

FOCUS ON NUTRITION AROUND CRISES

Bridging the development-humanitarian divide during crises through the SUN Movement.

Briefing note, July 2017

BACKGROUND

In 2017, the SUN Movement has marked its seventh year with 59 countries and three Indian states committing themselves to the ambitious goal of revolutionizing the way they address malnutrition; putting nutrition at the heart of their social and economic policies and adhering to the SUN Movement Principles of Engagement.

Growing evidence shows that investing in nutrition and food security fights hunger and helps build peace, and with coordinated responses to improve access to water, sanitation, health and social protection, households will be resilient to shocks and will be on path to development, with healthier bodies and healthier minds leading to overall national development and economic gains.

While it is important during crises that immediate attention is paid to saving lives, reducing acute (severe and moderate) malnutrition and mortality, it is essential to consider integrating actions that bring in longer term changes, both in national capacities and populations. Breaking the silos of independent operation between development and humanitarian efforts is of urgency and importance if a world without malnutrition is to be realized by 2030.

The SUN Movement approach to planning and implementation are demonstrating positive improvement in stunting and building resilience of populations to future shocks. SUN Government Focal Points are bringing people together across sectors, beyond government and at decentralized levels. There are active SUN Networks – UN, Civil Society, Business and Donors – aligning nutrition actions behind government efforts through shared goals. Several SUN Countries are already able to identify nutrition relevant humanitarian actions in their public budgets.

In pursuit of the objectives of the SUN Movement Strategy and Roadmap (2016-2020) and 2030 Agenda for Sustainable Development, the SUN Movement support system is working towards the identification of key long term recommendations for the global community - driven by examples from SUN Countries - which will bridge the development-humanitarian divide. With 12 of the 17 SDGs containing indicators that are highly relevant to nutrition¹, nutrition is a critical maker and a marker of development and critical for the successful achievement of the global agenda. Agenda 2030 also recognizes the intrinsic links between peace and sustainable development and therefore, there is emphasis on ensuring that no one is left behind and aims to reach the furthest behind first. This translates into inclusive growth for all people, whether in a stable, fragile or conflict context.

OBJECTIVE

In March 2017, United Nations officials called for urgent action to avert famine in four SUN Countries – Yemen, Somalia, South Sudan and Nigeria. The warning raises the alarm that without collective and global efforts, people risk starving to death and succumbing to disease, more stunted children and lost futures, mass displacements and reversed development gains.

Currently, 17 SUN Countries have an active humanitarian appeal. This briefing note aims to elaborate the challenges faced by SUN Countries during these and other urgent or recurring crises to provide a set of urgent recommendations for key stakeholders in the Movement to prioritise over the next 12 months.

In the recent past, several initiatives have been undertaken by the humanitarians, recognising the commitments of the World Humanitarian summit (WHS, 2016), and in response to the four looming famines (South Sudan, Somalia, North-East Nigeria and Yemen) to include multi-sectoral/cluster results orientation to achieving long term impacts on communities and achieving nutrition goals. Efforts of the Global Nutrition Cluster (GNC) in this regard

¹ Global Nutrition Report (GNR) 2016

are particularly commendable. Over the last few years, efforts of GNC and Food Security clusters, with the inclusion of Water, Sanitation and Hygiene (WASH) and Health clusters are of particular importance. The four year (2016-2020) GNC strategy² and two year work plan and Advocacy strategy³ of the GNC reflect the importance of multi-sectoral/multi-stakeholder planning and response implementation. The strategy also includes national engagement and underlines the importance of local leadership to enable smooth transition after crisis is over. (Copy of Strategy available on GNC website).

The note has been developed by the SUN Movement Secretariat and is based on consultations with key individuals engaged in humanitarian actions from UN OCHA, UNICEF, FAO, WFP, IOM, UNDP, WHO⁴, individuals from the SUN Civil Society Alliance, Tufts University, ENN, GAIN and is supplemented by information readily available online. This paper highlights some of the challenges and recognising that we all need to act fast and act on scale, makes recommendations for such transition.

URGENT AND RECURRING CRISES

During crises, especially due to conflict and/or natural disasters, poor people need to adopt strategies to balance their immediate needs with investments in future livelihoods⁵. During crises, four dimensions of food and nutrition security are affected – availability, access, stability and utilization. The inclusion of utilization underscores the importance of nutrition security and wellbeing of a population. Details of the situation across 59 SUN Countries showing various parameters including where SUN Networks are present and where humanitarian appeals exist and responses have been activated are displayed in ANNEX 1. Note: This table has been developed using available data and is not an exhaustive list.

CURRENT CHALLENGES

- 1. Uncoordinated parallel structures:** Multi-sectoral structures exist to address the complex underlying causes of malnutrition. Often during crises, similar structures are established by humanitarian actors to provide the immediate rapid response needed. Despite the nearly- identical structures, they often operate independently, in parallel and do not coordinate efforts. The Inter-Agency Standing Committee (IASC) Synthesis⁶ reported that clusters largely exclude national and local actors and often fail to link with, build on, or support existing coordination and response mechanisms. The introduction of clusters has in several cases weakened national and local ownership and capacities. *For example, in many SUN Countries, the SUN Government Focal Point is not engaged with the Inter-Cluster Coordinator, despite undertaking very similar roles.*
- 2. No leadership or prioritisation of nutrition from Inter-Cluster Coordinators:** At present, no known Inter-Cluster Coordinator has been successful in bringing together Clusters on the topic of nutrition. Humphries (2013)⁷ noted weak inter-cluster coordination and indicated that it served as a platform for information sharing and not any analytical function to identify multi-disciplinary issues or strengthening coordination between clusters, resulting in weak accountability to affected populations. Without this leadership and prioritisation, Clusters are subsequently planning and complementing actions independently, and do not share common goals on nutrition. This also contributes to why actions cannot be attributed to a shared outcome. *For example, the reduction or stabilisation of stunting prevalence – which would be a very strong indicator of successful collective action during crises – is not recognised as a common goal.*

² <http://nutritioncluster.net/download/6289/>

³ <http://nutritioncluster.net/resources/nutrition-cluster-advocacy-strategic-framework-2016-2019/>

⁴ Office of the Coordination of Humanitarian Affairs (OCHA), United Nations Children's Fund (UNICEF), the Food and Agriculture Organization (FAO), World Food Programme (WFP), International Organization for Migration (IOM), United Nations Development Programme (UNDP), World Health Organization (WHO), Global Alliance for Improved Nutrition (GAIN), Emergency Nutrition Network (ENN).

⁵ Empowerment in fragile states and situations of fragility, OECD 2012

⁶ <https://www.humanitarianresponse.info/system/files/documents/files/Cluster%20Approach%20Evaluation%202.pdf>

⁷ Vanessa Humphries, 2013 - Improving Humanitarian Coordination: Common Challenges and Lessons Learned from the Cluster Approach

3. **Dangerously narrow nutrition focus:** During crises, nutrition impact is usually only focused on the results of the Nutrition Cluster. This is primarily on the treatment of severe and moderate acute malnutrition. There is a lack of recognition about the impact that Food, WASH, Education, Health and Early Recovery Clusters can have on better nutrition. This reduces the opportunity for integrated actions and can lead to increased chronic malnutrition and stunting while acute malnutrition is addressed. If stunting were to be a common goal across Clusters, this would encourage collaboration across clusters. *For example, a malnourished child would benefit more from the treatment of acute malnutrition if it was delivered in combination with safe water and household food security.*
4. **Weak accountability framework for nutrition:** In recognition of the need for humanitarian actions to better protect lives, livelihoods and nutritional status of affected populations, Core Humanitarian Standard (CHS) was established in 2014 and provides a possible nutrition accountability framework. SPHERE Project (2015) also provides guidance for overall nutrition actions and results. The IASC Cluster evaluation frameworks provide scrutiny, however, there is no single body responsible for overseeing the attainment of nutrition standards in an emergency.
5. **Short-term and segregated funding:** Emergency responses receive short term funding which is often unpredictable, preventing stakeholders from thinking long-term. The World Humanitarian Summit recognized that while humanitarian funding is short-term, three-quarters of the humanitarian funding in the last decade has gone to the same 20 countries while six of the largest recipients have had humanitarian appeals for ten consecutive years. This is not short-term, but the funding is planned on an annual cycle. Donor funding is also earmarked by sector and with separate funding windows for development and humanitarian efforts. This limits joint planning, implementation and long-term results orientation by both national and humanitarian structures and by each sector.
6. **Governance issues and capacity deficit:** Many countries with protracted crises or with a high vulnerability to crises have financial, technical and human resource deficits, in addition to trust deficits. Lack of transparency and accountability systems, incidents of misappropriation of resources and lack of democratic systems that enable community conversations for complete and accurate feedback, limits the effective engagement needed to respond to crises. Trust deficit exists between all stakeholders including Government, donors, civil society, private sector and more.
7. **Personnel limits:** Humanitarian experts specialised for action during crises often have limited knowledge across broader areas v.s. development experts, making a multi-sectoral issue like nutrition, more difficult to grasp. Humanitarian staff are mobilised for short-term missions and endure frequent rotations, this further accentuates the difficulty in long term planning and capacity building.
8. **Limited guidance for private sector engagement:** During crises, there is a limited awareness of the diversity of private sector actors on the ground – small, medium and large – and of the roles businesses can play beyond transport and distribution. However, limited guidance exists on how to foster positive relationships that can support humanitarian goals.

OPPORTUNITIES FOR CHANGE

The SUN Movement has been politically and programmatically significant by bringing the nutrition agenda as a centre-piece of national planning for development. The SUN Movement and its successes⁸, have been primarily reported from stable country contexts (even in countries with pockets of crisis due to conflict or natural disasters). 49 SUN Countries have established multi-stakeholder platforms which bring together actors from multiple sectors. With this country leadership and political will, the Movement can be an engine for change and scale up the bridges between the development and humanitarian divide.

The Movement is supported by global networks, engaging thousands across Civil Society, Donor, UN and Business. These Networks are made up of members at the global and in-country level. The SUN Movement Secretariat liaises directly with SUN Government Focal Points to facilitate experience sharing and learning, tailored support and technical assistance aligned with the Movement's principles. The Movement's stewardship arrangements include

⁸ Annual Progress Report, SUN Movement, 2016

a SUN Movement Coordinator at UN Assistant Secretary-General level, a SUN Movement Executive Committee and a high-level SUN Movement Lead Group, appointed by the UN Secretary-General to spearhead the fight against malnutrition.

RECOMMENDATIONS: IMMEDIATE ACTIONS FOR THE SUN MOVEMENT

Engagement at the highest levels to mobilise political will for nutrition

- 1. Strengthen and amplify leadership and credibility of global leaders** on the implementation of concrete action following the World Humanitarian Summit outcomes of 2016 which called for action at all levels to bridge the humanitarian and development divide.
- 2. a. Incentivise and intensify** the prioritisation of nutrition at all levels, across all sectors, especially throughout leading humanitarian response agencies (OCHA, UNDP, UNHCR, UNICEF, WHO, WFP, World Vision, Action Contre la Faim, Save the Children, Concern Worldwide) and to ensure the appreciation for nutrition action is received by Humanitarian and Resident Coordinators in each SUN Country.
b. Beside the current common indicator ‘wasting’, ‘stunting’ should become a common indicator as well across all Clusters/sectors.
- 3. High level advocacy to donor agencies about the importance of a multi-sectoral response to nutrition** and the need for the adaptation of funding mechanisms that better enable inter-sectoral action. Also, raise awareness about the opportunities for collaboration and long-term impact if stunting is included as a common indicator across Clusters/sectors.
- 4. Raise the awareness of the important role stakeholders, including private sector and civil society can play around crises in the field of recovery, resilience building, early action focused on prevention and stability etc.** to encourage further exploration how positive partnerships can support humanitarian and development goals.

Build partnerships with humanitarian organisations to identify key steps forward

- 5. Develop strong connections with Global Cluster Leads** to identify opportunities for the increased impact of joint Clusters contribution to nutrition outcomes, in particular through adding stunting to the indicators.
- 6. Engage with Inter-Cluster Coordinators (OCHA) in each SUN Country** to break down and prevent barriers faced in the role and opportunities for nutrition sensitive dialogue across Clusters – taking learnings from the SUN Movement and how SUN Government Focal Points have achieved success and the benefits that could arise from a common stunting indicator.
- 7. Forge ties with each country-level Cluster Lead – WASH, Nutrition, Food Security, Health AND Early Recovery** - to ensure recognition and find opportunities of collaboration with actors from SUN multi-stakeholder platforms.

Provide immediate support and advice to SUN Countries

- 8. Act as an interlocutor to escalate SUN Country needs** around crises to ensure rapid responses and optimal involvement from the Movement’s support system.

A timeline to complement the recommended actions can be found in ANNEX 2.

ANNEX 1. Nutrition situation, active appeals and SUN Network presence across SUN Countries

	Wasting < 5y %	Stunting < 5y %	pop	< 5 pop (000)	Number < 5y Stunted (000)	OCHA Presence	OCHA Overview 2017	OCHA Overview 2016	OCHA Overview 2015	OCHA Overview 2014	OCHA Report Forgotten Crisis	HDI 2015	GNC sector presence	Nutrition Cluster Activated	GFSC sector presence	Food Cluster Activated	WASH Cluster presence	Health Cluster presence	UN Network	CSN presence	SBN presence	SDN presence	Nutrition Budget code allotted	Cost of Hunger study
Bangladesh	14.3	36.1	156.880	15373.762	5,550	no						M	yes	no	no	yes	no	no	FPs	yes		yes	yes	
Benin	4.5	34.0	10.320	1681.018	572	no						L	yes	no	no	no	no	no	FPs	yes		yes		
Botswana	7.2	31.4	2.140	225.093	71	no						M	no	no	no	no	no	no	FPs					planned
Burkina Faso	10.9	32.9	15.730	2988.949	983	yes	yes	yes	yes	yes	yes	L	yes	no	no	no	no	no	FPs/Chair	yes		yes		done
Burundi	6.1	57.5	9.820	1722.486	990	no	yes	yes				L	yes	no	no	yes	no	no	FPs/Chair	yes		yes	yes	
Cambodia	9.6	32.4	15.410	1763.686	571	no						M	no	no	no	no	no	no	FPs/Chair	yes		yes		
Cameroon	5.8	31.7	21.920	3681.112	1,167	no	yes	yes	yes	yes	yes	L	yes	no	yes	no	no	no	FPs/Chair	yes	yes	yes		planned
Chad	15.7	39.9	11.180	2632.347	1,050	yes	yes	yes	yes	yes	yes	L	no	yes	no	yes	yes	yes	FPs/Chair	yes		yes		done
Comoros	11.1	32.1	0.580	113.400	36	no							no	no	no	no	no	no	FPs/Chair	yes				
Congo	5.9	21.2	4.280	759.042	161	no						M	no	no	no	no	no	no	FPs/Chair				yes	
Costa Rica	1	5.6	4.830	356.956	20	no						H	no	no	no	no	no	no	FPs					
Côte d'Ivoire	7.6	29.6	22.670	3426.228	1,014	no						L	no	no	no	no	no	no	FPs/Chair	yes		yes		
Dem. Rep. Congo	8.1	42.6	81.680	13222.905	5,633	yes	yes	yes		yes	yes	L	no	yes	no	yes	yes	yes	FPs/Chair	yes		yes		
El Salvador	2	14.0	6.460	525.968	74	no			yes			M	no	no	yes	no	no	no	FPs	yes				
Ethiopia	8.7	40.4	87.950	14440.525	5,834	yes	yes	yes				L	no	yes	yes	no	yes	yes	FPs	yes	Soon	yes		done
Gambia	2.7	24.5	1.880	346.272	85	no		yes	yes	yes		L	no	no	no	no	no	no	FPs/Chair					planned
Ghana	4.7	18.8	27.670	3980.451	748	no						M	no	no	no	no	no	no	FPs	yes		yes		done
Guatemala	1.1	46.5	15.070	2089.433	972	no		yes				M	no	no	yes	no	no	no	FPs/Chair	yes	yes	yes		
Guinea	9.9	31.3	10.520	1918.815	601	no						L	yes	no	no	no	yes	no	FPs/Chair	yes		yes		
Guinea-Bissau	6	27.6	1.530	283.584	78	no						L	no	no	no	no	no	no	FPs/Chair	yes				planned
Haiti	5.2	21.9	10.410	1253.139	274	no	yes	yes		yes		L	yes	no	yes	no	no	no	FPs/Chair			yes		
Indonesia	13.5	36.4	255.460	24099.069	8,772	yes						M	no	no	no	no	yes	no	FPs/Chair	yes	yes	yes	yes	
Kenya	4	26	45.510	7072.211	1,839	no						M	yes	no	no	no	no	no	FPs/Chair	yes	yes	yes	yes	planned
Kyrgyzstan	2.8	12.9	5.960	761.636	98	no						M	no	no	no	no	no	no	FPs/Chair	yes	yes	yes		
Lao PDR	6.4	43.8	6.800	830.683	364	no						M	no	no	no	no	no	no	FPs/Chair	yes	yes	yes		
Lesotho	2.8	33.2	1.900	274.390	91	no						L	no	no	no	no	no	no	FPs/Chair					done
Liberia	5.6	32.1	3.950	685.659	220	no						L	yes	no	no	no	no	no	FPs	yes		yes	yes	
Madagascar	-	49.2	20.700	3315.921	1,631	no					yes	L	no	no	yes	no	yes	no	FPs	yes		yes	yes	done
Malawi	3.0	37	14.840	2895.270	1,228	no						L	no	yes	yes	no	no	no	FPs/Chair	yes	yes	yes		done
Mali	15.3	38.5	16.310	2553.458	983	yes	yes	yes	yes	yes	yes	L	no	yes	no	yes	yes	yes	FPs/Chair	yes		yes		
Mauritania	11.6	22	3.460	574.736	126	no	yes	yes	yes	yes	yes	L	yes	no	no	no	no	yes	FPs/Chair	yes			yes	
Mozambique	6.1	43.1	25.730	4444.951	1,916	no						L	yes	no	yes	yes	yes	no	FPs/Chair	yes	yes	yes	yes	
Myanmar	7.9	35.1	51.490	5155.837	1,810	yes	yes	yes	yes	yes		M	yes	no	no	no	yes	yes	FPs/Chair	yes		yes		
Namibia	7.1	23.1	2.280	321.176	74	no						M	no	no	no	no	no	no	FPs/Chair				yes	
Nepal	11.3	37.4	28.040	2854.206	1,067	no			yes			M	yes	no	no	no	yes	no	FPs/Chair	yes		yes		
Niger	18.7	43.0	19.120	3686.758	1,585	yes	yes	yes	yes	yes	yes	L	no	yes	no	yes	yes	yes	FPs/Chair	yes	yes	yes	yes	planned
Nigeria	7.9	32.9	140.430	30482.819	10,029	yes	yes	yes	yes	yes	yes	L	yes	no	yes	n	yes	yes	FPs	yes	yes	yes	yes	
Pakistan	10.5	45.0	191.710	23740.714	10,683	yes						M	yes	no	yes	no	yes	yes	FPs/Chair	yes	yes	yes		
Papua New Guinea	14.3	49.5	7.320	960.108	475	no						L	no	no	yes	no	no	no	FPs					
Peru	0.4	17.5	31.150	2993.251	524	no						H	no	no	no	no	Soon	no	FPs	yes		yes		
Philippines	7.9	30.3	101.560	11031.928	3,343	yes				yes		M	yes	no	no	no	yes	no	FPs/Chair	yes			yes	
Rwanda	2.2	37.9	11.360	1694.881	642	no						L	no	no	no	no	no	no	FPs/Chair	yes		yes		done
Senegal	5.8	19.4	12.870	2529.321	491	no	yes	yes	yes	yes	yes	L	no	no	no	no	no	no	FPs/Chair	yes		yes		
Sierra Leone	9.4	37.9	6.040	993.297	376	no						L	yes	no	no	no	no	no	FPs/Chair	yes		yes		
Somalia	14.9	25.9	6.790	1778.107	461	yes	yes	yes	yes	yes	yes		no	yes	no	yes	yes	yes	FPs/Chair					
South Sudan	22.7	31.1	11.070	1655.516	515	yes	yes	yes	yes	yes	yes	L	no	yes	no	yes	yes	yes	FPs/Chair				yes	
Sri Lanka	21.4	14.7	20.680	1743.163	256	no						H	no	no	no	no	no	no	FPs	yes				
Sudan	16.3	38.2	37.960	5876.754	2,245	yes	yes	yes	yes	yes		L	yes	no	no	yes	yes	yes	FPs/Chair					
Swaziland	2	25.5	1.110	172.398	44	no						L	no	no	no	no	no	no	FPs			yes		done
Tajikistan	9.9	26.8	8.440	1073.744	288	no						M	no	no	no	no	no	no	FPs/Chair		yes	yes		
Togo	6.7	27.5	6.970	1142.489	314	no						L	no	no	no	no	no	no	FPs	yes				
Uganda	4.3	33.7	40.320	6614.726	2,229	no					yes	L	no	no	no	no	no	no	FPs	yes		yes		done
United Rep. Tanzania	3.8	34.4	45.800	9398.450	3,233	no						L	no	no	no	no	no	no	FPs/Chair	yes	yes	yes		
Viet Nam	5.7	24.9	90.730	7691.759	1,915	no						M	no	no	no	no	no	no	FPs/Chair					
Yemen	16.3	46.5	25.960	3885.141	1,807	yes	yes	yes	yes	yes	yes	L	no	yes	no	yes	yes	yes	FPs					
Zambia	6	40	15.470	2732.145	1,093	no						M	no	no	no	no	no	no	FPs/Chair	yes	yes	yes		
Zimbabwe	3.3	27.6	13.940	2460.013	679	no						L	yes	no	yes	no	yes	no	FPs/Chair	yes	yes	yes		
						15	17	19	16	17	13		19	9	12	11	19	13	59	42	15	38	13	

Gabon and CAR not yet included (new SUN Countries)

ANNEX 2: Detailed timeline for immediate actions across the SUN Movement

ACTIONS FOR THE SUN MOVEMENT	April '17	May '17	June '17	July '17	August '17	September '17	October '17	November '17	December '17
Engagement at the highest levels to mobilise political will for nutrition									
1. Strengthen and amplify messages from global leaders on the need for collective and global efforts that don't only help people survive, but that help them build more durable solutions. Building on the World Humanitarian Summit of 2016 which called for action at all levels to bridge the humanitarian and development divide.		Gerda to speak with Heads of UN Agencies, and Civil Society to share progress made by SMS on crises and receive feedback - Challenges and recommendations.		Gerda to meet with Stephen O'Brien and UNDP Gerda to speak with regional leaders to share progress made by SMS on crises and receive feedback - Challenges and recommendations.		SUN Movement Lead Group meeting			
2. Effectively engage with humanitarian leadership to ensure the prioritisation of nutrition at all levels, across all sectors, especially throughout leading humanitarian response agencies (OCHA, UNDP, UNHCR, UNICEF, WHO, WFP, World Vision, Action Contre la Faim, Save the Children, Concern Worldwide) and ensure the appreciation for nutrition action is received by Humanitarian and Resident Coordinators in each SUN Country.	Late April - SMS to meet OCHA - Loretta Hieber-Girardet and Merete Johanson	24 May - SMS participation to UN RC/HC retreat in Montreux	Continue discussions with Global Nutrition Cluster and Food Security Cluster Participate in Inter cluster coordination meetings			UN General Assembly			
3. High level advocacy to donor agencies about the importance of a multi-sectoral response to nutrition and the need for the adaptation of funding mechanisms that better enable inter-sectoral action.		Gerda to speak with Heads of Donor institutions to share progress made by SMS on crises and receive feedback - Challenges and recommendations.				Senior Donor Officials meeting on sideline of LG	World Bank Annual Meetings		
4. Raise the awareness of the important role private sector can play during crises to encourage further exploration how positive partnerships can support humanitarian goals.		Gerda to speak with Lead Group members from the Private Sector to share progress made by SMS on crises and receive feedback - Challenges and recommendations.							
Build partnerships with humanitarian organisations to identify key steps forward									
5. Develop strong connections with Global Cluster Leads to identify opportunities for the increased recognition of each Clusters contribution to nutrition outcomes.		SMS to meet with Global Cluster Leads - share MEAL-							

ACTIONS FOR THE SUN MOVEMENT	April '17	May '17	June '17	July '17	August '17	September '17	October '17	November '17	December '17
6. Engage with Inter-Cluster Coordinators (OCHA) in each SUN Country to build an appreciation of the barriers faced in the role and opportunities for nutrition sensitive dialogue across Clusters – taking learnings from the SUN Movement and how SUN Government Focal Points have achieved success.			SMS to engage based on follow up of meeting with Merete and Loretta						
7. Contribute to the GNC, SCN, OCHA Paper on “Nutrition in humanitarian response”									
8. Forge ties with each country-level Cluster Lead – WASH, Nutrition, Food Security, Health AND Early Recovery - to ensure recognition and find opportunities of collaboration with individuals from SUN multi-stakeholder platforms.				SMS to explore engagement based on follow up from OCHA discussions					
Provide immediate support and advice to SUN Countries									
9. Engage with Civil Society and encourage multi-sectoral/multi-stakeholder planning and response to humanitarian crises. Also, engage with national entities and communities for integrating actions into national plans and responses.		Ongoing							
10. Engagement with all SUN Networks {Donor, Civil Society, UN (REACH), Business and Academia} to incorporate SUN strategy and increase multi-sectoral/multi-stakeholder engagement in humanitarian response and build links with national plans and increase accountability to affected populations.		Ongoing							
11. Engage with MQSUN to work closely with Chad, Somalia and South Sudan to undertake SWOT and implement some actions			X	X	X	X	X	X	X
12. Act as an interlocutor to escalate SUN Country needs during crises to ensure rapid responses from the Movement’s support system.		SMS to brief SUN Network Facilitators on progress share progress made on crises and receive feedback			SMS to brief SUN Network Facilitators on progress share progress made on crises and receive feedback			SUN Movement Global Gathering	

ACTIONS FOR THE SUN MOVEMENT	April '17	May '17	June '17	July '17	August '17	September '17	October '17	November '17	December '17
13. Chad, Somalia and South Sudan: Country consultations with in country partners and Focal Points.		X	X	X		X	X	X	X
14. Chad, Somalia and South Sudan: SWOT analysis of country situation		X	X	X					
15. Chad, Somalia and South Sudan: Engagement with Global Clusters, GNC, FSC, WASH, Education and Health clusters		X	X	X		X	X		
16. Chad, Somalia and South Sudan: Discussions with the cluster leads in country -WASH, Nutrition, Food Security, Health AND Early Recovery(UNDP) and UNOCHA		X	X						
17. Setting up of country plan of action, encouraging country SUN Focal Points and SUN networks engagement and joint planning and implementation		X	X						
18. Chad, Somalia and South Sudan: Regular sharing of update with the Network facilitators		X	X	X					
19. Country support missions by SMS			X	X		X	X		
20. Specific feature in the SUN Annual report				X		X			
21. Submission of progress to the Lead Group				X					