUN ExCom</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Analyse and review information gathered</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Develop draft</td>
</tr>
<tr>
<td>Mar 2016</td>
<td>Face-to-Face discussions with Steering Committee then revise draft</td>
<td>First Consultation Internal REACH/UN Network (24 Mar – 7 Apr)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Circulate draft to Steering Committee and revise</td>
</tr>
<tr>
<td>Apr 2016</td>
<td>Consult gender adviser</td>
<td>Analyse and integrate information gathered and revise draft</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Circulate draft to Steering Committee and revise</td>
</tr>
<tr>
<td>May 2016</td>
<td>Second Consultation Internal UN (3 – 13 May)</td>
<td>Analyse and integrate information gathered and revise draft</td>
</tr>
<tr>
<td>Jun – Jul 2016</td>
<td>Finalization of SUN 2.0 Roadmap</td>
<td>Third Consultation Broad stakeholders (7 – 22 June)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Analyse and integrate information gathered</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Finalize strategy</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Steering Committee approval</td>
</tr>
<tr>
<td>Aug 2016</td>
<td>Submission for approval by principals</td>
<td></td>
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</tbody>
</table>

The development of the UN Network for SUN Strategy (2016–2020) was made possible by contributions and support received on behalf of various SUN stakeholders. We extend thanks to the UN Network agency principals for their continued high-level commitments to the UN Network. We also show our appreciation for WFP’s Assistant Executive Director for his sustained strategic support. Next, we would like to thank the UN Network Steering Committee members for their continued guidance and engagement throughout the entire strategy development process. We are also grateful for the ongoing technical guidance provided by the UN Network headquarter focal points. We would like to acknowledge the support provided by the SUN Movement Secretariat as well as other SUN Movement stakeholders for catalysing discussions surrounding the SUN Strategy and Roadmap 2.0. We also extend thanks to a number of individual nutrition champions and SUN government and donor focal points for their consultations during the strategy’s development phase. Additionally, we thank REACH in-country facilitators, as well as several other UN Network colleagues at the country and regional levels for their inputs on the role of the Network at the country and regional levels. Lastly, we mention the skilful work of the strategy’s principal authors as well as the contributions from other UN Network/REACH Secretariat colleagues.
References


6 Ibid.


8 Ibid.

9 At a global level, there are seemingly nominal differences in stunting prevalence between boys and girls under five years old. Similarly, there does not appear to be differences in wasting and underweight when comparing boys and girls under five years old: World Health Organization. Global Health Observatory Visualizations, databases [online]. [Accessed 13 April 2016].


12 Ibid.


17 The Sun Movement Lead Group, appointed by the United Nations Secretary-General, is collectively responsible for the functioning of the Movement. The SUN Movement Executive Committee acts on behalf of the Sun Movement Lead Group to oversee the development and implementation of the Movement’s strategy and its operating modalities, and to support the SUN Movement Coordinator. For more information on the SUN Movement and governance, see website: http://scalingupnutrition.org/about.


31 UNGNA sets out normative functions and complementary roles of the various United Nations agencies. It also describes shared areas of technical assistance and programmatic support at the country level. UNGNA explains the context for organizational collaboration and alignment of United Nations agency activities at the global, regional, and country levels, a context where the agencies involved (FAO, IFAD, UNICEF, WFP, WHO) each have different governing bodies, management structures, funding arrangements, varying levels of decentralization, and different

32 In May 2016, there were 57 SUN countries: Bangladesh, Benin, Botswana, Burkina Faso, Burundi, Cambodia, Cameroon, Chad, Comoros, Congo, Costa Rica, Côte d’Ivoire, Democratic Republic of the Congo, El Salvador, Ethiopia, Gambia (The), Ghana, Guatemala, Guinea, Guinea-Bissau, Haiti, Indonesia, Kenya, Kyrgyzstan, Lao People’s Democratic Republic, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritania, Mozambique, Myanmar, Namibia, Nepal, Niger, Nigeria, Pakistan, Papua New Guinea, Peru, Philippines, Rwanda, Senegal, Sierra Leone, Somalia, South Sudan, Sri Lanka, Sudan, Swaziland, Tajikistan, Togo, Uganda, United Republic of Tanzania, Viet Nam, Yemen, Zambia and Zimbabwe. Refer to the SUN Secretariat website for an up-to-date list of SUN countries: http://scalingupnutrition.org/SUN-countries.


36 Ibid.

37 Under Strategic Objective 2, “Support consistent and accountable delivery by the UN System”, UNSCN will contribute substantially to the harmonization of United Nations methodologies, guidelines, policies and strategies to better respond to the needs of countries in achieving their nutrition goals. It will foster joint global actions, partnership and mutual accountability between United Nations agencies, working closely with the UN Network for SUN, which is mobilizing United Nations action at the country level. See: UNSCN. 2016. Strategic Plan 2016–2020. Available at: www.unscn.org/layout/images/Strategicplan.pdf.


41 Ibid.

Notes

a. IFAD joined the REACH inter-agency partnership in 2012.

b. WHA maternal, infant and young child nutrition targets for 2025:
   - 40 percent reduction in the number of children under age 5 who are stunted;
   - 50 percent reduction of anaemia in women of reproductive age;
   - 30 percent reduction in low birth weight;
   - increase in the rate of exclusive breastfeeding in the first six months up to at least 50 percent;
   - reduce and maintain childhood wasting to less than 5 percent; and
   - no increase in childhood overweight.

WHA targets in the Global Monitoring Framework for the Prevention and Control of Noncommunicable Diseases:
   - no increase in obesity and diabetes (in adults and adolescents); and
   - a 30 percent reduction in average population salt intake.

c. The results framework will be updated as necessary throughout the five-year period of the strategy.

d. The UN Network for SUN/REACH Secretariat has developed, in collaboration with United Nations partner agencies, a Compendium of Actions for Nutrition (CAN), which includes a matrix of potential multisectoral nutrition actions (both nutrition-specific and nutrition-sensitive actions), classified by the type of evidence available for them, as well as an accompanying narrative and bibliography. The compendium is a facilitation tool to help foster multisectoral dialogue at the country level, particularly on nutrition-related policy formulation and planning.

e. WFP is currently the host agency for the UN Network for SUN and REACH.

f. Classification of nutrition actions across sectors as of 13 October 2016

g. These will be developed further in the M&E framework.

h. Subject to the availability of funding and human resources.

i. African Union (AU), Economic Community of West African States (ECOWAS), Economic Commission for Africa (ECA), New Partnership for Africa’s Development (NEPAD), Permanent Interstates Committee for Drought Control in the Sahel (CILSS), Southern African Development Community (SADC), Association of Southeast Asian Nations (ASEAN), South Asian Association of Regional Cooperation (SAARC), West Africa Health Organization (WEHO), etc.

j. The UN Network for SUN/REACH Secretariat is liaising with information technology colleagues to develop an online version of the tool.

k. The REACH Planning Guidance also leverages findings from REACH analytical exercises/tools, such as the Multisectoral Nutrition Overview, Policy and Plan Overview and Stakeholder and Nutrition Action Mapping, so as to inform data-driven scale-up discussions.

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