

# **Midterm Review of the Scaling up Nutrition Movement: Final Report**

22 December 2018

## About MQSUN+

MQSUN+ aims to provide the Department for International Development (DFID) with technical services to improve the quality of nutrition-specific and nutrition-sensitive programmes. The project is resourced by a consortium of five leading non-state organisations working on nutrition. The consortium is led by PATH.

The group is committed to:

- Expanding the evidence base on the causes of undernutrition.
- Enhancing skills and capacity to support scaling up of nutrition-specific and nutrition-sensitive programmes.
- Providing the best guidance available to support programme design, implementation, monitoring and evaluation.
- Increasing innovation in nutrition programmes.
- Knowledge-sharing to ensure lessons are learnt across DFID and beyond.

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## About this publication

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## Abbreviations

CIP	country investment plan
CRF	Common Results Framework
CSN	Civil Society Network
DFID	Department for International Development
EITI	Extractive Industries Transparency Initiative
EU	European Union
EXCO	Executive Committee
FAO	Food and Agriculture Organisation
FDI	foreign direct investment
GSS	SUN Global Support System
ICE	Independent Comprehensive Evaluation
IFAD	International Fund for Agricultural Development
IPU	Inter-Parliamentary Union
JAA	Joint Annual Assessment
KI3	Knowledge for Implementation and Impact Initiative
M&E	Monitoring and Evaluation
MCC	Multisectoral Coordination Council
MEAL	Monitoring, Evaluation, Accountability and Learning
MOHSP	Ministry of Health and Social Protection of Population
MP	member of parliament
MQSUN+	Maximising the Quality of Scaling Up Nutrition Plus
MSP	multi-stakeholder platform
MTR	Midterm Review
NCD	noncommunicable disease
NIN	National Institute of Nutrition
NIPN	National Information Platforms for Nutrition
NNAP	National Nutrition Action Plan
NNS	National Nutrition Services
NPAN	National Plan of Action on Nutrition
PNMN	National Multisectoral Nutrition Plan (Côte d'Ivoire)
REACH	Renewed Efforts Against Child Hunger and Undernutrition
SBN	SUN Business Network
SDG	Sustainable Development Goal
SDN	SUN Donor Network
SMAC	Social Mobilisation, Advocacy and Communication
SMS	SUN Movement Secretariat
STP	Permanent Technical Secretariat (Côte d'Ivoire)
SUN	Scaling up Nutrition
TA	technical assistance
ToC	Theory of Change
ToR	Terms of Reference
TWGN	Technical Working Group on Nutrition
UN	United Nations
UNICEF	United Nations Children's Fund
UNN	United Nations Network
WFP	World Food Programme

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## Executive Summary

Many international partnerships seek to promote one or other development issue and to improve outcomes through various instruments and approaches. But what Scaling Up Nutrition (SUN) is trying to do—a global movement supporting multi-stakeholder action at country level—is a relatively new approach within international development, and probably one of the most complex and ambitious examples of such partnerships. It is built on an understanding of the interconnectedness of the factors underlying poor nutrition and the need, therefore, to bring together actors from across society to work together to address them. As such, it is a good example of the interconnected strategy underlying the ‘Sustainable Development Goals’ (SDGs) model, an advance over the more linear approach of the Millennium Development Goals.

This approach is challenging for stakeholders. As noted in the preliminary report (*not published*), ‘With some exceptions, SUN stakeholders have not systematically adjusted their own internal strategies, policies or programmes to reflect the SUN principles, including through generating political support for nutrition programmes that are bigger and more cost-effective. Nor are they held to account for action in this regard, by themselves or others’.

It is also challenging for assessing how far SUN-supported actions, and in particular SUN structures and processes, feed through into concrete results. The SUN Movement is not yet capable of capturing and articulating everything it delivers. Its documented achievements have largely related to the mechanics of multisectoral coordination and harmonisation and less so to joint action to ensure expanded and more equitable access to, and maximum quality and impact of, interventions that can improve nutrition.

Finally, it is a challenge in terms of time: widespread behaviour change, whether within SUN member governments or within the international community, civil society and the private sector, does not happen overnight; activities need to be sustained to be effective.

The Terms of Reference (ToR) asked to **review progress in the SUN Strategy and Roadmap**, drawn up following the Independent Comprehensive Evaluation (ICE) of 2015 and also to **assess key outcome indicators along the SUN Theory of Change (ToC)** for a representative subset of SUN member countries and to **identify how components of the SUN support system add value** (relative to cost) to these outcomes.

This was carried out through desk review, secondary data analysis (based primarily on evidence generated or consolidated by the SUN Movement Secretariat [SMS]), and primary data collection, both qualitative and quantitative in nature. This included In-person and virtual consultations with the SMS, the Executive Committee (EXCO), the Lead Group and other thought leaders in nutrition, multisectoral programming and complex partnerships; country visits and country case studies (five in all); a 360-degree assessment; and deeper examination/analysis of data contained in the SUN Monitoring, Evaluation, Accountability and Learning (MEAL) system’s ‘All SUN Countries’ Dashboard for a subset of 15 SUN member countries.

The MTR team would like to acknowledge the many people who helped with their knowledge and ideas while carrying out this assignment. A particular word of thanks to the Quality Assurance Consultants, Alan Berg and Paul Isenman, for their counsel and to Monica Kothari and her colleagues at MQSUN+, notable Blene Hailu, for their ready support throughout.

This review takes place around the midpoint of the SUN Movement’s 2016–2020 Strategy and Roadmap. However, its findings will be delivered shortly before the commissioning of a second broad-ranging evaluation expected to commence in mid-2019. This report highlights issues that the

review team considers important for further consideration in the forthcoming evaluation. The findings and main recommendations are as follows:

## A. Progress on the Strategy and Roadmap

Commendable efforts have been made to carry through commitments made by the Movement in both the Strategy and the Roadmap for 2016–2020.

The Annual Progress Report shows that the overall picture is one of progress under the Strategy in the desired direction, if often at a slower pace than is ideal. The MTR team tested nine specific commitments in the Roadmap. Actions had been taken on all nine, some as planned and others adjusted in ways that seemed entirely sensible.

The quality of implementation cannot be assessed from the data presented. The own country visits, however, show that multi-stakeholder engagement is becoming more entrenched in local structures, though still ‘work-in-progress’.

The review looked briefly at the Strategy being followed by the Movement in global and regional advocacy. The MTR team concludes that this is sound and proportional, given that the Movement’s prime focus has to be at country level.

It is **recommended** that the post-2020 arrangements should have a much more straightforward alignment than in 2016 to 2020, between strategic objectives and more detailed plans for what SUN Movement actors need to do. In addition, it is also **recommended** that progress against the Strategy and operational plans should be reviewed by the Executive Committee (EXCO) on an annual basis.

## B. Assessment of outcome indicators along The SUN theory of change

The ToC reflects important outcomes and impacts that are salient to nutrition improvement at national, regional and global levels. However, attribution or contribution (i.e. whether and how SUN—and, more broadly, the multi-stakeholder platform [MSP] approach—has either been the main factor or a contributing factor in the outcomes or impacts) is harder to ascertain. This is not surprising, given the points mentioned previously.

All six steps of the ToC were looked at and the report contains more detailed comments on each. One important observation from this exercise is that the current SUN ToC misses the nuance of *how* the MSP approach promoted by SUN actually contributes to the nutrition and SDG impacts that SUN is attempting to measure in later steps of the ToC. For example, there need to be intermediate processes and outputs between convening different stakeholders (element 1) and successfully shifting behaviours and practices of stakeholders (element 2). This gap in the logical pathway between ToC elements 1 and 2 results in not capturing, including in the MEAL system, intermediate yet needed *transformational* achievements that could be linked back to SUN. This gap makes it difficult to be able to ascertain SUN’s specific contributions to nutrition improvement, increase that contribution and tell its story more effectively and in a compelling, data-driven way.

Qualitatively, there are many SUN country-specific successes, as well as challenges, which are presently not reflected in the MEAL indicator database. This makes it difficult to assess some elements of SUN’s ToC (e.g. whether achieved national results are greater than what would have occurred if partners had not bought into an MSP).

Bearing in mind the importance of countries facing major humanitarian problems, there is a potential role that SUN can play to promote a more risk-informed approach to multisectoral nutrition efforts.

It is **recommended** that the SUN Movement's ToC and its measurement should be revisited in the 2019 Evaluation, drawing on the analysis presented in this report.

## C. Effectiveness of the SUN global support system

This section provides a brief overview of the main findings of the 360-degree assessment. It provides suggestions to consider to enhance individual functioning of each of the eight 'elements' of the global support system (GSS), namely the Lead Group, EXCO, the SUN Movement Coordinator, the SMS and the four global networks (business, civil society, donors and the United Nations [UN]).

It was clear that much good work is being done by the various elements of the GSS, but it was also apparent from the survey that the rating of the GSS's performance by country-level respondents was generally (though in most cases only moderately) less favourable than the global support system's self-rating.

The individual elements of the GSS tend to act individually by default and collectively only by exception. As already proposed in the Preliminary Report (*not published*), the MTR team urges more 'collective functioning', particularly between the networks and, also, between the networks and the SMS. This development of cross-network ways of working—without burdensome bureaucratic structures—is working is a key theme, potentially opening the way to more strategic shifts.

There is recognition that working collectively usually has quite considerable transaction costs, though these can be significantly reduced by building strong working relationships and increasing trust across the actors, as well as through building partnering competencies on all sides. A judgement call needs to be made to assess different options: either potentially achieving greater or more transformational impact but with a greater risk and cost or else undertaking more traditional single-actor approaches that are easier to deliver but could achieve less. Given the limited resources available, the SUN support system necessarily needs to prioritise and be sure its elements collaborate wherever, and only wherever, they are likely to deliver greater net value in comparison with alternatives.

It is **recommended** that EXCO should examine the interfaces not only between the networks but also between SMS and the networks and consider whether the collective functioning between them can be improved and, if so, how. There are also a number of additional suggestions for actions by the different 'elements' of the GSS.

## D. Governance and mutual accountability

Consistent with the findings of the Preliminary Report (*not published*), there is a deficit in mutual accountability among the various actors in the SUN Movement. In practice, SUN members who are significantly dependent on international assistance are more rigorously assessed than are the funding providers. In addition, the governance structures of the SUN Movement are not yet well positioned to hold all parties to account for the changed behaviour that will be needed to achieve key results (or to exercise oversight of the Strategy and Roadmap). It is particularly important to reinforce the role of the SUN members themselves as the most important locus for progress.

There is recognition of the extraordinary asset of a Lead Group with high-quality and highly influential members, who can be very effective advocates on the full range of issues of concern to the



Movement. But it is clear that the Lead Group does not have the time to go beyond the ‘high-level oversight and approval of the Movement’s strategic direction’ mandated by its ToR. Therefore, in line with the earlier **recommendation** that the EXCO should assume responsibility as the primary governance mechanism of the Movement, as is indeed required by its own stated purpose, to ‘act on behalf of the Lead Group to oversee the development and implementation of the Movement’s Strategy and its operating modalities’.

In addition, it is **recommended** that EXCO—guided by the Lead Group—should become the key forum for holding the SMS and networks to account on behalf of the SUN Movement as a whole and that it should put greater emphasis on how it can support member countries as they work with the SUN support system to advance their objectives for better nutrition.

Mutual accountability also needs to be reinforced at country level. It is **recommended** that the SUN Movement should carry out a trial of enhancing the role of JAAs in mutual accountability at country level in a limited number of SUN member countries, perhaps with some form of participation by an independent person or persons (who could include an EXCO member).

## E. The SUN’s Monitoring, Evaluation, Accountability and Learning system

A major focus of the SUN Movement in the present Strategy period has been to build the Monitoring, Evaluation, Accountability and Learning (MEAL) system. This was assessed and the conclusions are:

- In its current form, the MEAL database is a useful tool for consolidated, comparative data on a defined set of global indicators. The Country Dashboards are an excellent, quick reference.
- The “M”onitoring aspect of the MEAL system is currently the strongest of its intended functions.
- Whilst the MEAL Database has proven useful at a global level, having a database whose structure is currently delinked from country coordination processes, decisions and information needs limits the utility of the MEAL system for accountability and learning. The JAAs are an under-utilised ‘resource’ for learning and accountability. The review team makes proposals for how this might be addressed.
- A distinction needs to be made between a MEAL *database* and a bona fide MEAL *system*. There is evidence that the makings of a system are in place—for example, in the routine use of the dashboard data for reporting and other purposes. However, a functional MEAL system will require greater attention to data use and data presentation.

It is **recommended** that:

- The amount of evidence from JAAs and learning exchanges that are reflected in the MEAL database should be expanded.
- A more sensitive set of ‘behaviour change’ indicators should be created/adapted to assess and track actions from national governments, donors, the UN, the private sector and civil society.
- A consensus be developed on the most-appropriate use(s) of the SUN MEAL database (i.e. primarily related to monitoring and reporting or designed to foster greater use of MEAL database content by different end users at different levels, which would require an enhanced user interface for a more compelling presentation of progress against the ToC).

- A determination be made regarding the extent to which updating certain MEAL database content should be more ‘bottom-up’ (i.e. by National Secretariats) than ‘top down’ (i.e. by the SMS), with suitable checks on quality.
- There be more systematically documented and disseminated information of promising practices related to (a) MEAL and data use and (b) effective multi-stakeholder, multisectoral partnership.

## F. Conclusions

In conclusion, the findings show that the SUN Movement has many strengths, but it has more to do if it is to seriously ‘move the needle’ on the many issues that its members face in improving nutrition. This requires more attention to the following:

- Good practice in delivery of known interventions.
- Experimenting with and evaluating new approaches.
- Increasing investment both by SUN Member countries and by international partners in nutrition-specific and nutrition-sensitive measures.
- Improving the alignment and harmonisation of financial and technical resources in support of interventions that are likely to be effective.

Mutual accountability, stronger governance that pays greater attention to country impact, engagement of both SUN member countries and of international partners at the level of senior decision makers and improved learning and knowledge sharing all have their part to play in this.

It is also very important to sustain the impact of SUN interventions. There is evidence in country studies that in some cases, the initial impact of SUN has weakened over time. However, there is also evidence of energy and creative thinking within the Movement. Therefore, the MTR team reiterates their **recommendation** that the Lead Group and the SUN Movement Coordinator, taking into account the findings of both this Midterm Review and the forthcoming Independent Evaluation, should take steps, which will enable the Movement to reposition and re-energise itself within the changing international environment on development and nutrition, keeping a strong focus on real improvement in impact at country level. The process needs to engage countries and SUN stakeholders so that they buy into this renewed vision, with a real commitment to change.

In addition, the SUN Movement is operating in a changing space, as more attention is (rightly) paid to obesity and other effects of poor nutrition in addition to the initial, and still extremely important, focus on stunting, wasting and undernutrition. The ‘First 1,000 Days’ is a globally endorsed framework that can facilitate SUN membership in tackling drivers and correlates of malnutrition in all its forms in a holistic manner and galvanise efforts to address the nutrition-specific and nutrition-sensitive needs of both women and children. Whilst continuing its focus on undernutrition, the SUN Movement should position itself to help its members address the increasing ‘double burden’ in the developing world: this is important for its relevance to many of its members.



The SUN Movement also needs to consider carefully how it relates to and can cooperate with new international initiatives on noncommunicable diseases (NCDs) and how it can help make the case for improved nutritional practice as a key preventive strategy.

As it increasingly works on poor nutrition leading to risks of obesity and NCDs, the SUN Movement needs to consider whether it should not embrace a gradual widening of membership to upper-middle-income and high-income countries who have lessons and experiences to offer and who can themselves learn from the experience of SUN members. However, this must not detract from supporting the present membership more effectively.

# 1. The Scaling Up Nutrition Movement in the Sustainable Development Goal Era

The Scaling Up Nutrition (SUN) Movement is one of many international partnerships seeking to promote one or another development issue and to help improve outcomes through various instruments and approaches. But what SUN is trying to do – a global movement supporting multi-stakeholder action at country level – is a relatively new approach within international development and probably one of the most complex and ambitious, (The Extractive Industries Transparency Initiative (EITI) is one of very few direct comparators). It is a strong example of a shift from an ‘MDG approach’ – valuable though that has been - towards an ‘SDG approach’ (Figure 1). Achieving this shift is challenging and everyone is still learning how to do it. As with any new approach, it necessarily requires experimentation and iterative development. SUN should be seen by its members and in particular by its donors, to be not only a potentially impactful programme in its own right but also an important laboratory for stakeholders to begin learning how to make that shift—and in a way that produces higher impact in spite of its complexity and higher costs of coordination. It is more of the nature of a ‘complex adaptive system’ rather than a conventional development programme. This has implications for how to assess its effectiveness.

**Figure 1. Millennium vs. Sustainable Development Goal approaches.**

 <b>MDG Era</b>	 <b>SDG Era</b>
Focus more on ‘treating symptoms’ rather than tackling the underlying issues	Built on an understanding of the interconnectedness of the prosperity of business, society and the environment
Governments / development community responsible for ‘delivering’ development	All societal sectors (including business) recognized as key development actors and part of the solution
Each societal sector playing its role in a siloed way	Essential need for collaboration across societal sectors
Focus on specific issues in specific geographies in order to achieve sufficient concentration of effort and achieve impact	Need for holistic approaches across issues and geographies to tackle systemic challenges
Most funding linked to achievement of short term outcomes	Longer term investment required for transformational change
Requirement to demonstrate impact and low tolerance of risk leads to using familiar linear approaches to achieve development outcomes	Need for innovative approaches with greater long term potential to tackle complexity but greater risk of failure
Top-down planning, ‘development by design’ approach	Emergent bottom-up planning based on the coalescing of interests and local resources around particular issues

Source: *Maximising the impact of partnerships for the SDGs” (2018) TPI and UN DESA*  
 Abbreviations: MDG, Millennium Development Goal; SDG, Sustainable Development Goal.

Furthermore, unlike some other global partnerships, the SUN Movement is not endowed with large financial resources which it then ‘delivers’ to its members. Instead, the key to the Movement’s impact is a concerted change of behaviour on the part of both members and the many stakeholders of the Movement, leading on to changed behaviour by ultimately very large numbers of people across the globe.

While there are a great deal of positive outcomes from SUN, it is not yet capable of capturing and articulating everything it delivers and is also still far from optimising its approach and maximising its

impact. The latter is in part because not all its stakeholders have fully bought into (and in some cases understood) SUN as a nontraditional approach to delivering transformational development and the need for them themselves to function differently. This is likely also reflected in the limited budget available at global level - resulting in the global support system having insufficient capacity (both resources and capabilities) to fully play its capacitation and catalysis role in support of the Movement - and at country level where the structures and capacities to catalyse collaborative action are under-resourced.

There are difficulties inherent in measuring the impact of a movement like SUN. As such, its Theory of Change (ToC) needs more consideration, and measures of key elements of aspects such as behaviour change also need further work. But whatever improvements are made, direct attribution of improved outcomes and impact to SUN-specific actions is often likely to be challenging. Rather, **the approach of changing behaviour through multi-stakeholder workings is better assessed as a contributor to improved outcomes and impact alongside other essential factors, such as government commitment or changes in the economic and social environment.**

Much of what is written here will therefore require donors to think differently when it comes to measures of success,<sup>1</sup> value for money, return on investment, etc. Using the MDG-style grant making and accountability mechanisms will hold back SDG-style approaches. This issue needs to be tackled head-on, working collectively with the donors to develop the new, more supportive approaches required.

## 2. Background

### A. Purpose and objectives of the Midterm Review

The Midterm Review (MTR) was commissioned by the Executive Committee (EXCO) of the SUN Movement on 2 May 2018.

The Terms of Reference (ToR) (Annex A) set out a twofold purpose for the review:

1. *To ascertain the extent to which the SUN Strategy and Roadmap (201620), which were developed as a response to the SUN Independent Comprehensive Evaluation (ICE), are being implemented and identify areas for strengthening and/or any potential course correction*
2. *To generate credible examples of how SUN has contributed to the strengthening of country and global commitment and action to address malnutrition and where it has missed opportunities.*

### B. Key themes and questions to be explored in the MTR

Whilst the purpose statement might suggest that the aim of the MTR was essentially an accounting exercise, the Terms of Reference go on to specify a considerably broader 'scope of work', covering two main areas.

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<sup>1</sup> For example, the measures of success appropriate for Country Multi-stakeholder Platforms may be significantly different from those for the Global Support System.

1. *To assess key outcome indicators along the SUN theory of change for a representative subset of SUN member countries.  
For example, as a result of SUN actions, at country level:*
  - a. *Do stakeholders from different sectors come together to tackle malnutrition? Has SUN membership increased the visibility, understanding and priority of nutrition in development plans and dialogues?*
  - b. *Do actors change behaviours and commit to common nutrition results? Are M&E systems strengthened?*
  - c. *As a result of SUN membership has nutrition become better embedded in other ministries plans and advanced the existence of policies than enhance nutrition status?*
  - d. *Are resources mobilised and is programme coverage increased? Have government and donor resource allocations to nutrition been significantly enhanced?*
  - e. *Is implementation aligned in ways that enhance progress? Does a realistically costed nutrition plan of action exist and is it guiding action in a coherent way across stakeholders?*
  
2. *To identify how components of the SUN support system add value (relative to cost) to the previously-mentioned outcomes:*
  - a. *How have components (Lead Group, four networks, SMS, Coordinator, EXCO) of the SUN Movement enabled or contributed (individually and collectively) – and in which ways? Are they doing the right things and are they doing these things right? What are the key areas for improvement on how the different components function collectively?*
  - b. *The Independent Comprehensive Evaluation (ICE) report of 2015 suggested a revision to some components of the SUN support system—how are the new/ revised components working to support SUN goals?*

Against this background, the MTR team endeavoured to provide a report which, whilst addressing the two specific objectives, is weighted towards these more substantial issues set out in the scope of work.

It is also relevant that while the review is taking place around the midpoint of the SUN Movement's 2016–2020 Strategy and Roadmap, its findings will be delivered shortly before the commissioning of a second broad-ranging evaluation expected to commence in mid-2019 and which, as with the 2015 evaluation, will form a key part of the background against which the strategy of the Movement will be set over the following period. This report highlights issues that the MTR team considers important for further consideration in the forthcoming evaluation.

This report is organised as follows: Section 3 describes the methodology used by the team; Section 4 sets out the main findings and recommendations on specific points; and Section 5 draws together the main conclusions.

## 3. Midterm Review Methodology

### A. Main sources of data and information

The SUN MTR relied on desk review, secondary data analysis (based primarily on evidence generated or consolidated by the SMS) and primary data collection. As described in Section 3.B, primary data collection, which was both qualitative and quantitative in nature, accounted for a sizable portion of the MTR evidence base. Although there was a fairly rich body of pre-existing evidence, primary data

gathering was deemed necessary to sufficiently address both MTR-specific objectives and to respond to the Scope of Work.

The Monitoring, Evaluation, Accountability and Learning (MEAL) 'All SUN Countries' Dashboard and country-specific dashboards were the main sources of pre-existing, quantifiable evidence on individual SUN member countries, regions, and the Movement overall.

In addition to data, the MTR team reviewed written documentation that fell into the following four categories:

- Documents on the SUN MEAL system.
- SUN Strategy, Annual Reports and other SUN-produced documentation.
- Independently produced documents on SUN.
- Additional country-specific documents that supported preparation of country case studies.

Annex B includes a list of documents and data consulted by the MTR team.

## B. Data collection methods

Primary data collection involved four main streams of work:

1. Repeated in-person and virtual consultations with the SMS, EXCO, Lead Group and other thought leaders in nutrition, multisectoral programming and complex partnerships.

Several 'checkpoints' were built into the MTR process to share preliminary findings and their implications with the SMS and other SUN global governance structures. A Preliminary Report was submitted through EXCO to the Lead Group for the latter's meeting in September 2018. Team members also held calls with the SMS to explore specific themes of interest (e.g. MEAL, the SUN Global Support Mechanism), as well as to plan country-based MTR work.

2. Country visits and country case study development yielded tangible country examples of the SUN multisectoral platform and partnership. MTR team members produced a total of five written case studies, each three to five pages in length, based on a series of in-country consultations (see Sections C and D). Annex E contains the written case studies.

Because Africa- and Asia-region-based MTR team members reside in countries (Bangladesh and Kenya) whose SUN experiences would bring added value to the MTR process if documented, it was prudent to leverage their in-depth technical and contextual understanding, coupled with local interviews, to produce case studies. Thus, SUN international missions were only required for three of the five MTR case studies.

To produce each case study, MTR team members attempted to conduct key informant interviews with purposively sampled in-country nutrition stakeholders representing diverse backgrounds. Where feasible, MTR team members tried to engage individuals with different roles vis-à-vis the national SUN Movement (e.g. different sectors, government, donor, civil society/nongovernmental and private sector), as well as divergent opinions on the SUN Movement and its effectiveness (e.g. by engaging both persons who are supportive of SUN and those with more critical or dissenting opinions of the Movement).

To identify target respondents, the MTR team relied upon local intel from national SUN secretariats, MQSUN+ and other parties with knowledge of the national nutrition landscape in each country of focus. In addition, the SMS played a facilitative role in ensuring that MTR team members were put in contact with SUN Focal Points and other appropriate local actors (e.g. donor conveners). This was



helpful overall, including to ensure adherence to local government protocols that dictate the manner in which stakeholders, particularly in the government sector, should be engaged during country visits.

3. A 360-degree assessment, which was led by The Partnership Initiative (TPI), was a mixed-method component of the MTR process that enabled the team to analyse the strength of mutual accountability and the global support mechanisms across the SUN Movement, particularly at the global level. The assessment centred on the following methods:

- Two online surveys, one designed for the GSS and available in English; one designed for countries and available in English, French, Spanish and Russian. (See Annex C for the survey tools developed for the 360-assessment.)
- Some 30 semi-structured interviews with representatives from across the Movement and beyond.
- Participation in SMS meetings and/or discussions: An MTR team member attended the Networks' joint retreat and participated in a number of steering group calls.

TPI also undertook one case study visit (Vietnam), providing an opportunity to use a “blended” approach to data collection, combining the case study methodology used in other countries and elements of the ‘mutual accountability’ approach of the 360-degree assessment.

4. Deeper examination/analysis of data contained in the MEAL ‘All SUN Countries’ Dashboard, with the intent of examining progress vis-à-vis the SUN ToC. Since an extensive analysis covering all SUN member countries was beyond the scope of this MTR, a subset of 15 countries was selected for closer examination of Dashboard evidence. The following criteria were considered:

- Region
- Duration of SUN membership
- Humanitarian status
- Vulnerability score
- Country ‘performance’ vis-à-vis nutrition impact (stunting reduction)
- Whether the country participated in any SUN Learning Exchanges with other Member Countries.

Four South Asian countries, seven African countries, three West-Central Asian countries and one Latin American and Caribbean country were included in the previous examination of Dashboard evidence.

## C. Countries visited/studied

The five countries ultimately selected for case studies were Bangladesh, Côte d'Ivoire, Kenya, Tajikistan and Vietnam. Country selection was done in close consultation with the SMS. With the exception of the third bullet point noted previously, the countries selected are responsive to initial criteria/consideration. Also, in addition to their geographical and linguistic diversity, the aforementioned countries represent (a) different stages of maturity in terms of SUN membership, (b) the extent to which humanitarian factors and conditions exist, (c) dynamics of the enabling environments and (d) a range of other contextual factors that impact multi-stakeholder, multisectoral coordination. Inevitably, the resources available limited the time and scope of these studies: no doubt the next Independent Evaluation will have the opportunity for more in-depth analysis.

Initially, the MTR intended to coordinate its case study development with a concurrent effort being organised by the SMS to conduct In-depth Country Studies in a small number of countries. However, due to a multiplicity of issues, such as delayed timing of country missions for those SMS In-depth Studies, there was no country overlap with the MTR. Nonetheless, the SMS was keen to package In-depth Country Study findings in a manner that would also be useful to the MTR process. Two completed In-depth Country Study reports (on El Salvador and Madagascar) were shared with the MTR team and those reports have been included in country-specific evidence base considered for this MTR.

## D. Stakeholders consulted

In order to ensure a balanced report, the MTR sought to speak to as broad a spectrum of stakeholders as possible, including current and former members of staff and both supporters and critics of the SUN Movement.

# 4. Findings and Recommendations

## A. Implementation of the SUN Movement Strategy and Roadmap

As noted previously, a main objective of the MTR is to ‘ascertain the extent to which the SUN Strategy and Roadmap (2016–2020) are being implemented and identify areas for strengthening and/or any potential course correction’. This section addresses the first part of this task: areas for strengthening and course correction are noted elsewhere and are the subject of recommendations where necessary.

A starting point is to understand the structures of the Strategy and Roadmap, each of which has four sections which do not, for whatever reason, map tidily on one another.

The Strategy has four ‘objectives’

1. Expand and sustain an enabling political environment.
2. Prioritise and institutionalise effective actions that contribute to good nutrition.
3. Implement effective actions aligned with common results.
4. Effectively use, and significantly increase, financial resources for nutrition.

The Roadmap has four ‘key areas where the SUN Movement will focus its efforts in the years ahead’:

- Continuously improving country planning and implementation to end malnutrition.
- Mobilising, advocating and communicating for impact.
- Strengthening the capacity for multisectoral and multi-stakeholder collaboration at all levels.
- Equity, equality and non-discrimination for all—with women and girls at the centre.

The MTR found this divergence between Strategy and Roadmap quite unhelpful to tracking progress or to guiding SUN decisions and actions at country or global levels.

Therefore, it is **recommended** that:



The post-2020 arrangements should have a much more straightforward alignment than in 2016–2020 between strategic objectives and more detailed plans for what SUN Movement actors need to do, which should form the basis of managing the contributions of the support system in all its parts.

Note that this recommendation does not imply that the SUN Movement should adopt a ‘cookie-cutter’ approach to its highly diverse membership, but operational plans need to be built around the agreed Strategy.

It is also **recommended** that:

**Progress against the Strategy and operational plans should be reviewed by EXCO annually. (2)**

This would improve the accountability of the various parts of the GSS for actions to deliver the Strategy and facilitate greater cross-fertilisation between them on a regular basis.

The Strategy is the basis of the organisation of the 2018 Annual Progress Report, which contains an impressive amount of detail on progress towards each of the four objectives. However, the Roadmap is the more specific, both on what is to be achieved in each area by 2020 and what was to be done in 2016–2017.

The MTR team therefore draws together data from the Annual Progress Report relevant to the Strategy, whilst also examining the implementation of selected items from the 2016-2017 activities set out in the Roadmap.

## **Progress against the Strategy**

The Annual Progress Report makes an encouraging effort to assess progress along the main items in the Strategy and the ToC, including country pages for each SUN member and also regional analyses of the position in relation to the four objectives of the Strategy, as well as against nutrition outcomes. Several important items are also summarised at the level of the membership as a whole, and the various elements of the SUN support system are also profiled.

The overall picture is one of progress in the desired direction, if often at a slower pace than ideal. This is not inconsistent with the latest outcome data presented in the 2018 Global Report on Nutrition, and the objectives of the Strategy are clearly much in line with the ‘critical steps’ advocated in that report, notably on breaking down silos and developing comprehensive programmes and better data and more capacity to use it.

Thus, under the Strategy Objective 1, multi-stakeholder platforms (MSPs) are now ubiquitous, and there is some evidence of greater advocacy: a record number of local ‘champions’, 38 countries (up from 33 in 2016–2017) making use of the media and 41 countries (up from 34) benefitting from parliamentary engagement. A record 53 countries undertook Joint Annual Assessments (JAAs) in 2018. Where the self-assessment scores in JAAs are shown between periods (in the two African subregions and West-Central Asia), the JAA scores themselves also increase on average, quite significantly so in many cases.

Under Objective 2, there is rather slow progress on legislative action, though it is noteworthy that countries who have been SUN members the longest have made the most progress, on average. There is some positive data on food fortification, though there is more to do in this area.

Under Objective 3, there is encouraging use of Common Results Frameworks (CRFs). CRFs have been finalised in 42 countries, as opposed to 37 in 2016–2017; and 41 of these, up from 32, are accompanied by an Action Plan.

Finally, under Objective 4, there has been a surge in SUN members' undertaking the SUN budget analysis exercise (19 in 2018 compared to 4 in 2017) and a gradual increase (from 25 to 32 countries) in tracking public allocations for nutrition.

The quality of implementation cannot be assessed from the data presented. The own country visits, however, show that multi-stakeholder engagement is becoming better understood and more entrenched in local structures, though still a 'work-in-progress'. As noted in subsection B, the effect of these actions on the higher levels of the SUN Movement ToC is not at present easy to document.

## Progress against the Roadmap

In order to check this, the team selected nine specific commitments for action in 2016–2017 to see what progress had actually been made. Actions had been taken on all nine, some as planned, others adjusted in ways that seemed entirely sensible. Some have naturally taken longer than originally expected to be put into effect, but in every case substantive progress was evident. The selected commitments and the comments of the SMS on them are attached in Annex F.

Overall, it was found that, **on both the Strategy and the Roadmap, commendable efforts had been made to carry through commitments made by the Movement.**

## B. Progress of key indicators along the SUN Theory of Change

The original SUN ToC was organised according to six steps: (1) multiple stakeholders from different sectors come together to tackle malnutrition and build an enabling environment for improving nutrition with equity; (2) multiple stakeholders from different sectors change their behaviours and commit to achieving common nutrition results for everyone, everywhere; (3) multiple stakeholders mobilise resources and align implementation to optimise coverage and effectiveness of their actions; (4) results are achieved through aligned implementation in a far greater way than what could have been achieved by each stakeholder on its own; (5) women, children, adolescents and families thrive, leading to the end of malnutrition by 2030 (SDG 2.2); and (6) better nutrition contributes to the achievement of SDGs.<sup>ii</sup>

It is recognised that since development of that ToC, the SUN Movement has both compiled and analysed data in a slightly different manner, namely eight 'domains': (1) Enabling environment; (2) Finance; (3) Interventions and Food Supply; (4) Enacted Legislations; (5) SDG Drivers of Nutrition; (6) IYCF and Dietary Intake; (7) Nutrition Status; (8) SDGs Linked to Nutrition.<sup>iii</sup> **This section of the MTR report is structured in accordance with the original six steps of the SUN ToC.**

In examining progress of key indicators along the ToC, the MTR team utilised the MEAL "All SUN Countries Dashboard" (Excel database), as well as qualitative and quantitative evidence presented in the MTR country case studies (Annex E) and the draft SUN In-depth Country Study reports shared with the MTR team. SUN Annual Reports also yielded consolidated evidence that shed light on progress for selected components of the ToC.

One important observation from this exercise is that the current SUN ToC reflects a generic pathway but misses the nuance of *how* the MSP approach promoted by SUN actually contributes to the nutrition and SDG impacts that SUN is attempting to measure in later steps of the ToC. For example,

<sup>ii</sup> SUN Movement Monitoring, Evaluation, Accountability, Learning (MEAL) baseline documentation: [http://scalingupnutrition.org/wp-content/uploads/2018/03/MEAL-Results-Framework-and-Indicator-Lists-EN\\_MARCH2018.pdf](http://scalingupnutrition.org/wp-content/uploads/2018/03/MEAL-Results-Framework-and-Indicator-Lists-EN_MARCH2018.pdf)

<sup>iii</sup> The SUN Movement Monitoring, Evaluation, Accountability and Learning (MEAL) system Econometric Analysis, September 2018.

there are intermediate processes and outcomes that are likely occurring between convening different stakeholders (element 1) and successfully shifting behaviours and practices of stakeholders (element 2). This gap in the logical pathway between ToC elements 1 and 2 results in intermediate yet likely *transformational* achievements that could be linked back to SUN not being systematically captured by the MEAL system. This gap makes it difficult to ascertain SUN's specific contributions to nutrition improvement, both globally and at country level and thus effectively tell its story in a compelling, data-driven way.

At present, there are missed opportunities to track and describe SUN's added value, whether globally, regionally or nationally. The current SUN global ToC effectively highlights the 'WHAT' in terms of nutrition improvement but does not fully reflect 'HOW' the SUN Movement is contributing to that change. Some SUN member countries (e.g. Indonesia) have attempted to adapt and contextualise the ToC to reflect intermediate outcomes that may result from a multi-stakeholder nutrition platform. Gaps in the current global ToC relate primarily to three issues: (1) critical 'shifts', (2) tangible by-products of a coordinated SUN MSP approach and (3) possible tipping points for nutrition transformation.

#### **Illustrative shifts:**

- *Policy* shifts.
- *Financing / resource allocation* shifts (not only increased overall funding for nutrition-specific and nutrition-sensitive programming but also rational use of existing financial resources to be responsive to nutrition burden and inequities).
- *Programme* shifts (e.g. to extend the reach of / improve equitable access to high-impact nutrition-specific and nutrition-sensitive interventions; to diffuse innovation and best practices across diverse stakeholders).

#### **Illustrative MSP by-products:**

- Consolidation of nutrition data and learning (e.g. nutrition database and/or knowledge management portal).
- Comprehensive mapping of nutrition activities and actors.
- Locally generated implementation evidence to inform scale-up and replication.
- Nutrition mainstreaming within resilience plans and/or sub-national (e.g., district) micro plans
- Nutrition technical assistance (TA) tracker.

#### **Illustrative tipping points:**

- Expanded participation (e.g. private sector, line ministries that are not conventional nutrition players, such as Women's Affairs, Youth, Human Rights, Housing and Urban Development, Labour and Social Welfare) in MSP processes at multiple levels.
- Timely and effective mobilisation and deployment of resources and technical support (e.g. via MQSUN+, SPRING, etc.) to address implementation challenges, maximise quality and/or support scale-up.
- Complementarity of effort with other high-profile global nutrition initiatives or movements (e.g., GAIN).

**General Assessment of ToC Progress:**

In mapping all MEAL indicators against the SUN ToC, it is apparent that the ToC reflects important outcomes and impacts that are salient to nutrition improvement at national, regional and global levels. However, attribution and/or contribution (e.g. whether and how SUN—and, more broadly, the MSP approach—has brought added value) is harder to ascertain.

SUN process indicators related to SUN network functionality are important elements in telling SUN's story. However, the question of change—*how* SUN has (1) influenced stakeholder practices (especially beyond increased levels of funding), (2) harmonised programming and (3) drawn attention to reducing inequities and mitigating root causes of malnutrition to achieve the SDGs—remains largely unanswered.

Qualitatively, there are many SUN country-specific successes, as well as challenges, but they have not been quantified and are presently not reflected in the MEAL indicator database. This makes it difficult to assess some elements of SUN's ToC (e.g. whether achieved national results are greater than what would have occurred if partners had not bought into an MSP).

## ToC ELEMENT 1: HOW DO MULTIPLE STAKEHOLDERS FROM DIFFERENT SECTORS COME TOGETHER?

This first ToC element is where evidence on SUN's contributions is strongest. The SUN median score for this domain, which contributes to the enabling environment, is 63 percent (based on MEAL database updated in March 2018). Whilst this score suggests that there is significant room for improvement, it only tells a partial picture. Looking across countries, the MSP approach holds value, but **of specific value are the offshoots of the platform—namely, the networks**. However, in some countries with highly developed networks, there is a silo effect, with networks seemingly operating independent of each other.

Examination of selected country experiences reveals that **where the MSP 'resides' within national governance matters**. For example, in places such as Côte d'Ivoire, the leadership of the MSP secretariat rests with Offices of the Prime Minister, President or Vice President. In countries such as Bangladesh, Kenya, Tajikistan and Vietnam, this function still resides within the health sector. **Positioning leadership of the MSP at a high level of government with real convening power, and typically (but not in every case) outside of a specific sector/line ministry**, appears to bode well for cross-sectoral engagement and accountability around participation in the multisectoral nutrition response.

Multisectoral engagement and coordination is akin to a faucet rather than a stream. For some countries, even those that are SUN success stories (e.g. Bangladesh, Kenya), there have been periods of intensity and relative dormancy in terms of national-level stakeholder engagement and participation (see annexes for MTR case studies).

## ToC ELEMENT 2: HOW DO MULTIPLE STAKEHOLDERS FROM DIFFERENT SECTORS CHANGE THEIR BEHAVIOURS?

## ToC ELEMENT 3: MULTIPLE STAKEHOLDERS MOBILISE RESOURCES AND ALIGN IMPLEMENTATION TO OPTIMISE COVERAGE AND EFFECTIVENESS

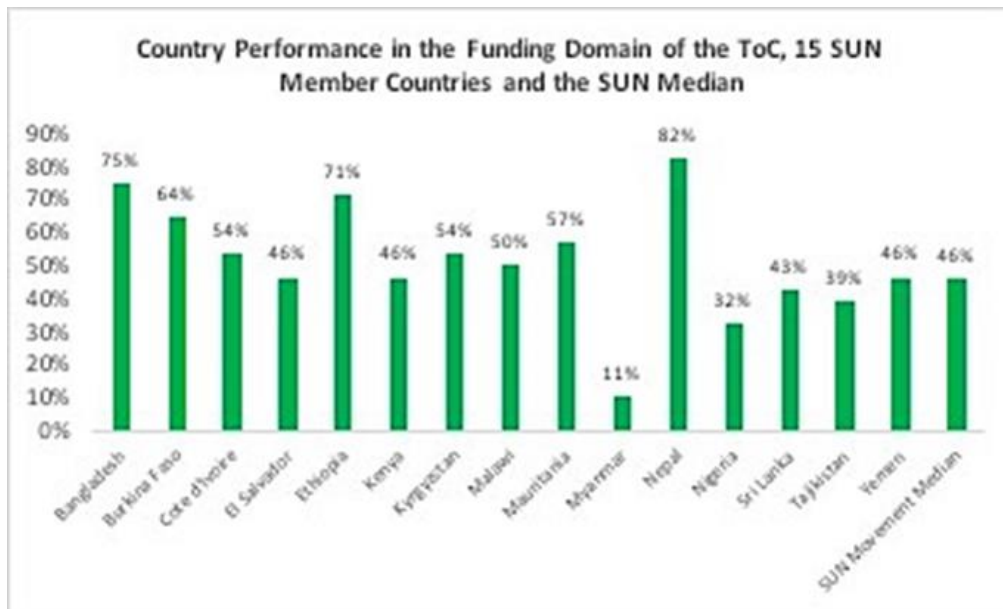
These two elements of SUN’s ToC are considered in tandem because they are, in essence, by-products of a multi-stakeholder, multisectoral platform (ToC element 1). More specifically, they should indicate HOW the SUN MSP approach is contributing to nutrition improvement. Notably, however, they are elements of the SUN ToC for which the evidence base is weakest.

Financing is the issue for which data are most robust.

According to the SUN MEAL database, the median performance score (a percentage-based, composite score determined from factors such as nutrition-specific and nutrition-sensitive budgets and donor funding (US\$) per child for high-impact nutrition interventions) in this domain is only 46 percent. Improved donor coordination on both nutrition financing and nutrition programming is largely recognised as a priority across stakeholders. Government accountability around resource mobilisation for multisectoral nutrition improvement is less clear. **In many SUN member countries, national plan implementation is characterised by a large funding gap and/or a huge reliance on donor funds for implementation of the plan.**

In Côte d'Ivoire, for example, the country’s multisectoral nutrition plan—costed at \$470 million—assumes that the government will finance 15 percent of the plan and donors, the balance. Whilst some additional funding is indeed being committed (e.g. by the World Bank), this assumption about donor contributions seems unrealistic (see Côte d’Ivoire case study).

**Figure 2. Theory of Change funding performance by member country.**



Data source: All SUN Countries Dashboard, last updated March 2018

The graphic (**Figure 2**) does not present funding trends but give a sense of where some countries fall with respect to funding ‘behaviours’. Of the 15 countries compared, the three countries whose financing performance exceeds the SUN median of 46 percent have been members of SUN the longest (Bangladesh and Ethiopia joined in 2010, and Nepal joined in 2011). What is unclear, however, is if other confounders are at play. For example, those ‘early adopter’ countries (in terms of SUN membership) have historically demonstrated that food and nutrition are national priorities. In the case of Ethiopia and, in particular, Nepal, they are also countries that have attracted donor funding on a per capita basis above the SUN median.



Documentation suggests further room for improvement across the Movement—not just in overall resource mobilisation but in **rationalising available resources so that they are aligned with implementation priorities** (see text box for country example).

Insights relating to non-funding behaviours are limited.

However, there is evidence of progress. For example, in Tajikistan, which is fairly young in its SUN membership, participation in SUN is leading to an attitudinal shift among stakeholders from different sectors, who now view the issue of nutrition as more than just a health issue. The country recently developed a CRF, which is a first step in harmonising nutrition efforts in country. In Côte d'Ivoire, stakeholders from different sectors also noted the value of the SUN approach in encouraging them to see the wider nutrition picture, and the engagement of a wider set of Ministries had led to a less 'medicalised' approach to nutrition than when the Ministry of Health was, in effect, setting nutrition policy in isolation. The experiences of both of these countries have been documented in the form of MTR case studies (see Annex E).

Other noteworthy behavioural shifts are occurring in the area of learning.

Several learning exchanges have occurred between SUN member countries (see Annex E for MTR case studies with some examples) and, as noted in SUN's 2017 Annual Report, **SUN Civil Society is an important driver of those exchanges**. In 2016 to 2017, the SUN Civil Society Network (CSN) organised two learning exchanges (in Nepal and Rwanda) and brought together countries within regions as well as across regions. Country visits also indicate that SUN donor partners have facilitated some learning exchanges through funding support of exchange participants. However, the evidence base on 'to what end?' needs to evolve. Post-exchange outcomes of these country exchanges (unlike the CSN learning exchanges) are not well documented, and this is one aspect of the ToC for which there has been some noteworthy activity but missed opportunities to capture/document outcomes stemming from those activities.

Most behaviour change strategies, even those implemented at a grassroots level, centre on sustained exposure rather than one-off or ad hoc exposure to interventions. Flux in terms of who is involved in MSPs has been documented in countries such as Tajikistan (see Annex E for case study) and Madagascar (as documented in the SUN In-depth Country Study). More specifically, frequent changes in Focal Points or line ministry delegates, or both, to MSPs had had a bearing on efforts to sustain leadership, interest and coordination across actors and sectors.

#### Resource misalignment—the case in Madagascar

'There is an incoherence between the Ministry for Agriculture and PNAN [the national multisectoral nutrition plan]. While the Ministry for Agriculture aims at improving productivity on a large scale, PNAN III encourages agricultural diversification and productivity improvement on a smaller scale even at the household level; however, available state budgets and projects' budgets are allocated to large-scale agriculture improvement'. *Madagascar In-Depth Country Study*

Quote taken from the draft In-depth Country Study report on (SUN, 2018)

#### ToC ELEMENT 4:

RESULTS ARE ACHIEVED THROUGH ALIGNED IMPLEMENTATION IN A FAR GREATER WAY THAN WHAT COULD HAVE BEEN ACHIEVED BY EACH STAKEHOLDER ON ITS OWN

There are other attempts to assess global trends and drivers of nutrition results (e.g. 2017 Global Nutrition Report). The crux of SUN ToC element 4 is really the added value of the SUN Movement and the MSP approach.

The **establishment of local (subnational) MSPs, not just national forums, is trending positively across the Movement**, with 26 countries pursuing this decentralisation in 2015 and 2016, and 25 in 2016 and 2017 (Annual Report 2017). In countries such as Côte d'Ivoire, however, there is a sense amongst stakeholders that the country's membership in SUN has advanced the national nutrition agenda, but the specific added value of SUN is hard to quantify (See Annex E for case study). In other countries, such as Tajikistan, the SUN-supported MSP approach has been highly successful in national-level advocacy. As a platform that is still in its nascent stages, it has not yet shifted attention to aligned implementation, and it is currently delinked from subnational structures that ensure grassroots coordination in development programming (See Annex E for case study).

Whilst it is not possible to rigorously assess whether observed achievements in countries reflect synergistic effects of multisectoral action, there is some insight into how SUN is influencing nutrition programming in countries. The question of **how SUN evolves against the backdrop of decentralisation in many countries** is highly salient and the new programme of In-depth Country Studies ('Deep Dives')—which concentrate on activities at the subnational level—is welcomed. In Kenya the SUN CSN has strong engagement with counties (Kenya's decentralised administrative unit below the central level) and plays an advocacy role in mainstreaming nutrition in Country Integrated Development Plans and establishing county-level SUN platforms (See Annex E for case study). Other countries, such as Madagascar, have taken initial measures to ensure that there is a local presence (via Regional Nutrition Offices in all 22 of Madagascar's regions) advocating for multisectoral nutrition programming. The SUN 2018 In-depth Country Study on El Salvador also highlighted that not just the mere existence of an MSP but also that of a technical arm of the MSP that addresses actual implementation and thematic priorities for the country is a key consideration. Learning from such experiences and applying relevant lessons elsewhere are valuable opportunity for SUN to spread good practice.

Overall, whilst SUN-influenced structures are evident, budgets and programming authority are, in at least some cases, insufficiently decentralised, a major challenge in ensuring alignment and nutrition mainstreaming at the grassroots level.

## ToC ELEMENT 5: WOMEN, CHILDREN, ADOLESCENTS AND FAMILIES THRIVE LEADING TO THE END OF MALNUTRITION BY 2030

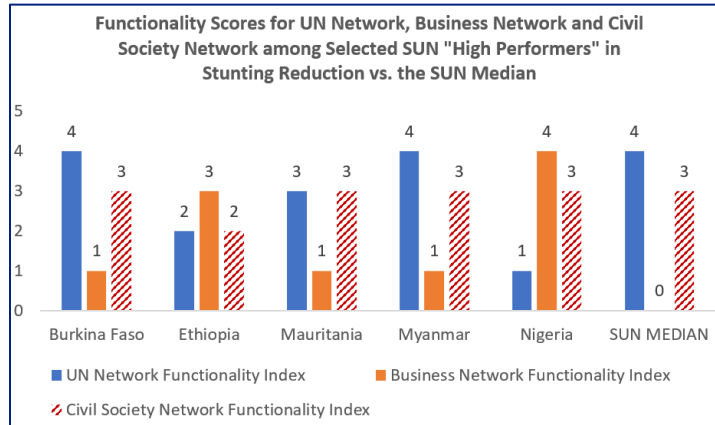
As with ToC element 4, there are other efforts that have examined progress vis-à-vis malnutrition. This MTR raises the point of how SUN processes and platforms sit within a broader framework of issues that impact nutrition outcomes in women, children and adolescents.

The 2018 SUN Econometric Analysis highlights the regional differences that exist, with SUN member countries in South and Southeast Asia performing better than SUN member countries in sub-Saharan Africa both on issues such as donor financing or functionality of SUN CSNs and on immediate determinants of nutrition outcomes, such as uptake of optimal infant and young child feeding practices or coverage of high-impact health interventions.

SUN's 2018 In-depth Country Study on Madagascar is an example of why examination of the progress on SUN process issues (e.g. ToC element 1) cannot be delinked from examination of nutrition 'impact' (e.g. conventional nutrition-related outcomes in women and children and youth). This is particularly true in complex programme and sociopolitical environments where the MSP approach is being promoted. Madagascar has been a SUN member country since 2012, but several

of its nutrition impact and outcomes are trending in the ‘wrong’ direction due to political instability and deteriorating socioeconomic conditions in recent years. Thus, there are macro-level issues that affect nutrition. As explored for ToC element 6, **there is a potential role that SUN can be playing to promote a more risk-informed approach to multisectoral nutrition efforts.**

**Figure 3. . Comparison of the network functionality scores for the 5 countries with the SUN median**



Source: All SUN Countries Dashboard, last updated March 2018

Of the subset of 15 countries considered for further examination using the MEAL ‘All SUN Countries’ Dashboard, 5 (Burkina Faso, Ethiopia, Mauritania, Myanmar, Nigeria) are recognised as ‘high performers’ in terms of child-stunting reduction. Notably, they are all classified as high to very high in terms of their humanitarian status—which makes their stunting reduction achievements even more impressive. Also noteworthy is the fact that those five countries have been SUN member countries for five years or more (the SUN Econometric Analysis corroborates this observation, with a strong association between SUN membership duration and the enabling

environment.). As shown in **Figure 3**, which compares the network functionality scores for the five countries with the SUN median, the **average functionality of their SUN Business Networks (SBNs) is above the median**, whilst those of the CSN and the United Nations Network (UNN) are either virtually the same as the median or slightly below it. The role of unconventional nutrition actors warrants serious consideration in not only supporting nutrition improvement but linking that nutrition improvement to sustainable development. Rationalising focus and level of effort is also critical. For example, in Tajikistan, national efforts led by Tajikistan’s MSP to address food fortification has served as a golden opportunity to engage Tajikistan’s evolving private sector in tangible ways. Notably, however, there are other priorities that require multisectoral focus such as the increasing overweight/obesity burden in the country (see Annex E for case study).

## ToC ELEMENT 6: BETTER NUTRITION CONTRIBUTES TO THE ACHIEVEMENT OF SDGs

Across the Movement, the median performance score related to the SDGs is 60 percent, with tremendous range (as low as 25 percent in a country like Somalia and as high as 90 to 95 percent in countries such as Vietnam, Costa Rica and El Salvador).

The issue of equity is highly salient in assessing nutrition contributions to SDGs, and it is reflected in most national development plans. **Thus far, however, SUN’s documented achievements have largely related to the mechanics of multisectoral coordination and harmonisation and less so to joint action to ensure equitable access to, and maximum quality of, high-impact interventions that can improve nutrition.** The latter is one aspect of measurement that warrants increased focus within the Movement.<sup>iv</sup>

As documented in SUN’s 2018 In-depth Country Study on El Salvador, the country has achieved stunting reduction and increased coverage of selected high-impact interventions. However, the

<sup>iv</sup> This could draw on, inter alia, the work of civil society on subnational differences and inequities between groups (see, for example, the Save the Children Fund’s Report on ‘Unequal Portions’).



malnutrition burden is still higher amongst the poorest, most vulnerable segments of Salvadoran society, particularly in rural areas. In Madagascar, stunting burden remains highest amongst children who are poor, are rural and have mothers with little or no formal education (SUN 2018 In-depth Country Study on Madagascar). This reality is reflected in many SUN countries.

Whilst nutrition achievements have been observed across the Movement, these gains must be analysed through the lens of precarious circumstances in some countries, with environmental and manmade (e.g. armed conflict) hazards destabilising societies and disrupting nutrition efforts. There is a role for nutrition MSPs to play in risk-informed programming, using nutrition improvement as a vital aspect of resilience building and thus national development. This is particularly the case given changing nutrition epidemiology (whereby overweight and obesity is on the rise in most countries), shifting demographics (e.g. rapid urbanisation and a ‘youth boom’) and increasing frequency and intensity of environmental hazards (e.g. flooding, drought)—all of which should inform nutrition efforts and thus help to better position nutrition improvement as a requirement for sustainable development.

The United Nations Office for the Coordination of Humanitarian Affairs estimated that, in 2018, over 135 million individuals across the globe were in need of humanitarian assistance and protection.<sup>v</sup> The **issues of humanitarian need and resilience are highly salient to the SUN Movement**. More specifically, the concept of ‘Fragile and Conflict-Affected Settings’ applies to entire SUN member countries (e.g. Democratic Republic of the Congo, Somalia, Yemen), geographic areas or subpopulations within SUN member countries (e.g. Rohingya crisis in Myanmar) and whole regions (e.g. Islamic State/ISIS conflict affecting the Middle East and North African countries such as Iraq, Libya and Syria).

Given the **precarious circumstances in several SUN member countries**, a **risk-informed approach** would go beyond classifying countries based on their humanitarian situation, as is already being done within SUN’s MEAL system. Greater emphasis would be placed on **examining and responding to the enabling environment vis-à-vis hazards and risks that have nutrition implications**. Hazards—whether (1) natural hazards (flooding, water scarcity, drought, earthquakes), (2) violent conflict and/or social unrest, (3) disease outbreaks (e.g. cholera, measles) or (4) economic crises (e.g. decline in global oil prices)—can all have a disruptive effect on nutrition efforts and spur other phenomena that introduce and/or exacerbate vulnerabilities.

Adopting a risk-informed approach would entail leveraging the SUN MSP to periodically assess changes in hazards, vulnerabilities and risks through a nutrition lens. More specifically, SUN can enhance its added value in mobilising stakeholders to respond to humanitarian need (e.g. through coordinated, timely, nutrition-related efforts targeting internally displaced persons, refugees and/or persons in affected communities) **and** positioning nutrition and food security as core components of resilience building within and across countries.

Ensuring that these actions are both rights based and equity focused would also bode well in addressing some of the root causes and drivers of malnutrition, such as:

- Gender inequalities.
- Unmet needs for social protection.
- The paucity of adolescent and youth development and participation services and interventions.
- Unique vulnerabilities of urban versus rural populations.

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<sup>v</sup> United Nations Office for the Coordination of Humanitarian Affairs. 2017. Global Humanitarian Overview 2018. <https://interactive.unocha.org/publication/globalhumanitarianoverview/> Accessed on 20 December 2018.

Many of these factors are linked to the ability of individuals, families and communities to withstand and recover from shocks when hazards do occur and thus are within SUN's purview of sustainable nutrition improvement.

In the light of these findings, it is **recommended** that:

**SUN's ToC and its measurement should be revisited in the 2019 Evaluation, drawing on the analysis presented previously. (3)**

## C. Effectiveness of the SUN Global Support System

This section provides a brief overview of the main findings of the 360-degree assessment, which comprised a survey at both global and country levels and a series of semi-structured interviews. (See Section 3 of this report for the 360 degree assessment methodology, and Annexe D for the full 360 degree survey.) As per the ToR for the Midterm Review, it provides some reflections on what is working well, together with some suggestions on 'course correction'. It considered individual functioning of each of the eight 'elements' of the GSS, and then offers some final remarks to enhance collective functioning.

It should be noted that the Midterm Review did not include certain aspects of performance, including the provision of technical assistance (a topic suggested for the next independent comprehensive evaluation).

The MTR team found much good work being done by the various elements of the GSS, but it was also apparent from the survey that the rating of the GSS's performance by country-level respondents was generally (though in most cases only moderately) less favourable than the GSS's self-rating. This may suggest that the global system needs to better demonstrate its collective value-added, or that it needs to change its approach (or both). Therefore, the overall suggestions include greater focus on peer exchange and knowledge transfer between in-country networks and actors; simplifying and improving the focus of the global support system; and ensuring that the GSS is subject to a proper system of mutual accountability.

Whilst the MTR team makes a number of suggestions for actions by the different 'elements', the development of cross-network ways of working—without burdensome bureaucratic structures—is a key theme, potentially opening the way to more strategic shifts. This reflects the SUN Movement's design as a multi-stakeholder, multisector initiative.

### Lead Group

#### *Observations on current effectiveness*

Under its ToR, the Lead Group has two purposes:

- 1.1. Take on overall responsibility for the Movement's progress towards achieving its strategic objectives and preserving its unique character; and
- 1.2. Act as high-level emissaries for the Movement, advocating on specific issues related to the Strategy and, in global forums, an end to malnutrition in all its forms.

The first of these is discussed in Section D, 'Governance and mutual accountability'.

On the second there is, from the view of the MTR team, further work to do in order to ensure that the Lead Group members are deployed in the most effective way. Their role as ambassadors for nutrition

has been seen to create significant value at country level, where it is happening. But this needs to be done more systematically. Different Lead Group members are delivering to different degrees.

Many encouraging moves are already taking place to increase effectiveness of the Lead Group, with the support of the SMS. For example, the 2019 refresh of Lead Group membership provides an additional opportunity to accelerate and embolden the role of this unique group. The Lead Group is an enormous asset to the SUN Movement, not least because its individuals are personally appointed by the UN Secretary General.

### *Suggestions*

The following suggestions are provided for the Lead Group members to strengthen their role:

- Embrace role as champions, thought leaders.
- Forge stronger links with global advocacy, including major upcoming events, such as Tokyo 2020.
- Commit to country visits and championing of the SUN Movement at conferences wherever possible, drawing on input from other parts of the GSS as needed.
- Develop a creative ‘charter’ which sets out clear expectations and opportunities for participation in the SUN Movement, which could include points-based gamification.<sup>vi</sup>
- Develop a light-touch ‘mentoring’ approach so that new Lead Group members are on-boarded quickly and effectively by more experienced members.
- Mentoring of the ‘next generation’ by Lead Group members.
- Continue to transfer oversight responsibility to EXCO, whilst maintaining a strong role in the vision for the SUN Movement after 2020.

## **Executive Committee**

### *Observations on current effectiveness*

The ICE recommendations led to the establishment of an EXCO for the SUN Movement, though this body appeared to be created at a point when the Movement was not quite ready to make best use of a ‘board’-type mechanism. This was partly due to the fact that the SUN Movement itself emerged from a complex global-nutrition governance context.

However, the SUN Movement has reached a stage of maturity where a light-touch oversight function is no longer appropriate. Stronger accountability and transparency are urgently required in order for the SUN Movement to retain its legitimacy; informal channels are no longer sufficient. There is scope to learn from peers, such as EITI and the 2030 Water Resources Group, which have a lot of relevant experience in finding the right balance between being robust and being flexible.

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<sup>vi</sup> Gamification is to turn something into a competitive game. In this case, Lead Group members would earn points through specific actions they might take in support of SUN, the amount depending on the time and effort involved and likely impact for SUN. It provides an incentive to deliver against commitments.

*Suggestions*

Section D discusses approaches to a stronger and more effective role for EXCO across the whole SUN Movement, including oversight of the GSS, whilst retaining the necessary flexibility to enable the SUN Movement to evolve and grow as needed.

**SUN Movement Coordinator***Observations on current effectiveness*

The SUN Movement Coordinator scored highest of any element of the GSS, both in terms of focus of effort and effectiveness of performance. Gerda Verburg's appointment—following a difficult interim period after David Nabarro's departure to resolve the Ebola crisis—has brought significant new energy to the Movement.

However, it is apparent from country studies that the momentum that the Coordinator has catalysed at country level has often dissipated. This is a significant missed opportunity. It demonstrates the need to ensure that the Coordinator's country visits are well planned and are effectively supported by all relevant parts of the support system before, during and after her visits. The impression is that more needs to be done to achieve this.

The Coordinator would also benefit from assistance from the GSS in:

- Navigating where and how she can have best value in helping to strengthen political ownership for improved nutrition at global/regional levels and in showcasing the SUN Movement approach as an example of SDG collaboration.
- Identifying innovative and effective ways of multi-stakeholder collaboration.
- Identifying strategic opportunities for effective collaboration inside and outside the Movement.

*Suggestions*

The following suggestions are provided to strengthen the role of the SUN Movement Coordinator:

- Continue to maintain a focus on top-level engagement at country level, making use of regional political forums wherever possible in order to ease the demanding travel load.
- Make more use of the GSS, not least the Country Liaison Team in the SMS, to assist with preparation, delivery and follow-up of country visits. Such visits need to be not only tailor-made, ambitious and demanding but also realistic and energising. There are opportunities to involve the Lead Group of EXCO members in such follow-up, but this needs planning.
- Continue to cultivate linkages at the very highest levels of the UN to identify 'nutrition-sensitive' approaches across the UN system.
- Consider how the other needs identified previously can best be met from the resources of the SMS and other parts of the GSS.

**SUN Movement Secretariat***Observations on current effectiveness*

The SMS has been performing a complex mixture of functions (including strategic planning, management, coordination, training, data capture, country liaison, communications, advocacy and more). It has been very stretched and operating almost in 'fire-fighting' mode. At this point in the SUN Movement's evolution, however, it is clear that the SMS does not need to do all of this and that other

parts of the GSS are better suited to perform some of these functions. The Movement cannot afford duplication of effort, but defining the boundaries needs more work.

Institutional knowledge is not well codified within the SUN Movement and sits within a small number of long-serving individuals. The staff turnover within the SMS is a significant barrier to efficient operations, and some staff do not necessarily have sufficient experience to deliver effectively. The respective roles of the SMS and the networks—and how effectively they have been working together—should, as proposed below, be addressed by EXCO; and the past experience could, if necessary, be assessed in the next Independent Evaluation. Such an exercise would assist in getting the best value from the Country Liaison Team, which is being rebuilt after loss of staff.

The SMS budget, in round numbers, is running at about \$6 million a year.

### *Suggestions*

The following suggestions are provided for the SMS to strengthen its role:

- Ensure that those brought in to liaise with countries have the necessary experience and contract security to perform this essential role.
- Forge closer linkages with the four global networks (e.g. through encouraging staff secondments—potentially in both directions, with safeguards against possible conflicts of interest—and building responsibilities for communication with networks into all senior job functions). Consistent and transparent information sharing is essential.
- Provide personal development opportunities for long-serving staff and prioritise the right mindset and skillset (i.e. relating to excellent listening, knowledge curation, pattern spotting, systems thinking).
- Shift from ‘capacity-building’ approaches to ‘experience-exchange’ and ‘peer-learning’ approaches.
- Invest in helping countries to build effective MSPs.

## **The four original SUN Movement Networks**

The main focus of the following remarks is on the global coordination function for each of the four original SUN Movement networks (business, UN, donor, civil society), with reference to their global steering groups where relevant. There is far greater diversity of networks at country level.

These remarks seek to highlight what action is being undertaken at global level, in order to assess its potential for supporting positive action at country level.

## **SUN Business Network (SBN)**

### *Observations on current effectiveness*

Following a very long incubation period, the SBN is now starting to demonstrate its enormous potential. It has the largest number of dedicated full-time staff, based in numerous locations around the world. Its global-logic model is extremely promising. It has developed a robust unique value proposition. It has undertaken a highly self-reflective learning exercise going all the way back to the set-up of the SUN Movement, the product of which is summarised in its 2018 Strategic Update.<sup>vii</sup> It

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<sup>vii</sup> See SUN Business Network website for details of both the Strategic Update and the companies involved.

has engaged multiple companies and created in-country networks which are beginning to deliver impact.

It is co-hosted by a UN agency and GAIN, an interesting mixture of working environments that reflects the kind of diversity in approach that makes the SUN Movement so unique amongst global partnerships. Both GAIN and the World Food Programme (WFP) have taken the SBN under their stewardship, supporting it in multiple creative ways. GAIN has undertaken fundraising for the SBN coordination role (sometimes accepting the short-term opportunity cost for GAIN itself) and helped to convene a significant business-focused nutrition event in Nairobi, with SBN as co-organisers. WFP has included references to SBN in country strategies.

### *Suggestions*

The following suggestions are provided for the SBN to strengthen its role:

- Continue to develop from the very promising base that has now been established.
- Share learning where possible with other networks (e.g. the SBN approach to ‘membership’, requiring large companies to provide TA to subject matter experts, could have a lot of value for the CSN).
- Recruit non-business partners from across the support system to advocate on behalf of the private sector’s role in nutrition

## **Civil Society Network**

### *Observations on current effectiveness*

Following a difficult period of funding instability, the CSN has secured sufficient funding to enable it to start planning for the future, rather than simply acting in reactive mode. Its long focus on systematising learning is beginning to pay dividends—for example, in the form of the regular peer learning and coordination calls that take place at regional levels. Its very broad and diverse membership is a significant asset, providing extraordinary reach to marginalised groups.

### *Suggestions*

The following suggestions are provided for the CSN to strengthen its role:

- Continue to develop a ‘culture of learning’ through the use of learning journeys and learning routes. Where resources are available, extend learning opportunities to other parts of the SUN Movement beyond civil society actors.
- Ensure that the priorities and actions of the SUN Movement reflect the needs of the world’s most malnourished and marginalised people, for example by ensuring that their needs are the top priority in CSN steering group meetings and in joint planning sessions with other parts of the global support system.
- Encourage the use of light-touch regional coordination mechanisms which not only bring together CS colleagues from multiple countries but also those from the global team alongside country colleagues; and, in time, colleagues from other networks.



## SUN Donor Network

### *Observations on current effectiveness*

The SUN Donor Network (SDN), as it stands, faces significant challenges—at least at the global level. There are no shortages of donor networks for nutrition at the national level.

The difficulties faced by the global SDN reflect important real-world factors. As its members are the main source of finance for the SUN GSS, the SDN naturally tends to focus on the performance of that system and of the wider Movement. (This in part reflects the inadequate SUN Movement accountability system, which is commented on in the next section). It appears to pay much less attention to what SDN members could and should do differently as a result of being themselves stakeholders and participants in a ‘Movement’.

Similarly, it has a focus on nutrition outcomes attributable to the GSS and SUN-supported approaches (see comments in section I on the issues around attribution and timescale for SUN) but does not seem to devote similar attention to the consequences for such outcomes of the donor resources and practices for which SDN member institutions are actually responsible. Although overall donor support for nutrition is gradually increasing (see the Global Nutrition Report), coordination and alignment on the ground are (as in other areas) highly variable. Of course, all donors have real constraints in their ability to deliver either increased funding or better aligned and coordinated support; but it is hard to credit that there is no scope for building on the good practices which exist, within these constraints, in order to influence donor practices at country level more broadly. The same might be said of good practice in advocating effectively within their own agencies for enhanced attention to nutrition as a major development and humanitarian issue, perhaps by a more coordinated approach to major global events that capture the attention of ministers and top managers. These areas should receive greater attention by the SDN. A key question for all networks is, ‘What are we doing differently as participants in the SUN Movement?’ If the answer is ‘nothing’, that is problematic.

The work with the SBN to identify alignment opportunities along the global-logic model is a very promising approach.

### *Suggestions*

The following suggestions are provided for the SDN to strengthen its role:

- Develop a state-of-the-art approach for how donors can fully support system-transformational initiatives such as the SUN Movement.
- Focus more on helping to ensure stronger country-level alignment and joint support of effective programmes (e.g. through joint and parallel financing, sector-wide approaches, joint results-based financing).
- Concentrate more on coordination / relationship-building functions and less on accountability/oversight functions, which are more properly located within the EXCO.
- Play a stronger role in working with other networks on advocacy ahead of major international events.
- Make better use of other government relationships in Organisation for Economic Co-operation and Development countries (e.g. ministries of trade, health, foreign affairs, etc.).
- Strengthen relationships with the World Bank, which is an essential partner in countries, as was clearly evident in both Côte d’Ivoire and Vietnam—especially as the shift from official development assistance to less concessional finance and foreign direct investment continues to gather pace.

## UN Network for SUN

### *Observations on current effectiveness*

The UNN for SUN's core responsibility and role is to ensure increased coherence, coordination and convergence within the UN system on nutrition. At the UN Secretariat level, it is engaged with important restructuring of UN systems for addressing issues of nutrition. At country level, where it is functioning in virtually every SUN member country, it is an important source of on-the-ground technical support to SUN Focal Points and other entities. Its membership is expanding beyond the initial five agencies (FAO, IFAD, UNICEF, WFP and WHO) to involve up to twelve UN agencies. Delivering a qualitatively more cohesive set of interventions at country level in the face of institutional competition for resources is a key issue for the UNN. Mainstreaming nutrition within UN Development Assistance Frameworks (UNDAFs) is an important aspect of this.

The SUN Movement's multi-stakeholder approach calls for a rethink in development programming, with significant implications across the UN system. Delivering nutrition goals requires actions not just by governments—with whom the UN system has always had privileged relationships—but also by other actors. The UNN has relevant experience in supporting governments in multi-stakeholder partnerships. There are questions about unexplored synergies between the SUN Movement's own TA function and the UNN's capacities, including the REACH (Renewed Efforts Against Child Hunger and Undernutrition) programme, which operates in a dozen SUN member countries, and a variety of technical tools.

Ensuring an effective role for the UNN at the global level will require significant work at multiple levels. Unfortunately, there seems to be little evidence that UN agencies are assigning any of their own funding to support it. If the UNN is to play its full role in the SUN Movement, this needs to be addressed by the agencies concerned.

### *Suggestions*

The following suggestions are provided for the UNN to strengthen its role:

- Continue to improve coherence amongst UN agencies at country level.
- Continue to clarify the relationship with the SUN Movement's TA providers, recognising that there are ways in which the UN plays a unique function in countries but also that the overlaps and lack of coherence need to be addressed.
- Continue to build on linkages identified between WHO, WFP and SBN to explore the role of national business platforms as partners in dissemination of food safety and food processing standards.
- Improve the sharing of the extraordinary and unique body of knowledge held by UN agencies on nutrition-sensitive investments, particularly with the CSN, recognising that civil society organisations (CSOs) have 'reach' at field level that is beyond even the largest UN agency.
- Strengthen in-country relationships with CSOs, particularly in fragile and conflict-affected states.
- Strengthen coordination with other networks ahead of major international events.
- Ensure adequate funding of the UNN at the global level.



## Collective functioning

### *Observations on current effectiveness*

The individual elements of the GSS tend to act individually by default and collectively only by exception. Whilst the MTR team are not advocating coordination for its own sake and strongly wish to avoid encouraging bureaucracy, more attention can and should be paid to synergies, cross-fertilisation and working together wherever this is feasible.

This applies both between the networks and between the SMS and the networks. It is recommended that:

**EXCO should examine the interfaces between the networks and between the SMS and the networks and consider whether the collective functioning between them can be improved and, if so, how. (4)**

Such an examination might be facilitated by requesting the forthcoming Independent Evaluation to examine how this has been functioning, but that would be a matter for EXCO to judge.

It is encouraging to see that several steps are already being taken in the direction of working jointly during the course of the MTR process—for example, through the development of ‘country convergence plans’ and through using the Pooled Fund to support joint activities of more than one network. Informal cross-network working groups can further accelerate this process. It is appreciated that in some cases conflicts of interest may need to be managed, which EXCO could keep under review.

Every individual part of the GSS should be able to know how it can best support every other part of the system. It is encouraged that each of them to do this proactively.

For the SUN Movement to achieve its full potential, it needs to provide the most effective knowledge management; communications and advocacy; and in-country implementation. All of this work is best done collectively, led by whichever part of the system is best placed to do that. For example, CSN has demonstrated excellence in sharing learning and can help others on this element. Or, other host organisations can follow the lead of GAIN or WFP in the way they are supporting global network functions. As another example, the SUN Movement’s TA network could be more strongly linked with the TA being delivered through existing channels by the UN system and others.

In the end; there is no shortage of resources within the SUN Movement to achieve significant impact. The challenge lies in combining these resources effectively in support of agreed Movement-wide priorities.

### *Suggestions*

The following actions are recommended to improve collective functioning:

- Shift more towards observing what is already working across the SUN Movement, understanding specifically what the success factors are and identifying the most efficient way to replicate the good practice elsewhere.
- Move towards greater system coherence by creating the connectivity, knowledge and collaborative action wherever it can lead to greatest value.
- Be more rigorous about priority-setting within the Movement (a role for EXCO in particular but needing the support of the other elements of the support system).

## Technical assistance

The supply and management of TA for many international initiatives is divided between the normal activities of individual sources of TA, whether bilateral or multilateral (which are normally by far the larger), and some more limited ‘initiative-specific’ TA, delivered through the institutions of the initiative concerned. The SUN Movement reflects this paradigm but with its own specificities. Notably, the TA Network is funded by a single donor, DFID, and delivered through three institutions: Nutrition International (£10 million over 5 years), The Emergency Nutrition Network (£2.4 million over 5 years) and MQSUN+, which is itself a consortium, as described in the opening pages of this report (£10.6 million over 3.7 years). The system seeks to ensure that TA is financed through this route only when other sources are not available.

TA was not specifically included in this ToR, and the MTR team did not have enough time in the country studies to assess whether this system is the most efficient and effective way of responding to demand for TA. It was, however, clear from these studies that the Technical Assistance for Nutrition programme–supported TA inputs in SUN member countries are few in number, making generalisation difficult.

TA can be very valuable if delivered effectively and in a timely fashion; equally, it is often criticised as supply driven or inappropriate. Some concerns about how well the present system is functioning have been identified, including in its relationship with the UNN (which has its own TA function in REACH, as well as, of course, in the TA functions of individual agencies). The next Independent Evaluation should look at the impact of the TA provided through the TA Network.

## D. Governance and mutual accountability

Given the complexity of what the SUN Movement is aiming to achieve through multi-stakeholder working and changed behaviours by the various stakeholders, a fundamental question is how all parties can be held to account. In a multi-stakeholder movement, this has to be on a mutual basis, respecting the principles of engagement and ethical foundation upon which the movement is based.

The higher-than-expected response rate to the 360-degree assessment conducted for the MTR demonstrated real appetite for mutual accountability and further similar exercises should be considered.

The MTR identified two related problems that need to be faced in advancing this agenda:

- At present there is **a deficit in mutual accountability** among the various actors. In practice, SUN members who are significantly dependent on international assistance are more rigorously assessed than are the funding providers.
- The **governance structures of the SUN Movement are not yet well positioned either to exercise oversight of the Strategy and Roadmap or to hold all parties to account for the changed behaviour that will be needed to achieve key results**. This is a persistent problem in the implementation of Paris-Busan principles of aid effectiveness and merits renewed emphasis. It is particularly important to reinforce the role of the SUN member countries themselves as the most important locus for progress.

The MTR Preliminary Report (*not published*) states that ‘**governance and accountability mechanisms are not currently optimised to support SUN as a Movement**’. It is **recommended** that:

- ***There should be a clearer delineation of responsibilities between the Lead Group and EXCO.*** Except in a very few major strategic issues of policy,<sup>viii</sup> the Lead Group should focus solely on their emissary role to deliver political-level impact both in-country and globally. With enhanced support from the SMS, each member should agree to deliver both general and specific strategic interventions that support the Movement. EXCO should assume responsibility as the primary governance mechanism of the Movement.<sup>ix</sup> It should put greater emphasis on how it can support member countries as they work with the SUN support system to advance their objectives for better nutrition. (5)
- ***The Movement should put in place mechanisms that hold all actors in the SUN Movement to account on a mutual basis.*** At the global level, this should be a responsibility of EXCO, which should move quickly to establish the basics of such accountability after dialogue with all interested parties. At country level, the SUN Movement should consider how far the JAA process could be modified to play a stronger role in mutual accountability, drawing inter alia on ideas set out previously. The forthcoming Independent Evaluation can assist in fine-tuning any approaches. (6)

Subsequent work has strongly supported these recommendations.

As noted previously, it is recognised the extraordinary asset of a Lead Group with high-quality and highly influential members, who have the potential to be very effective advocates on the full range of issues of concern to the Movement. Some evidence exists of how this has been programmed in the past, and plans to make greater use of Lead Group members and provide the necessary support to them in this role are welcome. But it is clear that the Lead Group does not have the time to go beyond the high-level oversight and approval of the Movement's strategic direction required by its ToR.

EXCO, set up following ICE, is still developing as an institution and is not yet sufficiently involved in developing, and therefore collectively owning, the Strategy of the Movement or in holding the key stakeholders (and not just the SUN Movement Coordinator / SMS) to account for their part in delivering the Strategy.

There are a number of options that could be considered to strengthen governance and mutual accountability, both at the global and country levels. At the **global level**, it is **recommended** that:

**EXCO—guided by the Lead Group—should become the key forum for holding the secretariat and networks<sup>x</sup> to account on behalf of the SUN Movement as a whole. (7)**

For example, EXCO could scrutinise the proposed strategies and completed activities of each of the main global networks, perhaps on the basis of consistent annual reports by each network. This could greatly enhance mutual accountability of the SUN support system at the global level.

In addition, it is **recommended** that:

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<sup>viii</sup> As stated in its Role and Responsibilities, where it is required to exercise 'high-level oversight and approval of the Movement's strategic direction' in support of one of its two stated purposes: 'overall responsibility for the Movement's progress towards achieving its strategic objectives and preserving its unique character'. (Lead Group Terms of Reference)

<sup>ix</sup> Note that one of its two 'Purposes' is indeed to 'act on behalf of the Lead Group to oversee the development and implementation of the Movement's strategy and its operating modalities'. (EXCO Terms of Reference)

<sup>x</sup> This could include SUN-specific funds deployed by the various parts of the support system.

EXCO should be more closely involved in overseeing the development and implementation of the Movement's Strategy and its operating modalities, setting priorities and monitoring the performance of the Movement's various constituents to ensure alignment of support for all SUN countries. (8)

These two developments would be squarely within EXCO's present ToR.<sup>xi</sup> They will, however, require changes in the way that EXCO functions, such as the following:

- At present the agendas of EXCO across a full year have a stronger element of information exchange than of policy issues and do not enable it to deliver on its existing ToRs. EXCO needs to consider what policy discussions/reviews need to be scheduled over at least a rolling 12-month period in order for it to carry out its ToRs. Agendas need to be substantive but not too lengthy (particularly when meetings are conducted by teleconference).
- EXCO members<sup>xii</sup> need to:
  - Be at sufficiently senior levels to carry out these functions effectively. It is believed that is more likely to be the case if EXCO is seen as having a real governance function, reflecting its ToRs.
  - Commit to regular attendance at meetings (most of which are by teleconference).
  - Commit to consulting, before EXCO meetings, those in their own networks on significant policy issues on the agenda (for example, for SUN Focal Points, in other countries of the same subregion). They may not 'represent' such colleagues (though that would be a further option), but at least they should understand colleagues' views on significant policy issues.
- The SMS needs to circulate all papers to EXCO members at least two weeks before each meeting in order to facilitate such consultation. (There is evidence that this is a matter of concern to some stakeholders and rightly so.)

It would be desirable for all members of EXCO to participate each year in at least one SUN Movement activity at country level (in the case of EXCO members representing SUN member countries, an activity in at least one other SUN member country).

Similarly, an attempt should be made to enhance mutual accountability at **country level**. Here the JAA process provides an obvious basis for the annual convening of all the major parties but one that does not seem to be regularly used in this way. Indeed, the JAA is sometimes seen as being carried out largely to fulfil obligations to the SMS from member countries. It is important that any such process is indeed mutual: both governments and networks need to be open to this approach. It is **recommended** that:

**The SUN Movement should carry out a trial of enhancing the role of JAAs in mutual accountability at country level in a limited number of SUN member countries. (9)**

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<sup>xi</sup> In addition to the quotation in footnote ix, EXCO 'oversees efforts to align support for all SUN countries to achieve results by encouraging that (a) appropriate mechanisms are in place to track the impact and implementation of the Strategy and advise the Coordinator on the course-corrections required; (b) the work of the Secretariat and networks is aligned with the Movement's strategic objectives, ensuring they are adequately resourced; (c) the providers of assistance are organised in ways that enable support that is timely and predictable, efficient and effective, relevant and prioritised'. (EXCO Terms of Reference; see also footnote iii)

<sup>xii</sup> According to the ToRs of EXCO, 'Membership will reflect, but not represent, the diverse countries, organisations and networks of the Movement. Consideration will be given to a SUN country's state of scaling up nutrition, its economic status and its region. Members should be senior persons within their own organisations and be prepared to serve in a personal capacity for the good of the Movement'.

As suggested in the next section, some form of participation by an independent person or persons (who could include an EXCO member) could also be productive and help ‘cross-pollination’. This could also form part of the trial recommended previously.

Finally, it is **recommended** that:

**The EXCO Retreat in January 2019 should assess the scope for moving in the direction of greater strategic involvement, a higher level of mutual accountability and a stronger responsiveness to member countries, both at the global and country levels. (10)**

## E. The SUN’s MEAL system

### Evolution

The SUN MEAL system builds upon the M&E system created during phase 1 of the SUN Movement. The original M&E system was closely linked with the JAA process. However, a new ‘MEAL system’ was created in response to ICE recommendations to look at SUN Movement progress in terms of its results and impact. At the same time as the MEAL system was being developed, the global SDGs were also under development, and there was a desire to align the MEAL and the new SDG data architecture. SUN established a MEAL Advisory Group, which meets virtually and has diverse representation from across the SUN Movement. Each of the global networks has a MEAL Focal Point.

### Functionality of the MEAL system

As the acronym implies, the MEAL system has four functions: monitoring (M), evaluation (E), accountability (A) and learning (L).

#### *M (monitoring)*

The system shows promise in enabling effective, high-level ‘monitoring’ by global governance structures. More specifically, the MTR revealed that the consolidated MEAL database (also referred to as the ‘**All SUN Countries’ Dashboard**), is currently the **strongest attribute of the evolving SUN MEAL system**. Although its data content is not entirely unique—more specifically, data on a number of indicators can be found elsewhere—the MEAL database is a **consolidated, easy-to-access, rich data source for high-level reporting and country comparisons**. The quality and richness of the latest SUN Movement Annual Report is a testament to the added value of the database. Ultimately, whilst not exhaustive, this resource is enabling the SUN Movement to tell its story more effectively. Both the ‘All SUN Countries’ Dashboard and country-specific dashboards were **used extensively by the MTR team**, both in examining critical issues across the Movement and in getting oriented on progress and key issues pertaining to individual countries that were selected for MTR country case studies.

The MEAL system’s original intent was to track progress against the SUN ToC. In serving as a quick and easy reference, a **tremendous amount of data reduction has occurred**. Because indices and composite scores are used, this complicates interpretation of some of the database content. Donor feedback via the SUN MTR’s 360-degree assessment indicates some difficulty in understanding some of the data content.

In striving for simplicity and ease of compilation, **some of the richness of the back-end source data (e.g. JAA evidence) has been sacrificed**. Consequently, **the MEAL database yields very little on the behaviour change aspects of the SUN ToC**. This is a noteworthy observation given the fact that this



MTR process has documented a need to create greater accountability around the institutional behaviours of nutrition actors (e.g. funding, harmonised/joint programming, and equity-focused programming to address drivers and root causes of malnutrition).

Nonetheless, it is recognised that there is scope to further exploit the monitoring uses of the database, particularly in identifying areas for which countries or regions may be lagging and/or in grouping member countries into categories or cohorts based on their progress vis-à-vis the MEAL indicators.

*E (evaluation)*

It is difficult to use the MEAL database to ‘evaluate’ the SUN Movement vis-à-vis the SUN ToC, and the Movement does not have an evaluation agenda per se. As a result, it is likely better to look to supplementary, more robust evidence generated by member countries and/or networks through special studies or case studies to address any evaluative needs of the Movement.

*A (accountability)*

Accountability around nutrition improvement, using multi-stakeholder, multisectoral platforms to achieve that impact, is at the crux of the SUN Movement. The MTR has found that there is great **potential to use the MEAL database to identify lagging ‘performance’ of countries and of the SUN support system, including networks.** However, this **potential is not yet realised for either of these uses, due largely to the lack of nuanced MEAL content on ‘behaviour change’** aspects of the SUN ToC. In addition, some of the existing indicators are not dynamic but rather are milestones that do not change over time. Once again, the earlier MTR observation related to the limited inclusion of JAA-related evidence and indicators is salient to the accountability function of the MEAL system.

As a tool for member countries, there is room for improvement. Country feedback gleaned during the MTR process indicates that some country stakeholders perceive the MEAL system as little more than a one-way flow of information from countries to the SMS and that it is sometimes difficult to see its direct applicability in-country.

The JAAs, albeit not without their own challenges, are an integral part of the SUN MEAL system and have the strongest link to ensuring accountability. They provide a key opportunity to ‘get the whole system into the room’ at country level. Distilling JAA evidence into a composite MEAL Dashboard indicator limits the interpretability and ‘actionability’ of MEAL Dashboard evidence for greater accountability.

**Options to Optimise JAAs and their MEAL Utility**

- Diversify participation in each JAA, with representatives from the global support system attending as ‘learners’ and ‘knowledge brokers’, to better understand the complexities of country-level SUN coordination. *This will help to ensure that JAAs are not existing within country ‘silos’ and that there is a greater chance of cross-pollination.* Representatives from countries where JAAs have been effectively implemented can provide facilitation support and help with the synthesis of findings and conclusions vis-à-vis the SUN ToC.
- In order to ensure that the most effective questions are raised during the JAA process, undertake brief preparatory scanning in-country to assess any bottlenecks, including but not limited to those issues that may be politically sensitive. Approaches such as a 360-degree assessment or anonymous survey are possible modalities.
- Continue the linkage that has been made between the SUN Movement and the National Information Platforms for Nutrition for the creation of subnational MEAL Dashboards. The use of locally available expertise in data capture and usage, using the most relevant indicators for countries, can provide a real boost to evidence-based decision making.

*L (learning)*

The MTR reveals that there are missed opportunities, as highlighted in the Preliminary Report (*not published*), to document and promote learning within the Movement. This of course goes well beyond the use of MEAL. There is no clear learning strategy, although there are ad hoc examples of limited diffusion of approaches, tools and/or information between countries. In the interest of leveraging promising practices and lessons learnt by individual member countries and SUN networks, **learning** is clearly an aspect of SUN that is seen as a benefit by members of at least some networks and which **warrants further** attention. However, **there is a broader need for enhanced knowledge management**, particularly in promoting the uptake of SUN materials across linguistically diverse countries.

*Suggestions*

It is recommended that:

**The next ICE should pay particular attention to progress in learning and knowledge management across the SUN Movement and make recommendations for strengthening this aspect over the next strategy period. (11)**

Naturally, the MEAL database is not a panacea. Instead a dynamic set of processes and/or tools are required to facilitate learning—both within countries and across the Movement. There is also untapped potential to employ enhanced data presentation and data visualisation tools and techniques, packaging the contents of the MEAL database for more user-friendly, practical consumption by an array of end users.

*Conclusions related to the SUN MEAL system*

The MTR concludes the following:

- In its current form, the SUN MEAL database is a useful tool for consolidated, comparative data on a defined set of indicators at the global level. The Country Dashboards are excellent, quick references for persons working within the Movement, as well as for individuals external to the movement (e.g. TA providers, evaluators).
- The ‘M’ (monitoring) aspect of the MEAL System is currently the strongest of its intended functions.
- Whilst the MEAL Database has proven useful at a global level, having a database whose structure is currently delinked from country coordination processes, decisions and information needs limits the utility of the MEAL system for accountability and learning. The current SUN MEAL system is not ‘fit for purpose’ at country level, and country ‘buy-in’ appears to be limited. However, the MTR has determined that the JAAs are an underutilised ‘resource’ for learning and accountability. In some countries, such as Vietnam, it is clear that the right priorities for the SUN Movement are being identified but that actionable joint work planning does not always flow from this prioritisation.
- A distinction needs to be made between a MEAL *database* and a bona fide MEAL *system*. There is evidence that the makings of a system are in place—for example, in the routine use of the Dashboard data for reporting and other purposes. However, a functional MEAL system will require greater attention to data use and data presentation.

### *Recommendations to optimise the MEAL system*

Based on the review, there were five **recommendations**:

1. In the interest of strengthening the accountability and learning functions of the SUN MEAL System, **expand the amount of evidence from JAAs and learning exchanges (e.g. by-products/results from those exchanges) that are reflected in the MEAL database.** Greater inclusion of JAA evidence can promote self-reflection and accountability around ToC progress and agreed-upon actions at country level, if sensitively presented. In order to maximise the usefulness of JAAs, there are a number of options to consider (see *text box*) **(12)**
2. To better assess progress vis-à-vis the SUN ToC, **create/adapt a more sensitive set of ‘behaviour change’ indicators to assess and track actions on the part of national governments, donors, the UN, the private sector and civil society.** It is advisable to establish a smaller working group, perhaps as a subset of MEAL Advisory Group members, to identify and/or develop measurable indicators of change. In Annex G, in response to a request made during the MTR, two members of the MTR team has set out possible behavioural indicators on an illustrative basis. JAAs can provide supplemental, contextual information, and the JAA process can be used as an opportunity to periodically assess barriers and bottlenecks, as well as levels of trust amongst SUN stakeholders. **(13)**
3. **Reach consensus on the most-appropriate use(s) of the SUN MEAL database.** If the database is primarily related to the ‘M’ (and reporting) function of the MEAL system, then the current database (perhaps better described as a data repository/warehouse) likely meets that need, and its structure can be maintained, as is. If, however, the intent is to foster greater use of MEAL content by different end users at different levels, enhance the user interface (e.g. through an innovative web application) and data visualisation elements for more compelling and easily interpretable presentation of progress against the ToC. **(14)**
4. **Determine the extent to which updating some elements of the MEAL database content** (e.g. JAA data, data on updated policies and plans, but not indicators from internationally endorsed datasets) **should be more ‘bottom-up’** (i.e. by national secretariats) than ‘top down’ (i.e. by the SMS). Any inputted data by national secretariats would be ‘verified’ (original data source must be provided) by the SMS before being able to be viewed on the public domain. If the MEAL database and resulting Dashboards can evolve into management tools that can be used by national secretariats and/or SUN networks, then introduce mechanisms for secured access for non-SMS individuals to update content and/or perform special analyses using the data. In the spirit of transparency, nonmodifiable summary content could be made available, for use by other in-country stakeholders or other end users. **(15)**
5. More **systematically document and disseminate information of promising practices** related to (a) MEAL and data use (e.g. the approach taken by SUN Indonesia which has ‘filled in the gaps’ in the global ToC, making it easier for decision makers to identify linkages between data systems and local actions) and (b) effective multi-stakeholder, multisectoral partnership. **(16)**

## **F. SUN contributions to global commitments and actions to address malnutrition**

The SUN Movement is part of a large and complex ecology of those seeking to enhance global commitments and actions to address malnutrition in all its forms.

The key value-add of the SUN Movement has to be at country level and that its limited resources (of people as much as of finance) should be predominantly focused on what helps its member countries.



Nevertheless, global commitments and actions themselves can have value in supporting progress at country level—for example, by setting objectives (as with the SDGs), increasing international resources (as with the recent replenishment of the Global Financing Facility), performing actions that raise the profile of nutrition (as with the World Bank’s development of a Human Capital Index that includes stunting) or working across sectoral boundaries (where the SUN Movement has a particular role in advocacy based on experience).

The SUN Movement Coordinator has a particular role at global level (her ToR require her to ‘represent the SUN Movement to galvanise political commitment to end malnutrition in all its forms and promote and preserve the Movement’s core values, principles and character’). She has rightly prioritised a limited number of key audiences where the messages from SUN—notably policy guidance based on evidence—are particularly important so that she can devote enough time to her work at country level, the positive effects of which were evident from the country studies.

Examples include not only attending high-level events directly on nutrition, such as the Global Nutrition Summit in Milan in November 2017, but also importantly raising the profile of nutrition at events on topics such as education (see the Coordinator’s excellent blog on ‘Nutrition and Education: More than Food for Thought’, prepared ahead of the Global Partnership for Education’s conference in Dakar in February 2018) and food security (the UN Committee on Food Security agreed in October 2018 to formulate Voluntary Guidelines for Food Systems and Nutrition for approval in 2020). The Geneva location has facilitated valuable connections, such as the ‘Nutrition Hub’ during the 2018 World Health Assembly and the Coordinator’s participation in the International Parliamentary Union’s Assembly in October.

The Lead Group had quite specific ‘Engagement Plans’ in 2016 and 2017, setting out how individual members would engage with a wide variety of international and regional opportunities for advocacy on behalf of the SUN Movement. These need, of course, to be refreshed on a regular basis. Networks also have an important role in global and regional advocacy. Evidence exists of constructive engagement by some networks—for example, by the CSO Network in SE Asia and the Business Network in co-convening the Nutrition Africa Investor Forum in Nairobi in October 2018, which the MTR team was able to observe.

It is believed that the Strategy being followed by the Movement in global and regional advocacy is sound and proportional, given that its prime focus has to be at country level.

## Conclusions

The additional work carried out from September, notably through country studies and through participation in network events, has largely confirmed the overall findings of the Preliminary Report (*not published*). The SUN Movement has many strengths, not least its focus on supporting country leadership, but it has much more to do if it is to seriously ‘move the needle’ on the many issues that its members face in improving nutrition. The problems that the multi-stakeholder approach is intended to address are complex and deep-seated.<sup>xiii</sup> **The gradual progress noted in the Annual Progress Report on making use of the various items in the SUN Movement’s toolkit is ultimately meaningless unless it carries through to improved outcomes, in particular for the poor and marginalised.**

This requires going well beyond the initial focus on coordination structures and legislative action to good practice in delivery of known interventions and in experimenting with new approaches. More

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<sup>xiii</sup> The 2018 Global Nutrition Report (GNR) lists ‘break down silos and develop comprehensive programmes’ as the first of its ‘five critical steps’, underlining the relevance of the SUN approach.

attention is needed to increase national and international financing for nutrition-specific and nutrition-sensitive programmes.<sup>xiv</sup> But the Movement also needs to focus: supported activities need to be highly relevant to improved outcomes, and financial, human and institutional resources have to be used cost-effectively. All actors need to be ready to reconsider their activities in the light of what interventions are likely to prove effective.

This is unlikely to happen spontaneously without incentives to change where change is necessary for results. Mutual accountability, stronger governance within the Movement that pays greater attention to country impact, engagement of senior decision makers in both SUN member countries and their international partners and improved learning and knowledge sharing all have their part to play in this.

It is also very important **to sustain the impact of SUN interventions**. Whilst the SUN Movement can never compensate for a lack of real will to make progress in each country, both domestic and international stakeholders can play a constructive role both in achieving more within broader governance or other institutional constraints and in increasing the priority given to nutrition within those constraints. More specifically, there is plenty of evidence in the country work of the value of the timely visit from a senior figure (often the Coordinator) able to access top levels of government and to be a catalyst for important decisions. And CSOs have played a crucial constructive role in giving higher priority to nutrition at country and global levels. But equally, there is evidence that sustaining the impact, even over quite a short time, cannot be taken for granted, and needs improved planning. In addition, the various elements of the Movement need to be able to function with a reasonable, though not open-ended, period of funding support.

In addition, **the SUN Movement is operating in a changing space** as more attention is (rightly) paid to obesity and other effects of poor nutrition, in addition to the initial, and still extremely important, focus on stunting, wasting and undernutrition. The **'First 1000 Days'** is a globally endorsed framework that can facilitate SUN membership in tackling drivers and correlates of malnutrition in all its forms in a holistic manner. Because the intervention window for the 'First 1000 Days' is from conception to a child's second birthday, it can be used to galvanise efforts to address the nutrition-specific and nutrition-sensitive needs of both women and children.

The Movement's fundamental principles and its conviction that multi-stakeholder approaches are necessary are very relevant to poor nutrition in all its forms. In that context, and whilst continuing its focus on undernutrition, **the SUN Movement should position itself to help its members address the increasing 'double burden' in the developing world**: this is important for its relevance to many of its members.

The SUN Movement also needs to consider carefully **how it relates to and can cooperate with new international initiatives on noncommunicable diseases (NCDs) and how it can help make the case for improved nutritional practice as a key preventive strategy**. Some concerns from the SBN have been noted about the perceived difficulties of managing conflict of interest questions in the NCD space, but it is felt that there is scope for approaches that make the SUN multi-stakeholder model of considerable relevance (e.g. starting with small practical steps where there is some alignment of interests and bringing in other private-sector actors, such as the insurance industry).

In Section I, it is mentioned the EITI as an interesting example for SUN to consider. One aspect of EITI (not really appreciated or anticipated at its establishment) has been the increasing engagement of developed countries in following EITI principles in their own management of extractives. As it increasingly works on poor nutrition leading to risks of obesity and NCDs, **the SUN Movement needs to consider whether it too should not embrace a gradual widening of membership to upper-middle-**

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<sup>xiv</sup> The GNR indicates that developing country budgets for all nutrition-related expenditure increased over the past two budget years from \$13.2bn to \$16.2bn (of which nutrition-specific budgets increased from \$0.90bn to \$0.98bn) and that donors delivered their overall pledge of \$19.6bn by 2020 two years early.

income and high-income countries who have lessons and experiences to offer and who can themselves learn from the experience of SUN members. However, there is an evident need to manage any such development in ways that neither overstretch the limited resources of the Movement nor imperil services to existing members.

As noted previously, there are a number of issues of significance for the future of the SUN Movement that either fall outside this ToR or for which resources were unavailable to investigate to the degree necessary to formulate recommendations. It is suggested that they are investigated further in the new ICE due to be commissioned in the first half of 2019.

These include:

- The SUN ToC (section 4.B)
- (If required by EXCO) the interfaces between the networks and between SMS and the networks (section 4.C)
- The provision of technical assistance through SUN-related funds, which needs to be considered against the various channels of TA provided independently of the SUN Movement as such (section 4.C)
- Learning and knowledge management across the SUN Movement, which is commented on in the Preliminary Report (*not published*) (section 4.E)

As it moves into the 2020s, the SUN Movement needs to maintain its vigour whilst adapting to these important real-world developments. Below is a restatement, in a slightly modified form, of the final recommendation from the Preliminary Report (*not published*):

**The Lead Group, supported by EXCO, and the SUN Movement Coordinator should take steps, taking into account the findings of both this MTR and the forthcoming Independent Evaluation, which will enable the Movement to reposition and re-energise itself within the changing international environment on development and nutrition, and keeping a strong focus on real improvement in impact at country level. The process needs to engage countries and SUN stakeholders so that they buy into this renewed vision, with a real commitment to change. (17)**

Such a re-visioning should be completed in time for the Movement to play its full part in forthcoming international events, such as the Tokyo Nutrition for Growth Summit in 2020.

# SUN MTR Final Report: Annexes

## Annex A: SUN midterm review terms of reference

### TORs for Midterm Review (MTR) of the SUN Movement

#### Purpose of the Midterm Review (MTR)

The purpose of the MTR is twofold:

1. Ascertain the extent to which the SUN Strategy and Roadmap (2016–2020), which were developed as a response to the SUN Independent Comprehensive Evaluation ([ICE](#)), are being implemented and identify areas for strengthening and/or any potential course correction.
2. Generate credible examples of how SUN has contributed to the strengthening of country and global commitment and action to address malnutrition and where it has missed opportunities.

#### Scope of Work

The team is expected to present, in detail, their proposed approach, methodology, tools and findings with reference to the scope of work. The following key steps must be included:

1. Assess key outcome indicators along the SUN Theory of Change for a representative subset of SUN member countries.

For example, as a result of SUN actions, at country level:

- a. Do stakeholders from different sectors come together to tackle malnutrition? Has SUN membership increased the visibility, understanding and priority of nutrition in development plans and dialogues?
  - b. Do actors change behaviours and commit to common nutrition results? Are *monitoring and evaluation* systems strengthened?
  - c. As a result of SUN membership, has nutrition become better embedded in other ministries' plans and advanced the existence of policies that enhance nutrition status?
  - d. Are resources mobilised, and is programme coverage increased? Have government and donor resource allocations to nutrition been significantly enhanced?
  - e. Is implementation aligned in ways that enhance progress? Does a realistically costed nutrition plan of action exist, and is it guiding action in a coherent way across stakeholders?
2. Identify how components of the SUN support system add value (relative to cost) to these outcomes:
    - a. How have components (Lead Group, four networks, the SUN Movement Secretariat [SMS], the Coordinator, the Executive Committee [EXCO]) of the SUN Movement enabled or contributed (individually and collectively), and in which ways? Are they doing the right things,

and are they doing these things right? What are the key areas for improvement on how the different components function collectively?

- b. The ICE [report](#) of 2015 suggested a revision to some components of the SUN support system—how are the new/revised components working to support SUN goals?

Develop a 360-degree approach for a peer review of the SUN Global Support System.

3. Prepare a report which includes, but is not limited to, the following components:
  - Table of Contents
  - Executive Summary
  - Objectives
  - Background
  - Methodology, including sources of data, data collection, people and countries visited if any
  - Findings, including short illustrative case studies
  - Conclusions
  - Recommendations for SUN stakeholders with specific focus on practical steps to overcoming challenges/bottlenecks and how the SUN Movement should move forward.
4. Prepare two sets of power point presentations: (a) a preliminary findings report for the Lead Group meeting in September 2018 and (b) a final report highlighting the key achievements and recommendations to be presented to the Lead Group in early 2019.

## Audiences

1. SUN Movement members (governments, parliamentarians, civil society, UN, donors, businesses, researchers).
2. SUN secretariat, networks (including secretariats and steering groups), EXCO, Lead Group.
3. Donors to the SUN infrastructure.

## Approach

The exercise will

1. Take as its starting point the findings and recommendations of the ICE report and the response of the SUN leadership to those recommendations.
2. Confirm support required from the SMS, network secretariats and EXCO at the start of the process.
3. Draw on existing information whenever possible and collect new information when essential.
4. Use existing analyses when available and undertake new analysis when essential.
5. Touch base regularly with the EXCO Task Force and SMS to explore the need for any course corrections in the Terms of References as the review evolves.

6. Engage the SMS, network secretariats (including secretariats and steering groups) and EXCO to share and discuss findings.

Examples of existing data sources to draw on include the following:

- Monitoring, Evaluation, Accountability and Learning Analyses
- SUN Joint Assessments and SUN Country Profiles
- Global Nutrition Reports

Examples of new data collection include the following:

- Interviews with individuals within and outside of SUN (including during three country visits) on the frequency and nature of instances where SUN membership has resulted in something positive for nutrition happening/faster/better than it would have without SUN membership.
- Interviews with individuals within and outside of SUN (including during three country visits) on the value-added of the different components of the Global SUN support system.

### **Duration**

8 months: May 1, 2018 – December 31, 2018.

### **Deliverables**

1. Preliminary Report (and PowerPoints) by August 30, for the 2018 Lead Group meeting in September 2018.
2. Final Report by Dec 31, 2018 to be shared with the Lead Group in the first quarter of 2019.

### **Budget**

Total: \$120,000 (including overhead)

## Annex B: Documents and data sources consulted

### Monitoring, Evaluation, Accountability and Learning (MEAL) system:

1. The SUN Movement Monitoring, Evaluation, Accountability and Learning (MEAL) System: Econometric Analysis (Draft dated 10 September 2018).
2. SUN MEAL Country Dashboard (Excel file), March 2018 update.
3. SUN Movement Monitoring, Evaluation, Accountability, Learning (MEAL) baseline documents:
  - Document A: SUN MEAL Results Framework.
  - Document B: Lists of Indicators and Data Sources.
  - Document C: Alignment with Internationally Agreed Frameworks and Monitoring Initiatives.

### SUN Strategy, Annual Reports and Other SUN-produced documentation:

1. Scaling Up Nutrition Movement. Consolidated Responses for the Independent Comprehensive Evaluation, March 2015.
2. SUN Movement Strategy and Roadmap (2016–2020).
3. SUN Annual Progress Report 2015.
4. SUN Annual Progress Report 2016.
5. SUN Annual Progress Report 2017.
6. The case of El Salvador: Scaling Up Nutrition Movement In-depth Country Studies (draft).
7. The case of Madagascar: Scaling Up Nutrition Movement In-depth Country Studies (draft).

### Independent documents on SUN:

1. Brown R, Walters T, Keylock J. 2017. *What Can the United States Learn from the Scaling Up Nutrition (SUN) Movement? Examining Country Leadership in Zambia, Kenya, and Bangladesh*. Washington, DC: Center for Strategic & International Studies (Global Food Security Project).
2. Mokoro Limited. 2015. *Independent Comprehensive Evaluation (ICE) of the Scaling Up Nutrition Movement: Final Report* (Main Report and Annexes), dated 1 May 2015.
3. Maximising the Quality of Scaling Up Nutrition Plus (MQSUN+) / PATH. 2017. *How Best to Accelerate Progress on Nutrition in SUN Countries: A review of donor perceptions. Final summary of consultations and analysis*. Washington, DC/Seattle: MQSUN+/PATH.

### Additional country-specific documents for preparation of country case studies:

1. Aga Khan University (AKU) and Institute of Development Studies (IDS). 2013. *The Political Economy of Undernutrition National Report: Pakistan*. Karachi, Pakistan / Sussex, UK: AKU/IDS.
2. Development Initiatives. 2018. *2018 Global Nutrition Report: Shining a Light to Spur Action on Nutrition*. Bristol, UK: Development Initiatives. *Tajikistan Country Nutrition Profile*.



3. Government of the Republic of Tajikistan. 2014. *Nutrition and Physical Activity Strategy for the Republic of Tajikistan (2015-2024)*.
4. IDS. Guatemala Multisectoral Platform (MSP) Desk Review (undated).
5. Statistical Agency under the President of the Republic of Tajikistan, Ministry of Health and Social Protection of Population of the Republic of Tajikistan [Tajikistan] and ICF. 2018. *Tajikistan Demographic and Health Survey 2017: Key Indicators*. Rockville, Maryland, USA: Statistical Agency under the President of the Republic of Tajikistan (SA), Ministry of Health and Social Protection of Population of the Republic of Tajikistan (MOHSP) and ICF.
6. USAID. 2014. *Tajikistan Nutrition Profile*. Washington, DC: USAID.
7. Tajikistan SUN Country Dashboard.
8. Bangladesh Country Report 2010–2017, Scaling up Nutrition, Ministry of Health and Family Welfare, October 2017.
9. Cote d'Ivoire, National Multisectoral Nutrition Plan, 2016–2020.

## Annex C: Stakeholder questionnaires for 360-degree assessment of the SUN global support system

### SURVEY 1 (Global)

#### YOUR ROLE WITHIN SUN

Name

Position

Q: Which element(s) of the SUN global support system are / were you part of? (please tick all that apply)

- LEAD Group
- Executive Committee
- SUN Movement Secretariat
- SUN Movement Coordinator
- SUN Business Network
- SUN Civil Society Network
- SUN Donor Network
- UN Network for SUN

Q: Roughly how long are / were you working within the SUN global support system?

- Less than a year
- 1-2 years
- 3+ years

#### YOUR VIEW OF YOUR AND OTHER INDIVIDUAL ELEMENTS IN THE SUN SUPPORT SYSTEM

*This section is designed to assess effectiveness of all eight elements of the SUN Support System, including your own. If there are elements of the support system where you do not feel qualified to comment, please click 'skip' to move to the next one.*

##### LEAD Group

[Click here to skip]

Rating: To what extent is this element offering the right functions? (1=not at all -> 5=fully)

Text boxes side by side if possible: Which are the most important functions? Which functions do you think could be dropped? Which additional functions should it be offering?

Rating: How effectively is this element delivering these functions? (1=not at all -> 5=fully)

Text boxes side by side if possible: What is most effective? What is least effective?

[Optional] Text box: Any further comments on this element (e.g. strengths and weaknesses, how it could change to improve its delivery and utility)

### **Executive Committee**

[Click here to skip]

Rating: To what extent is this element offering the right functions? (1=not at all -> 5=fully)

Text boxes side by side if possible: Which are the most important functions? Which functions do you think could be dropped? Which additional functions should it be offering?

Rating: How effectively is this element delivering these functions? (1=not at all -> 5=fully)

Text boxes side by side if possible: What is most effective? What is least effective?

[Optional] Text box: Any further comments on this element (e.g. strengths and weaknesses, how it could change to improve its delivery and utility)

### **SUN Movement Secretariat**

[Click here to skip]

Rating: To what extent is this element offering the right functions? (1=not at all -> 5=fully)

Text boxes side by side if possible: Which are the most important functions? Which functions do you think could be dropped? Which additional functions should it be offering?

Rating: How effectively is this element delivering these functions? (1=not at all -> 5=fully)

Text boxes side by side if possible: What is most effective? What is least effective?

[Optional] Text box: Any further comments on this element (e.g. strengths and weaknesses, how it could change to improve its delivery and utility)

### **SUN Movement Coordinator**

[Click here to skip]

Rating: To what extent is this element offering the right functions? (1=not at all -> 5=fully)

Text boxes side by side if possible: Which are the most important functions? Which functions do you think could be dropped? Which additional functions should it be offering?

Rating: How effectively is this element delivering these functions? (1=not at all -> 5=fully)

Text boxes side by side if possible: What is most effective? What is least effective?

[Optional] Text box: Any further comments on this element (e.g. strengths and weaknesses, how it could change to improve its delivery and utility)

**SUN Business Network**

[Click here to skip]

Rating: To what extent is this element offering the right functions? (1=not at all -> 5=fully)

Text boxes side by side if possible: Which are the most important functions? Which functions do you think could be dropped? Which additional functions should it be offering?

Rating: How effectively is this element delivering these functions? (1=not at all -> 5=fully)

Text boxes side by side if possible: What is most effective? What is least effective?

[Optional] Text box: Any further comments on this element (e.g. strengths and weaknesses, how it could change to improve its delivery and utility)

**SUN Civil Society Network**

[Click here to skip]

Rating: To what extent is this element offering the right functions? (1=not at all -> 5=fully)

Text boxes side by side if possible: Which are the most important functions? Which functions do you think could be dropped? Which additional functions should it be offering?

Rating: How effectively is this element delivering these functions? (1=not at all -> 5=fully)

Text boxes side by side if possible: What is most effective? What is least effective?

[Optional] Text box: Any further comments on this element (e.g. strengths and weaknesses, how it could change to improve its delivery and utility)

**SUN Donor Network**

[Click here to skip]

Rating: To what extent is this element offering the right functions? (1=not at all -> 5=fully)

Text boxes side by side if possible: Which are the most important functions? Which functions do you think could be dropped? Which additional functions should it be offering?

Rating: How effectively is this element delivering these functions? (1=not at all -> 5=fully)

Text boxes side by side if possible: What is most effective? What is least effective?

[Optional] Text box: Any further comments on this element (e.g. strengths and weaknesses, how it could change to improve its delivery and utility)

### **UN Network for SUN**

[Click here to skip]

Rating: To what extent is this element offering the right functions? (1=not at all -> 5=fully)

Text boxes side by side if possible: Which are the most important functions? Which functions do you think could be dropped? Which additional functions should it be offering?

Rating: How effectively is this element delivering these functions? (1=not at all -> 5=fully)

Text boxes side by side if possible: What is most effective? What is least effective?

[Optional] Text box: Any further comments on this element (e.g. strengths and weaknesses, how it could change to improve its delivery and utility)

### **WORKING RELATIONSHIPS WITH OTHER ELEMENTS**

Q: For each of the following elements, please indicate the degree to which it is important for you to work directly with them. (1=not important -> 5=essential)

- LEAD Group
- Executive Committee
- SUN Movement Secretariat
- SUN Movement Coordinator
- SUN Business Network
- SUN Civil Society Network
- SUN Donor Network
- UN Network for SUN

Q: Please state how effectively you work with each element (1=not effectively; 5=very effectively)

- LEAD Group
- Executive Committee
- SUN Movement Secretariat
- SUN Movement Coordinator
- SUN Business Network
- SUN Civil Society Network
- SUN Donor Network
- UN Network for SUN

Q4b: In what ways could you be working more closely with other elements, and with what result?  
[free text]

### **OVERALL EFFECTIVENESS OF THE SUPPORT SYSTEM**

*This question is designed to how well the support system is functioning collectively.*

Q5: Thinking about the global support system as a whole, for each of the following statements, please indicate your level of agreement (1=strongly disagree -> 5=strongly agree)

- Communication is clear at all levels
- There is a strong collective vision
- Strong coordination prevents duplication of effort
- There is clarity of roles and responsibilities
- There is a strong focus on sharing learning
- Power dynamics across the system are widely understood and well managed
- There are adequate resources to work effectively

Q6: In what ways, if any, does the global support system deliver more than the sum of its parts? [free text]

Q6a: In what areas should the global support system be improved, and how? [free text]

#### **FOLLOW-UP**

Q7: If you are happy to be interviewed (subject to resource availability on all sides) to provide further input into your responses, please leave your contact details below:  
[free text box - optional response]

Thank you for your time. Your responses will be incorporated into the midterm review, which will be published later this year.

#### **SURVEY 2 – Country survey**

The purpose of this survey is to provide inputs into the independent Midterm Review (MTR) of Scaling Up Nutrition.

This is one of two surveys, one designed for representatives of SUN's global support system and one designed for country representatives.

The surveys form part of a '360 degree assessment', designed to assess the individual and collective effectiveness of the global support system, and where greater accountability may be required. It covers both governance and operational aspects.

This survey is being sent to country-based SUN representatives, including all country focal points.

Please be as open as possible in your responses, which will only be available to the independent MTR team.

The deadline for survey responses is 27<sup>th</sup> July.

We have kept the survey as brief as possible. Many thanks indeed for taking the time to complete it.

**Name:**

**Position and organisation:**

Q1: How long have you been working within SUN?

- Less than a year



- 1-2 years
- 3+ years

Q: Which element(s) of the SUN **country support system** are / were you part of? (please tick all that apply) -

- Government
- Multi-Stakeholder Platform
- SUN Business Network
- SUN Civil Society Alliance / Network
- SUN Donor Network / coordination mechanism
- UN Network for SUN
- Other (specify):

**EFFECTIVENESS OF THE GLOBAL SUPPORT SYSTEM**

*This question is designed to assess the effectiveness of the elements of the SUN global support system. If you have no contact with any particular element, please skip to the next item.*

**LEAD Group**

**Link to webpage:** <http://scalingupnutrition.org/sun-supporters/sun-movement-lead-group/>

**TOR:** <http://ucx3x320eshgixppibt1rqg0.wpengine.netdna-cdn.com/wp-content/uploads/2016/06/SUN-Movement-Lead-Group-TORs.pdf>

Also available in FR and ES

[Click here to skip]

Rating: To what extent is this element offering the right functions? (1=not at all -> 5=fully)

Text boxes side by side if possible: Which are the most important functions? Which functions do you think could be dropped? Which additional functions should it be offering?

Rating: How effectively is this element delivering these functions? (1=not at all -> 5=fully)

Text boxes side by side if possible: What is most effective? What is least effective?

[Optional] Text box: Any further comments on this element (e.g. strengths and weaknesses, how it could change to improve its delivery and utility)

**Executive Committee**

**Link to webpage:** <http://scalingupnutrition.org/sun-supporters/sun-movement-executive-committee/>

**TOR:** <http://docs.scalingupnutrition.org/wp-content/uploads/2016/06/160601-SUN-Movement-Executive-Committee-ToR.pdf>

Only in EN

[Click here to skip]

Rating: To what extent is this element offering the right functions? (1=not at all -> 5=fully)

Text boxes side by side if possible: Which are the most important functions? Which functions do you think could be dropped? Which additional functions should it be offering?

Rating: How effectively is this element delivering these functions? (1=not at all -> 5=fully)

Text boxes side by side if possible: What is most effective? What is least effective?

[Optional] Text box: Any further comments on this element (e.g. strengths and weaknesses, how it could change to improve its delivery and utility)

### **SUN Movement Secretariat**

[Click here to skip]

**Link to webpage:** <http://scalingupnutrition.org/sun-supporters/sun-movement-secretariat/>

[Optional choices, please tick one] With which part of the SMS do you have most contact: 1) Country Support; 2) Advocacy and Communication; 3) Management

Rating: To what extent is this element providing the right functions? (1=not at all -> 5=fully)

Text boxes side by side if possible: Which are the most important functions? Which functions do you think could be dropped? Which additional functions should it be providing?

Rating: How effectively is this element delivering these functions? (1=not at all -> 5=fully)

Text boxes side by side if possible: What is most effective? What is least effective?

[Optional] Text box: Any further comments on this element (e.g. strengths and weaknesses, how it could change to improve its delivery and utility)

### **SUN Movement Coordinator**

[Click here to skip]

**Link to webpage:** <http://scalingupnutrition.org/sun-supporters/sun-movement-coordinator/>

**TOR:** <http://ucx3x320eshgixppibt1rqg0.wpengine.netdna-cdn.com/wp-content/uploads/2015/10/SUN-Movement-Coordinator-Terms-of-Reference.pdf>

Rating: To what extent is this element providing the right functions? (1=not at all -> 5=fully)

Text boxes side by side if possible: Which are the most important functions? Which functions do you think could be dropped? Which additional functions should it be providing?

Rating: How effectively is this element delivering these functions? (1=not at all -> 5=fully)

Text boxes side by side if possible: What is most effective? What is least effective?

[Optional] Text box: Any further comments on this element (e.g. strengths and weaknesses, how it could change to improve its delivery and utility)

### **SUN Business Network**

[Click here to skip]

**Link to webpage:** <http://scalingupnutrition.org/sun-supporters/sun-business-network/>

Rating: To what extent is this element providing the right functions? (1=not at all -> 5=fully)

Text boxes side by side if possible: Which are the most important functions? Which functions do you think could be dropped? Which additional functions should it be providing?

Rating: How effectively is this element delivering these functions? (1=not at all -> 5=fully)

Text boxes side by side if possible: What is most effective? What is least effective?

[Optional] Text box: Any further comments on this element (e.g. strengths and weaknesses, how it could change to improve its delivery and utility)

### **SUN Civil Society Network**

[Click here to skip]

**Link to webpage:** <http://scalingupnutrition.org/sun-supporters/sun-civil-society-network/>

**TOR:** <http://docs.scalingupnutrition.org/wp-content/uploads/2013/01/SUN-CSN-Terms-of-Reference-English.pdf> [ENGLISH]

<http://docs.scalingupnutrition.org/wp-content/uploads/2013/01/SUN-CSN-Terms-of-Reference-French.pdf> [FRENCH]

<http://docs.scalingupnutrition.org/wp-content/uploads/2013/01/SUN-CSN-Terms-of-Reference-Spanish.pdf> [SPANISH]

Rating: To what extent is this element providing the right functions? (1=not at all -> 5=fully)

Text boxes side by side if possible: Which are the most important functions? Which functions do you think could be dropped? Which additional functions should it be providing?

Rating: How effectively is this element delivering these functions? (1=not at all -> 5=fully)

Text boxes side by side if possible: What is most effective? What is least effective?

[Optional] Text box: Any further comments on this element (e.g. strengths and weaknesses, how it could change to improve its delivery and utility)

### SUN Donor Network

[Click here to skip]

**Link to the webpage:** <http://scalingupnutrition.org/sun-supporters/sun-donor-network/>

**TOR:** <http://docs.scalingupnutrition.org/wp-content/uploads/2013/05/SUN-Donor-Network-ToR-English.pdf>

Rating: To what extent is this element providing the right functions? (1=not at all -> 5=fully)

Text boxes side by side if possible: Which are the most important functions? Which functions do you think could be dropped? Which additional functions should it be providing?

Rating: How effectively is this element delivering these functions? (1=not at all -> 5=fully)

Text boxes side by side if possible: What is most effective? What is least effective?

[Optional] Text box: Any further comments on this element (e.g. strengths and weaknesses, how it could change to improve its delivery and utility)

### UN Network for SUN

[Click here to skip]

**Link to the webpage:** <http://scalingupnutrition.org/sun-supporters/un-network-for-sun/>

**One pager on the UNN Network:** <http://docs.scalingupnutrition.org/wp-content/uploads/2015/10/150918-Onepager-UN-Network-for-SUN.pdf> [ENGLISH]

<http://docs.scalingupnutrition.org/wp-content/uploads/2015/12/%C3%80-propos-du-R%C3%A9seau-des-Nations-Unies-pour-le-Mouvement-SUN.pdf> [FRENCH]

<http://docs.scalingupnutrition.org/wp-content/uploads/2016/01/Resumen-Red-de-las-Naciones-Unidas-para-SUN.pdf> [SPANISH]

**ToR for the UN Secretariat:** <http://docs.scalingupnutrition.org/wp-content/uploads/2015/10/151005-TOR-UN-Network-for-SUN-Secretariat.pdf> [ENGLISH]

<http://docs.scalingupnutrition.org/wp-content/uploads/2015/12/Secr%C3%A9tariat-du-R%C3%A9seau-des-Nations-Unies-pour-le-Mouvement-SUN.pdf> [FRENCH]

<http://docs.scalingupnutrition.org/wp-content/uploads/2016/01/TDR-Red-de-las-Naciones-Unidas-para-SUN-en-los-paises.pdf> [SPANISH]

Rating: To what extent is this element providing the right functions? (1=not at all -> 5=fully)

Text boxes side by side if possible: Which are the most important functions? Which functions do you think could be dropped? Which additional functions should it be providing?

Rating: How effectively is this element delivering these functions? (1=not at all -> 5=fully)

Text boxes side by side if possible: What is most effective? What is least effective?

[Optional] Text box: Any further comments on this element (e.g. strengths and weaknesses, how it could change to improve its delivery and utility)

Q: If there is a support function which you feel is needed, but does not clearly sit within any particular element, please indicate here: [optional question]

Q: Please explain the in-country configuration of the support networks (e.g. business, UN, donor, civil society) in your country. To what extent is the in-country configuration effective and responsive to your country context?

Q: With which other elements of the support system, if any, do you feel you should have a closer working relationship? [please tick all that apply]

- SUN Movement Lead Group
- SUN Movement Executive Committee
- SUN Movement Secretariat
- SUN Movement Coordinator
- SUN Business Network
- SUN Civil Society Network
- SUN Donor Network
- UN Network for SUN

Q: Please explain why working more closely with this element might help deliver better results in your country.

## **OVERALL EFFECTIVENESS OF THE SUPPORT SYSTEM**

*This question is designed to how well the support system is functioning collectively.*

Q: Thinking about the global support system as a whole, for each of the following statements, please indicate your level of agreement (1=strongly disagree -> 5=strongly agree)

- Communication is clear at all levels
- There is a strong collective vision informed by the SUN Movement Strategy
- Strong coordination prevents duplication of effort at country level
- Strong coordination ensures better support to countries that are in humanitarian crisis or countries that are not making progress
- There is clarity of roles and responsibilities at global level

- There is a strong focus on sharing learning
- There are adequate resources to work effectively

**FOLLOW-UP**

QXX: If you are happy to be interviewed (subject to resource availability on all sides) to provide further input into your responses, please leave your contact details below:

[Free text box - optional response]

Thank you for your time. Your responses will be incorporated into the midterm review which will be published later this year.



## Annex D: Key informant interview guide(s) (used during country visits to SUN member countries)

- a. Persons directly involved in SUN country efforts
- b. Other nutrition stakeholders who are not involved in SUN

### Note to MTR Team Members Conducting In-country Interviews

Country visits (and their resulting country case studies) constitute just one aspect of the SUN MTR methodology. This guide will assist you in examining a priority set of issues that we believe are best explored through direct engagement of country nutrition stakeholders.

In identifying target respondents, please keep in mind that we would like to consult both SUN Stakeholders/Participants/Proponents -AND- SUN Critics/Non-Participants. Strive for a cross-section of (1) Governmental stakeholders (e.g., SUN Country Focal Point, host Government entity for the national nutrition programme/response [e.g., Office of the President, Ministry of Health]), relevant line ministries (e.g., Health, Agriculture, Women, Children and Youth, Water) and (2) Non-governmental stakeholders (e.g., from UN agencies, international and local NGOs/civil society organisations, members of the media, private-sector entities [e.g., food processing/food fortification companies, agro-businesses], nutrition researchers/academics).

### NUTRITION SUCCESSES

1. In your opinion, what have been the MAIN SUCCESSES, if any, in bringing together different stakeholders in \_\_\_\_\_ *{name of country}* to tackle malnutrition?

#### Probes:

What contributions, if any, has the SUN Movement made to those successes?

- Probe on which SUN networks and specific stakeholders have been most active and why.

What other, non-SUN factors contributed to the successes that you have mentioned?

- Probe if other initiatives such as GAIN are active in the country, and inquire about the specific contributions of those initiatives.

2. Thinking about all the successes you described earlier, would those successes have occurred if SUN didn't exist? Why or why not?

3. Are you familiar with the SUN Movement's Theory of Change?

#### IF YES:

- Please describe this country's progress in relation to that theory of change.
- Do stakeholders in this country use SUN's Monitoring, Evaluation, Accountability and Learning (MEAL) database in tracking nutrition progress? How?

#### IF NO:

- How would you describe the process by which this country has achieved nutrition impact thus far?
- How is this process being measured/monitored?

### NUTRITION CHALLENGES

4. In your opinion, what have been the MAIN CHALLENGES, if any, in bringing together different stakeholders in country to tackle malnutrition?

Probes:

- Context-specific factors in recent years (e.g., geo-political issues affecting the country)
- Specific stakeholders who should be active participants in country nutrition efforts but are not
- Reasons for non-engagement/low participation of stakeholders who are not actively involved in efforts to improve nutrition

5. Have there been missed opportunities for the SUN Movement to address the challenges you have just described?

IF YES: What role(s) could SUN have played addressing those challenges?

**CHANGES IN BEHAVIOURS/PRACTICES OF KEY NUTRITION ACTORS**

6. Since 2016, have you observed any changes in the actions of key nutrition actors and/or in their commitment(s) to achieving common nutrition results?

If YES, please describe those specific changes and why you think they occurred.

Probe on:

- FINANCING: Since 2016. . .
  - (a) . . . what changes, if any, have you observed in Government financing for nutrition?
  - (b) . . . what changes, if any, have you observed in donor financing for nutrition?
  - (c) . . . what changes, if any, have you observed in private-sector financing for nutrition?

- POLICY: What changes have occurred in the policy landscape related to food and nutrition since 2016?

- PROGRAMMES: What changes have occurred related to nutrition programming? For which sectors or stakeholders have you observed those changes?
  - Probe whether there have been any changes in the coverage/reach, quality, and/or effectiveness of those programmes.

7. Have you or other SUN stakeholders in this country participated in any SUN learning exchanges with other countries?

If YES, probe:

- Please share details on the learning exchange(s), for example:
  - When did the learning exchange(s) take place?
  - Who were the host and participant countries?
  - Which entities/agencies were involved in the exchange?
  - What specifically did the learning exchange entail?
- What changes, if any, have you noticed since the learning exchange(s)?

8. Have you participated in a SUN Joint Annual Assessment (JAA) in this country?

If YES, probe:

- What were the main issues documented in the JAA?
- How effective was the JAA in engaging different types of nutrition stakeholders in country?
- What were the JAA recommendations?
- What changes, if any, have you observed since those recommendations were made?
- What challenges, if any, exist in implementing JAA recommendations?

9. Are there any nutrition stakeholders who previously did not participate in SUN but are now active participants in the SUN Movement?

*If YES, probe:*

- Which stakeholders (*ask about specific sectors/types of stakeholders*)?
- What were the reasons why they did not previously participate in SUN?
- What factors led to them eventually participating in SUN?

10. Are there any nutrition stakeholders who once participated in SUN but do not now?

*If YES, probe:*

- Which stakeholders (*ask about specific sectors/types of stakeholders*)?
- What SUN roles(s) did they play in the past?
- What are the reasons why they do not participate in SUN now?

11. How well have stakeholders aligned their nutrition programmes or activities with the National Nutrition Plan (NNP)?

*Probes:*

- What factors have contributed to that alignment of implementation?
- How have stakeholders deviated from the NNP? Which stakeholders? Why?
- How realistic is the costing of the current NNP?
- What factors could incentivise/motivate stakeholders to align their nutrition programme implementation with the NNP?

## SUPPORT FROM SUN GLOBAL SUPPORT MECHANISMS

12. I am interested to learn whether the country has benefitted from anys SUN global mechanisms or structures. What specific SUN global structures or mechanisms have supported this country since it joined the SUN Movement?

*Probe for specific actions/types of support, if any.*

- What support was provided?
- What entity provided the support?
- When was that support provided?
- How appropriate and adequate was the support?
- Is there requested support that has not yet been received?
- Are there any areas for improvement in how different SUN global mechanisms or structures function collectively to provide country support? How?

## THE WAY FORWARD

13. Before we end, what other recommendations do you have for the SUN Movement to function more effectively and contribute to transformational changes related to nutrition?

*Probe separately for (a) country-specific and (b) global SUN recommendations.*

## Annex E: Country case studies

The key considerations that informed country selection for Midterm Review (MTR) case studies were planned as follows:

- At least two regions will be represented in the set of country case studies.
- At least one selected country will be one that is represented on the Lead Group.
- To the extent feasible, one case study will be generated via a joint country visit between the MTR team and a team assembled by the Scaling Up Nutrition (SUN) Movement Secretariat (SMS) for a separate exercise (In-depth Country Studies).

As noted in Section 3.C, it proved impossible, for practical reasons, to arrange such a joint country visit.

This annex contains the studies of the five countries where country case studies were carried out.

### a. Bangladesh

#### *Nutrition context*

**Bangladesh** is an early-riser in the SUN Movement, joining it in 2010. The country has made significant strides to take forward nutrition policy and programmes multisectorally through revitalisation of the **Bangladesh National Nutrition Council (BNNC)**, the apex policy and coordination body, with the Honourable Prime Minister as the Chair. In 2015, the Cabinet approved the National Nutrition Policy, which is based on a life-cycle and multisectoral approach. There is also a costed, 10-year **second National Plan of Action for Nutrition (NPAN2)** for 2016 to 2025. Bangladesh developed its second country investment plan (CIP2) 2016–2020 on nutrition-sensitive food systems after completion of the CIP1 (2010–2015). It also fielded the third National Nutrition Services (NNS) operational plan under the 4<sup>th</sup> Health Population and Nutrition (HPN) Sector Programme 2016–2022.

Bangladesh is progressing well on its nutrition agenda, with strong performance on most **domains of the SUN Theory of Change (ToC)** (Table 1). For example, between 1997 and 2014, the prevalence of stunting in children under five years of age dropped from 59 percent to 36 percent, largely attributed to improvements in underlying nutrition determinants, such as household assets and parents' education. However, there is room for improvement to diversify the food supply and scale up high-impact interventions.

**Table 1. Selected indicators related to the SUN Theory of Change, Bangladesh.**

	Indicator	Estimates and Targets			Target 2025 (NPAN2)
		Baseline	Latest* estimate	SUN Median	
1	UN Network Functionality Index ( <i>SUN MEAL Ind.1.2a</i> )	4 (in progress)			
2	SUN Business Network Functionality Index ( <i>1.2b</i> )	1 (early stage)			
3	SUN Civil Society Network Functionality Index ( <i>1.2c</i> )	5 (advanced)			
4	Donor spending per child U5 for high impact interventions ( <i>SUN MEAL Ind. 2.2b</i> )	\$ 1.0-1.9			

5	Prevalence of low height-for-age <-2 SD in children under five years of age (SUN MEAL Ind. 7.1)	36 % (2014)	31 %	32%	25% (2025)
6	Prevalence of weight-for-height < 2 SD in children under five years of age (SUN MEAL Ind. 7.4)	14% (2014)	8 %	7%	<8% (2025)
7	Proportion of overweight and obese women aged 18+ years (SUN MEAL Ind. 7.8)	23% (2016)		37%	
8	Proportion of women of reproductive age who have their need for family planning satisfied with modern methods (SUN MEAL Ind. 3.11)	73% (2-14)		47%	
9	Exclusive breastfeeding, first 6 mo. (MEAL Ind. 6.1)	55.3% (2014)	65 %	42%	70% (2025)
10	Proportion of the population covered by social protection floors/systems (SUN MEAL Ind. 3.15)	13% (2010)		14%	
11	Proportion of population using safely managed drinking water services (SUN MEAL Ind. 5.2)	98% (2015)		68%	>99% (2025)
12	Proportion of population using a safely managed sanitation service (SUN MEAL Ind. 5.3)	47% (2015)		37%	75% (2025)

Abbreviations: MEAL, Monitoring, Evaluation, Accountability and Learning; SD, standard deviation; SUN, Scaling Up Nutrition; U5, Under 5; UN, United Nations.

Data Sources Notes: MEAL for baseline and SUN median score

Targets 2025 from-second National Plan of Action for Nutrition (NPAN2) 2016-2025 Bangladesh

Data sources: Bangladesh Demographic and Health Survey 2014;

\* DHS 2017 preliminary findings (unpublished)

***Performance of SUN multi-stakeholder, multisectoral platforms in the country***

The **SUN multi-stakeholder platform (MSP)**, a coalition of stakeholders comprising civil society, donors, United Nations (UN) agencies, academia, business and the private sector, is **led by the government** with coordination from dynamic Country Focal Points. The MSP had been successfully generating the spirit of the SUN movement amongst stakeholders and across sectors (particularly at the national level). After a long hiatus with multisectoral engagement, the government observed National Nutrition Week in 2018 (23 to 29 April). A range of thematic activities were implemented countrywide for advocacy and social mobilisation.

There are numerous examples of interagency collaboration, particularly in relation to high-level costing exercises and analyses related to nutrition. For example, with the United Nations Children’s Fund (UNICEF) support, the Finance Division conducted the first-ever Public Expenditure Review of Nutrition (PER-N) in 2018. The review revealed that in the 2016-2017 fiscal year, the Government of Bangladesh spent \$2.7 billion in nutrition-related interventions, representing around 1 percent of gross domestic product and around 9 percent of the national budget. Expenditure is shown to be spread across 15 ministries/divisions and almost 300 projects or operational lines. Only four ministries (Food, Health, Primary Education and Women-Children) account for about 80 percent of nutrition expenditure. This review will serve as a baseline to institutionalise tracking of financing investments on nutrition going forward. The Ministry of Food, the UN’s Food and Agriculture Organisation (FAO) and the Bangladesh Rural Advancement Committee (BRAC) conducted cost-benefit analyses on interventions such as food fortification and home gardening, revealing that those are cost-effective and of favourable cost-benefit ratio.

The **UN system** has been playing a key role amongst a range of stakeholders taking responsibility and being accountable for realising nutrition goals. Given their significant engagement, expertise and experience, UN agencies such as UNICEF and FAO have supported normative, analytical and technical capacity strengthening, including technical support in the implementation of multisectoral and costed nutrition action plan, as well as nutrition-sensitive investments (e.g. NPAN2 and CIP2).

**Civil Society Alliance (CSA)** for SUN Bangladesh is playing a vibrant role all through providing a strong platform for civil society organisations (CSOs) working across the country to enhance nutrition policy and programming and envisioning sustainable improvement of nutrition. CSA also worked closely with the government in the NPAN2 development and its dissemination, provided input into the development of CIP2 and actively participated in celebrating national nutrition week 2018.

**Donors** such as Global Affairs Canada, United States Agency for International Development (USAID), the Department for International Development (DFID), the European Union (EU) and UN agencies have been supporting implementation of different nutrition-specific and nutrition-sensitive programmes.

The yearly **Joint Annual Assessment (JAA)**, 2017–2018 being the latest, provided good learning exercises in reviewing the previous year’s progress and identifying the gaps and challenges. All SUN networks could provide feedback, scoring and recommendations, as well as identify ways forward to achieve the priority results. Quick feedback on JAA from the SMS could be further helpful and encouraging, according to one stakeholder.

The **business network** is now active; the SUN Business Network (SBN), led by the Global Alliance for Improved Nutrition (GAIN) and the World Food Programme (WFP), has been engaged in advocating, negotiating, exploring and identifying opportunities for private-sector engagement into programmes, including school feeding, national adolescent nutrition campaign and rice fortification; and made efforts for the formation of a business platform and national fortification unit.

However, the **academia network** is yet to be fully organised and functional.

Some SUN stakeholders felt a need for a regional structure and focal point for the SUN Movement to have closer support and interactivity. They also emphasised stronger collaboration with local government ministry and bodies to enhance urban nutrition issues.

**Overall**, there have been qualitative changes in nutrition programming in Bangladesh since 2016. Ministries/departments have been more active in working on both nutrition-specific and nutrition-sensitive areas, especially in health, agriculture, food, fisheries and livestock, etc. The sector-wide Health Population and Nutrition (HPN) Sector Programme also prioritises nutrition programming for the next five years.

**However**, a few SUN critics consider that, historically, government and other actors had already been doing a great deal for the cause of nutrition, at both the policy and programme levels in the country; SUN has little value to add. Also, they expressed concern about the role of ‘non-state actors’ under the cover of business networks, that it would give rise to potential conflicts of interest. They opined that international organisations appeared to be more active SUN stakeholders, as if it were more their obligation than that of the national partners, including the government.

#### ***Support received by the country to facilitate the SUN Movement***

On 2 April 2017, Ms Gerda Verburg, SUN Movement Global Coordinator and UN Assistant Secretary-General, made a three-day official visit to Bangladesh. She met with high-level dignitaries and officials, including the Honourable Prime Minister, Her Excellency Sheikh Hasina; Ms Begum Matia Chowdhury, Minister of Agriculture; Mr Mohamed Qamrul Islam, Minister of Food; Mr Mohammed Nasim, Minister of Health and Family Welfare; and Mr A H M Mustafa Kamal, Minister of Planning. The SUN Global Coordinator also joined the [136th Inter-Parliamentary Union General Assembly](#). She also met the UN Country Team and MSP and called upon the government to increase domestic investment in nutrition ‘step-by-step’ as Bangladesh heads towards becoming a middle-income country. Ms Gerda Verburg also praised Prime Minister Sheikh Hasina’s leadership in nutrition and emphasised the ‘multisectoral approach’ for combating malnutrition.



Members of SUN Bangladesh also participated in the following:

- SUN Global Gathering in Milan, Italy, in 2015.
- Global Gathering in Abidjan, Cote d'Ivoire, in 2017.
- SUN Nutrition Hub during World Health Assembly 2018 in Geneva.
- Regional workshop on Tracking of Nutrition Relevant Budget Allocations, 2015, in Bangkok.
- Regional workshop on Public Finance for Nutrition in Asia, 2016, in Bangkok.
- SUN Civil Society: Learning exchange programme in Asia, 2017, Kathmandu, Nepal.

A 12-member delegation from Afghanistan Food Security and Nutrition Agenda stakeholders made a study tour to Bangladesh in September 2018.

Through a bidding process, CSA-SUN obtained technical assistance (TA) worth \$114,000 for one year from the UN Office for Project Services-administered SUN Pooled Fund on Financial Tracking for Nutrition in 2018. CSA further acknowledged receipt of guidance, sharing of other country experiences, and road map from the Global CSA.

Bangladesh used SUN methodology and tools for financial tracking of public expenditure for nutrition in limited scale in 2016 and in a broad-based country review in 2018.

### *Conclusions and lessons learnt on the value of SUN in the country*

The SUN Movement in Bangladesh offers a number of lessons. The unique MSP platform would not have been established in Bangladesh without the existence of and thrust from the SUN Movement. Policy formulation might have taken longer, and multi-stakeholder and multisectoral participation would not have been emphasised if the SUN Movement didn't exist. As noted by a CSA stakeholder, periodic and regular joint assessments and reporting to the global SUN Secretariat led the government and other stakeholders to be more obligated and accountable than before.

The SUN Movement influenced the government, increasing their commitment on nutrition. The CSA, Donors and UN network have been proactive with liaison and advocacy to the government and other stakeholders.

If the SUN Movement did not exist, the success could have been slow. The Government of Bangladesh's commitment to SUN enhanced the nutrition policy, strategy and plans—including NPAN2 and revitalisation of the Bangladesh National Nutrition Council—and, also, programme implementation moved faster in response to the pressure on the government to report on SUN achievements at country level.

Political commitment is of critical importance for taking forward the nutrition agenda; however, the SUN Movement in country witnessed less success in engaging the politicians onwards despite the highest level of commitment (PM as the Lead Group member) at the outset.

The media too, has not been amply involved, as the nutrition issue could not be made a priority agenda for them.

### *Challenges*

Initially, collaboration across ministries had largely been a health-based approach used to address nutrition problems. However, this has been rapidly changing with the preparation of NPAN2 and the development of the CIP2 on Nutrition Sensitive Food Systems. Financing NPAN2 is a major challenge for its implementation that would require an estimated amount of \$1.6 billion in ten years (2016 to 2025). Besides that, financial support, TA, capacity building, leadership, etc. will also be required.

## b. Cote d'Ivoire

### *Nutrition context*

Côte d'Ivoire joined SUN in 2013 and is implementing its National Multisectoral Nutrition Plan (PNMN), 2016–2020. The National Nutrition Council is a decision-making body, chaired by the vice president, with representation from 13 different line ministries. This is supported by a Technical Committee (line ministries, industry, civil society, academia, the UN system, donors and international nongovernmental organisations) and a Permanent Technical Secretariat (STP). The Technical Committee is responsible for coordination and information exchange and manages the country's nutrition monitoring and evaluation system. Line ministries are responsible for implementation in their respective areas of competence.

The SUN Focal Point is the director of the Prime Minister's Cabinet and so has high convening power. He is supported by the SUN Technical Focal Point, who is also the head of the STP and convenes the Technical Committee. The Public Investment Programme, a three-year rolling plan that is revised annually, has a specific line related to nutrition for each ministry. Regional nutrition committees will be established once the necessary decrees have been promulgated.

Côte d'Ivoire hovers around the SUN median for conventional nutrition outcomes such as stunting and wasting, is above the median for some other indicators (e.g. access to clean water, obesity in women) and is well below the SUN median for some indicators (e.g. exclusive breastfeeding). Table 2 presents selected indicators. Latest survey estimates are quite encouraging.

**Table 2. Selected indicators related to the SUN Theory of Change, Côte d'Ivoire.**

Indicator	Estimates and Targets			
	PNMN Baseline	Latest estimate	SUN Median	2020 Target
UN Network Functionality Index ( <i>SUN MEAL Ind.1.2a</i> )	6 (2016)		4	
SUN Business Network Functionality Index ( <i>SUN MEAL Ind. 1.2b</i> )	1 (2016)		0	
SUN Civil Society Network Functionality Index ( <i>SUN MEAL Ind.1.2c</i> )	3(2016)		3	
Donor spending per child U5 for high-impact interventions ( <i>SUN MEAL Ind. 2.2b</i> )	\$0.63(2015)		\$0.58	
Prevalence of low height-for-age <-2 SD in children under five years of age ( <i>SUN MEAL Ind. 7.1</i> )	30% (2012)	22%	32%	20%
Prevalence of weight-for-height < 2 SD in children under five years of age ( <i>SUN MEAL Ind. 7.4</i> )	8% (2012)		7%	5%
Proportion of overweight and obese women 18 years of age and over ( <i>SUN MEAL Ind. 7.8</i> )	41% (2016)	38%	37%	Reduce by 10%
Proportion of women of reproductive age who have their need for family planning satisfied with modern methods ( <i>SUN MEAL Ind. 3.11</i> )	31% (2012)		47%	
Exclusive breastfeeding, first 6 mo. ( <i>SUN MEAL Ind. 6.1</i> )	12% (2012)	24%	42%	50%

Proportion of the population covered by social protection floors/systems (SUN MEAL Ind. 3.15)	No data		14%	80% for health insurance
Proportion of population using safely managed drinking water services (SUN MEAL Ind. 5.2)	73% (2015)	N/A	68%	100%
Proportion of population using a safely managed sanitation service (SUN MEAL Ind. 5.2)	30% (2015)		37%	

Abbreviations: MEAL, Monitoring, Evaluation, Accountability and Learning; N/A, not applicable; PNMN, National Multisectoral Nutrition Plan; SD, standard deviation; SUN, Scaling Up Nutrition; UN, United Nations.

\**Data Source Notes:* PNMN; MEAL (for first indicator under Theory of Change and for median scores); Data (mostly from Multiple Indicator Cluster Surveys 2016–2017).

***Performance of SUN multi-stakeholder, multisectoral platforms in the country***

The Government of Côte d'Ivoire has fully bought into SUN's vision of a multi-stakeholder approach. **Stakeholders consulted for the SUN MTR (both government and networks) agree that joining SUN has positively influenced government attention on nutrition.** Stakeholders from different sectors noted the value of the SUN approach in encouraging them to see the wider nutrition picture. The overall system described previously is exemplary in principle.

Based on MTR consultations with seven ministries and the SUN Focal Point, these arrangements are well understood and generally well appreciated. One government stakeholder commented that SUN encouraged a less 'medicalised' approach and welcomed the greater inclusion of his/her ministry in discussions.

However, the practical implementation of the PNMN is far from straightforward. First, there remains a financing gap. The government agreed to finance 15 percent of the PNMN (costed at approximately \$470 million), with the balance to be financed by donors. SUN Monitoring, Evaluation, Accountability and Learning (MEAL) data for 2015 indicate that donors provided 55 percent of financing for that year. Thus, there is a funding shortfall, despite a significant new \$60 million credit from the IDA. Second, service delivery capacity in Côte d'Ivoire is quite good, but there is a need also to strengthen nutrition expertise subnationally, particularly in rural areas. Third, the PNMN does not place great emphasis on engagement with the private sector. Concerns over conflict of interest have held up the formation of a local SBN, though the CSO network is keen to promote dialogue with the private sector.

On the other hand, a new and politically important social protection programme is shortly to be launched. The SUN Technical Focal Point has been closely involved with the design of that programme, a very significant manifestation of the government's acceptance of the importance of nutrition.

Despite the funding shortfall, the progress noted previously before the start of the PNMN makes it likely that many of the targets in the PNMN will be more or less achieved in 2020, particularly if the rapid growth of the economy continues. In any event, **the plan and the underlying structures provide a good base for action going well beyond 2020.** The MTR of the PNMN will be an important opportunity for all concerned to reflect on what kind of plan will be most effective after 2020.

In November 2017, Côte d'Ivoire hosted the Global Gathering of the SUN Movement in Abidjan. This event recognised the progress that the country had made in supporting a multisectoral approach and helped Côte d'Ivoire to demonstrate its own progress and to learn from others.

Côte d'Ivoire will host a regional Centre of Excellence on nutrition, supported by the WFP. This is based on a similar centre in Brazil, whose 'Fome Zero' programme is seen as a good benchmark (the

vice president visited Brazil to study it). It should reinforce the high-level commitment to nutrition in Côte d'Ivoire and, more broadly, in the region. The choice of Côte d'Ivoire as host signals recognition of its progress.

#### *SUN direct support*

Côte d'Ivoire has received limited TA from SUN. However, the SUN Movement Coordinator visited Côte d'Ivoire in September 2016, at the point of final government endorsement of the PNMN. This planned high-level endorsement was of significant value in cementing senior political-level support for the new approach to nutrition.

Côte d'Ivoire has participated in country exchanges facilitated by SUN. In September 2016, the SUN Government Focal Point requested support to implement the plan with a multisectoral approach and test the approach of the 'Communes de convergences' in the north and northeast regions. After discussion, a country visit to Senegal was organised—with support from the World Bank and UNICEF—for the Ivorian government to learn about the Senegalese approach.

In early 2016, the SUN SBN sent the *Guide to Business Engagement for SUN Countries* to Côte d'Ivoire. In May 2016, the SBN, through two external consultants, interviewed multisectoral platform members in order to define the way for the private sector to work better with the government. In addition, in early 2018 the global SBN team commissioned a short-term consultancy to map private-sector activities and identify ways forward for the establishment of a National SBN. Subsequent discussions have taken place, and ToRs for further work have been sent by the SBN Global Team to the Technical Focal Point, but the proposed local SBN has yet to be established.

#### *SUN indirect support*

Since joining SUN, the Ivorian government has made use of SUN guidelines on good practice in relation to the multisectoral/multi-stakeholder approach, and those guidelines appear to have been influential.

SUN's influence is also reflected in the JAA process, which has proven useful in providing the STP with an opportunity to convene the line ministries, discuss any problems arising in implementation of the PNMN and encourage line ministries to consider gaps in their sectors to integrate nutrition. The observations made on the draft JAA by the SMS may, in turn, lead to discussion in the Decision-Making Committee. The SUN MEAL database seems to be rather little used at country level, although one major donor consulted during the MTR country visit found it valuable.

#### *Conclusions and lessons learnt on the value of SUN in the country*

As validated through a cross section of in-country nutrition actors, Côte d'Ivoire's membership in the SUN Movement has helped to advance the government's nutrition agenda, although the specific contributions of SUN to nutrition achievements are hard to quantify. SUN appears to have helped to elevate nutrition as a high-priority development issue in country, as well as to foster a multisectoral/multi-stakeholder approach to nutrition, both directly and indirectly. Although there is no easy way of measuring behaviour change by the various nutrition actors, there appears to be some shift in practices on the part of government and donors. However, the PNMN is under resourced.

Noteworthy lessons documented during the MTR process are as follows:

- There is untapped potential for high-level interlocutors, such as from the Lead Group, to influence nutrition actions in the country.

- There is a need for practical tools, not just principles, to guide action (e.g. on how to engage with the private sector).
- There is a role for the SUN Movement to address donor practices and resourcing more directly.
- The lack of availability of SUN documents in French limits SUN influence on multisectoral, multi-stakeholder action in the country. Given the relative ease of translation, this is a need that could be easily addressed for Côte d'Ivoire and other Francophone countries. SUN's language policy should be reviewed.

Now that key structures are in place, **the focus needs to move to learning on issues relevant to implementation.** These could include, for example, good practice in:

- Commissioning and using survey data, taking account of the European Commission-supported National Information Platforms for Nutrition (NIPN).
- Encouraging more resources, more programmatic approaches and more resource pooling by partners in support of the National Nutrition Plan, including scope for results-based financing.
- Joint working across the networks on specific topics of interest to more than one network.
- Enhancing nutrition-sensitivity in planning and delivering nutrition-relevant outputs in line ministries other than the Ministry of Health without overcomplicating effective delivery or appearing to insist on multisectoralism for its own sake.
- Developing tertiary education opportunities for the next generation of nutrition specialists.
- Advocating for behaviour change by individuals and communities—potentially a good topic for a high-profile visit by a Lead Group member or high-level expert in this area.
- Evaluating the impact of nutrition components of projects and programmes.

### c. Kenya

#### *Nutrition context*

Kenya officially joined the SUN Movement in August 2012, signalling the country's commitment to undertake coordinated actions to improve nutrition. Concurrently, the country launched the first National Nutrition Action Plan (NNAP) 2012–2017 and adopted a set of 11 High-Impact Nutrition Interventions. Strong leadership by the SUN Focal Point coupled with cross-sectoral focus of programming on the NNAP 2012–2017 has been credited with provision of an enabling environment for capacity development, improved coordination, collaboration and increased financing for nutrition with notable support from donors, UN agencies and development partners. This culminated in Kenya's being recognised as the only country on course towards attainment of World Health Assembly targets in the Global Nutrition Report, 2016. The diverse range of factors that have contributed to reduction in stunting lend credence to the effectiveness of the multisectoral approach.

Kenya's second multisectoral Nutrition Action Plan (KNAP 2018–2023) that is currently being finalised and validated builds on the successes, opportunities and lessons learnt under the NNAP. It has an overall objective of accelerating scale-up efforts towards elimination of malnutrition as a problem of public health significance in Kenya by 2030, whilst focusing on medium-term achievements by 2022. KNAP is aligned to the National Food and Nutrition Security Policy and its implementation framework (2017–2022), as well as Vision 2030, Kenya's National Development Plan, which positioned nutrition as a national priority from which policies and plans have been developed. KNAP has been developed against a backdrop of the president of Kenya's 'Big Four'

agenda that positions Food and Nutrition security as a government priority (2018–2022). The president is currently serving as a champion on Food Security and Nutrition in Africa on appointment by the African Union. This, coupled with sustained advocacy on nutrition as a development issue by SUN, may have contributed to his decision to include food security and nutrition as a key agenda for the government for 2018 to 2022. The total cost of implementing KNAP is estimated at \$322 million (or 32 billion Kenyan shillings). SUN stakeholders in Kenya envisage that enhanced coordination and synergy—alongside implementation of the new KNAP, which adopts a strong multisectoral approach—will lead to greater nutritional outcomes in the coming years.

Context-wise, the country has been implementing a new constitutional order, at the centre of which is devolution, which provides an opportunity for increased accountability to citizens at the substate level. In light of devolution and the functions ascribed to the two levels of government, KNAP will provide an umbrella framework and guidance to counties in the development of their own County Nutrition Action Plans. It will also provide a critical catalyst for enhancing accountability, multisectoral collaboration and coordination whilst linking national and county actions and tracking progress of both the KNAP and the County Nutrition Action Plans results.

According to SUN’s MEAL database, Kenya is generally performing above the SUN median for key indicators. Notable indicators are the SBN functionality, stunting and exclusive breastfeeding for the first six months. Table 3 presents some selected key indicators.

**Table 3. Selected indicators related to the SUN Theory of Change, Kenya.**

Indicator	Estimates and Targets			
	NNAP Baseline	Latest Estimate	SUN Median	2022 Target
1. UN Network Functionality Index ( <i>SUN MEAL Ind.1.2a</i> )		4	4	5
2. SUN Business Network Functionality Index ( <i>SUN MEAL Ind. 1.2b</i> )		3	0	5
3. SUN Civil Society Network Functionality Index ( <i>SUN MEAL Ind.1.2c</i> )		3	3	5
4. Donor spending per child U5 for high-impact interventions ( <i>SUN MEAL Ind. 2.2b</i> )		0.444	0.58	-
5. Prevalence of low height-for-age <-2 SD in children under five years of age ( <i>SUN MEAL Ind. 7.1</i> )	35%	26%	32%	17%
6. Prevalence of weight-for-height < 2 SD in children under five years of age ( <i>SUN MEAL Ind. 7.4</i> )	7	4	7	<4%
7. Proportion of overweight and obese women 18 years of age and over ( <i>SUN MEAL Ind. 7.8</i> )	25%	33%	37%	20%
8. Proportion of women of reproductive age who have their need for family planning satisfied with modern methods ( <i>SUN MEAL Ind. 3.11</i> )	39%	76.2	47	-
9. Exclusive breastfeeding, first 6 mo. ( <i>SUN MEAL Ind. 6.1</i> )	32%	61.4%	42%	75%
10. Proportion of the population covered by social protection floors/systems ( <i>SUN MEAL Ind. 3.15</i> )	14%	-	14	-
11. Proportion of population with basic water services access ( <i>SUN MEAL Ind. 5.2</i> )	60.4%	71%	68%	86%
12. Proportion of population with basic sanitation service access ( <i>SUN MEAL Ind. 5.3</i> )	24.3%	30%	37%	-

Abbreviations: MEAL, Monitoring, Evaluation, Accountability and Learning; SD, standard deviation; NNAP, National Nutrition Action Plan; SUN, Scaling Up Nutrition; U5, Under 5 years of age; UN, United Nations.

\*Data Source Notes: NNAP; MEAL (for key indicators under Theory of Change, median scores and latest estimates except social protection indicator); Data (mostly from KDHS 2008/9 and KDHS 2014 but also STEPwise Survey).



*Performance of SUN multi-stakeholder, multisectoral platforms in the country*

Currently, Kenya has several national-level coordination platforms that have elements of multisectoral and multi-stakeholder engagement, including SUN networks, nutrition interagency coordination committees and county steering groups. The overall responsibility for multisectoral collaboration, however, lies with the Ministry of Health's Nutrition and Dietetics unit. The Nutrition Interagency Coordinating Committee in the Ministry of Health serves as the MSP. Efforts are under way to pass a bill that will establish a high-level supra ministerial multi-stakeholder coordination structure for nutrition anchored in the policy comprising a National Food and Nutrition Security Steering Council supported by a secretariat. The SUN stakeholders in Kenya envisage that this secretariat will offer broad-based cross-sectoral coordination and monitoring of nutrition initiatives. The Policy Implementation Framework provides a platform for the rollout of these structures in Kenya. Currently, a joint meeting of all networks is held once or twice in a year. Cross-network consultation and networking is strongly encouraged and happens as necessary.

The country's SUN Focal Point is the deputy head of Nutrition, currently positioned within the Ministry of Health's health sector coordination office. Whilst this position has a relatively higher profile and gives leverage for overall coordination of networks and advocacy, the perception of one sector (health) as the nutrition lead to date hinders effectiveness and presents a challenge evidenced by cross-sectoral tensions and explains relative weakness of the SUN Government Network.

The SUN networks that constitute the MSP include government, civil society, the UN, business, academia and donors. All SUN stakeholders agreed that the initial momentum has waned. Over the last one and a half years, the donor and academia networks have not been active.

**Government network:** The government network has representatives from the ministries of health, agriculture, education. Since the Ministry of Health has no convening powers, attendance is voluntary. Line-ministry representatives include technical officers who are not in a position to make binding decisions, which tends to weaken the network.

**SUN CSA Network:** The network is active and has a strategic plan that guides its operations. The network has strong engagement with counties and continues to advocate for inclusion of nutrition in the Country Integrated Development Plans. It has also been at the forefront championing for establishment of SUN chapters at the county level and for passing the bill on establishment of a Food Security and Nutrition council within the senate and in parliament. It has strong partnerships with the media, ensuring high visibility of nutrition issues in the press. The chair of CSO also chairs the East and South African regional network of SUN CSOs, comprising 12 countries, which allows convenors to learn from each other.

**The UN network:** The UN network is co-convened by UNICEF and WFP and has TORs that guide the operations of the network with annual work plans developed each year. The network supports sensitisation on SUN and establishment of MSPs in counties through partners since nutrition is a devolved function. UNICEF supports the national office through support for a full-time technical assistant to the SUN Focal Point. The network has supported development of a nutrition financial tracking tool (using guidelines from SMS) with financial and technical support from UNICEF. The tool is currently being rolled out to counties with capacity building of chief finance officers in key line ministries (Water, Agriculture, Education, Health and Planning). Despite these efforts, significant opaqueness remains in gauging nutrition expenditure at the national and subnational levels, and much remains to be done to improve financial tracking systems at national and county levels in Kenya, especially for off-budget tracking. Inadequate clarity on what constitutes nutrition-sensitive programming was cited as a challenge, hindering cross-sectoral budget analysis.

**SBN:** This network has, until recently, been relatively low key and struggling to find its space within the SUN fraternity in Kenya due to lack of a clear strategy and concerns around conflict of interest. It has, however, been revamped with a fresh turnaround strategy spearheaded by GAIN as convenor.



This has brought together a wide range of stakeholders, including key government ministries (Health, Agriculture and Trade) civil society, Kenya Private Sector Alliance, Kenya Association of Manufacturers, UN agencies (UNICEF, FAO and WFP), small and medium enterprises and big food and nutrition-related businesses. Strong support from GAIN's global office—which also serves as the SBN's convenor, working closely with the SUN Focal Point and a new dynamic country director for GAIN in Kenya—has been instrumental in this turnaround. A full-time coordinator for the network is now in place. In 2018 the SBN global team supported the National SBN Kenya's leadership to undertake a learning tour to SBN Mozambique. The SBN global team also joined a Kenya SBN strategy retreat to deliberate on the strategic framework for the network. The Global SBN Coordinator provided technical support in development of the network's strategy.

**Academia and research network:** This network, which brings together the academia and nutrition research community in Kenya, was established in 2015 with support from the EU. The network comprises nutrition professionals working in 21 public and private universities, research institutions and mid-level training colleges. The network was established with the aim of catalysing the scientific community to support SUN efforts in Kenya alongside other SUN networks. A steering committee was established with the University of Nairobi's School of Public Health as convenor. Strong leadership saw the network organise a successful national nutrition symposium that brought together researchers, policymakers and programmers in December 2016. The network has, however, lost momentum due to lack of funding support for core activities within its three-year strategic plan and lack of support for coordination within the secretariat. Efforts are, however, under way to revamp it.

**Donor network:** The network was convened by the EU and was active and engaged in 2014 to 2016, attributed to technical and coordination support provided by a donor convenor facilitator supported by DFID through MQSUN+. The network brought together key donors, including DFID, the World Bank, GIZ, USAID, EU, CIFF and UN agencies UNICEF, FAO and WFP. Key achievements during this period included regular meetings of network members and building of linkages with and sensitisation of the agriculture/food security donor group on SUN. The first ever mapping and documentation of donor support to the food and nutrition sector in Kenya was done by the SUN donor convenor-facilitator. Findings showed an overall increase in spending for both nutrition-specific and nutrition-sensitive interventions. The total nutrition-specific investments (disbursements) increased from \$325 million to \$411 million, whilst nutrition-sensitive investments increased from \$937 million to \$1.1 billion. The EU as SUN Donor Network convenor played a strategic role in getting Kenya on board as one of the target counties receiving support through the NIPN initiative and also supported establishment of the Academia and Research SUN Network. Over the last two years since the end of coordination support, the network has not convened, a possible pointer to the need for assistance with coordination for this network. There was also the perspective that there should have been more intentional thinking on governance to ensure smooth transition.

### *SUN support and Influence*

**SUN CSA:** The network has been receiving funding for both coordination support and for planned activities to the tune of \$100 per year from the SUN Multisector Trust Fund. The network also received technical support in development of the network strategy. The network convenor has also received support to attend SUN Global Gatherings and several regional and international meetings organised by the SMS. This is in light of the fact that the Kenya SUN CSA convenor also chairs the East and South African regional network of SUN CSOs and also sits on the global SUN steering committee.

**SBN:** Between 2016 and 2018, the SBN has received technical and funding support from the SBN Global Team in a number of areas, including setup of the secretariat and hosting initial mobilisation meetings in 2018. The network leadership recently received support for a learning tour to Mozambique as they prepared to develop a strategic plan and revamp the network.

**Other:** Financial and technical support from the SMS for development of a strategic plan was provided, as well as technical support for fundraising for a full-time coordinator within the SUN secretariat. The SUN Focal Point and a team also received support to go on a learning tour of Brazil in 2016.

### *Conclusions*

Whilst Kenya was already on course with policy, programming and coordination forums for nutrition, SUN has, through focussed advocacy, served to accelerate progress and catalysed action around joint planning by multiple stakeholders for common results and broadened the view of nutrition beyond its perception as a health issue in the country.

### *Some Lessons*

Sustained advocacy, packaging nutrition as a development issue and building strategic allies has served to advance the cause of nutrition in the country and enhanced buy-in by government and development partners. A few illustrative examples:

- In 2016, The World Bank provided TA in quantifying the cost of scaling up the High-Impact Nutrition Interventions (that Kenya adopted when she joined SUN) to all 47 counties, the return on investment and the impact on nutritional outcomes. These data have served to build a strong case for investment in nutrition and are being used for advocacy with government, donors and development partners.
- The first lady as nutrition patron has included prioritising nutrition in her strategic plan and mobilising first ladies from all counties who have embraced and are championing nutrition at the county level.
- Advocacy at the national and county levels has led to a huge increase in human resource for nutrition. The number of professionals working in nutrition has increased steadily, currently estimated at about 1300, up from 500 in 2015.
- Sustained advocacy with the agricultural sector led to creation of an Agri-Nutrition unit in the Ministry of Agriculture, Livestock and Fisheries in 2017. The Ministry of Education has taken over the nutrition strategy and school meals, which was formerly supported by WFP.
- Successful and sustainable functioning of networks is tied to availability of coordination/secretariat support. Network convenors have multiple and competing responsibilities, which makes it difficult for them to function effectively in this role without secretariat/coordination support. The donor, academia and business networks have typically performed well when this support is available. A joint secretariat for all the networks is an idea being mooted.
- Increasingly, donors are funding Kenyan programmes and initiatives based on the NNAP. Lack of a system for monitoring and holding relevant actors to account for deliverables stated in the implementation plan and KNAP is a key concern. The SUN fraternity in Kenya, however, anticipates that once implemented, NIPN will generate information to promote and measure effectiveness of the multisectoral approach in influencing nutritional outcomes in the country.
- It will be difficult to get results until targets are captured in performance contracts of permanent secretaries of key government sectors: ‘I don’t think we shall ever deliver until we have key results tied to performance contracts of Permanent Secretaries in the main sectors (SUN Focal Point).

- Effective multisectoral responses not only require that sectors commit to coordinated action but also that the ‘right’ persons/delegates from those sectors are involved in multisectoral/multi-stakeholder coordination platform(s).
- Besides the annual SUN gathering, the SMS should support more regional networking and knowledge exchange platforms for national SUN networks. This will avail opportunities for countries to learn from one another. The country has benefitted from such forums on key issues, including rollout of the financial tracking tool and innovative strategies for advocacy that are being implemented.
- As time goes by, sustaining the momentum by most networks is becoming a challenge. The number of meetings and zeal has dwindled over time. Stakeholders interviewed observed that meetings are often spurred by the need to fulfil requirements of the SMS, such as the annual joint assessment forum, rather than perceived value-added.

#### **d. Tajikistan**

##### *Nutrition context*

The Republic of Tajikistan has the highest malnutrition rates in Central Asia, with almost two out of every ten children being stunted, 6 percent being wasted, and at least four out of every ten women of reproductive age being anaemic (Table 4). In the past, malnutrition was largely perceived as a rural issue, but recent data highlight various forms of malnutrition (e.g. micronutrient deficiencies, obesity) in rural and urban areas.

**In recent years, there has been a shift in how nutrition is addressed.** Tajikistan joined the SUN Movement in 2013, and the country is performing better than the SUN median value for some indicators.

**Table 4. Selected indicators related to the SUN Theory of Change, Tajikistan.**

Indicator	National Estimate	SUN Median
	13. UN Network Functionality Index ( <i>SUN MEAL Ind.1.2a</i> )	3 <sup>a</sup>
14. SUN Business Network Functionality Index ( <i>SUN Meal Ind. 1.2b</i> )	2 <sup>a</sup>	0 <sup>a</sup>
15. SUN Civil Society Network Functionality Index ( <i>SUN Meal Ind.1.2c</i> )	1 <sup>a</sup>	3 <sup>a</sup>
16. Donor spending per child U5 for high-impact interventions ( <i>SUN MEAL Ind. 2.2b</i> )	\$0.17 <sup>a</sup>	\$0.58 <sup>a</sup>
17. Prevalence of low height-for-age <-2 SD in children under five years of age ( <i>SUN MEAL Ind. 7.1</i> )	17% <sup>b</sup>	32% <sup>a</sup>
18. Prevalence of weight-for-height < 2 SD in children under five years of age ( <i>SUN MEAL Ind. 7.4</i> )	6% <sup>b</sup>	7% <sup>a</sup>
19. Proportion of overweight and obese women 18 years of age and over ( <i>SUN MEAL Ind. 7.8</i> )	37% <sup>b</sup>	37% <sup>a</sup>
20. Proportion of women of reproductive age who have their need for family planning satisfied with modern methods ( <i>SUN MEAL Ind. 3.11</i> )	52% <sup>b</sup>	47% <sup>a</sup>
21. Anaemia amongst pregnant women ( <i>SUN MEAL Ind. 7.5</i> )	42% <sup>b</sup>	44% <sup>a</sup>
22. Anaemia amongst nonpregnant women ( <i>SUN MEAL Ind. 7.6</i> )	40% <sup>b</sup>	37% <sup>a</sup>
23. Exclusive breastfeeding, first 6 mo. ( <i>SUN MEAL Ind. 6.1</i> )	36% <sup>b</sup>	42% <sup>a</sup>
24. Proportion of the population covered by social protection floors/systems ( <i>SUN MEAL Ind. 3.15</i> )	10% <sup>a</sup>	14% <sup>a</sup>
25. Proportion of population using safely managed drinking water services ( <i>SUN MEAL Ind. 5.2</i> )	74% <sup>a</sup>	68% <sup>a</sup>
26. Proportion of population using a safely managed sanitation service ( <i>SUN MEAL Ind. 5.3</i> )	95% <sup>a</sup>	37% <sup>a</sup>

Abbreviations: MEAL, Monitoring, Evaluation, Accountability and Learning; SD, standard deviation; SUN, Scaling Up Nutrition; U5, Under 5 years old; UN, United Nations.

\***Data Source Notes:** (a) SUN MEAL Dashboard (2016: best available data); (b) 2017 Tajikistan Demographic and Health Survey

***Performance of SUN multi-stakeholder, multisectoral platform***

**Nutrition governance and coordination:** Shortly after joining SUN, Tajikistan established a Multisectoral Coordination Council (MCC) for the SUN Global Movement. The MCC Secretariat is housed under the Ministry of Health and Social Protection of Population (MOHSPP), with the MOHSPP’s first deputy minister serving as the SUN Focal Point. Secretariat staff are full-time MOHSPP professionals with other high-level responsibilities within the ministry. In response to a need for additional manpower to support coordination (including but not limited to quarterly MCC meetings), GIZ recruited and is covering the salary of a full-time staff person (vetted and selected jointly with MOHSPP) for the Secretariat.

**Participation and buy-in:** The MCC has representation from multiple line ministries (e.g. Health, Education, Religious Affairs, Urban Water Supply, and Finance), UN agencies and bilateral donors. Since its inception, **there has been tremendous growth in MCC participation, a reflection of increased awareness and interest in nutrition**—from just a few member entities to over 40 members. Civil-society and private-sector participation has been limited, due largely to the fact that the civil society landscape is not expansive and the private sector is also evolving in Tajikistan. Since January 2018, however, there has been civil-society participation in the MCC. In addition, the Tajikistan Chamber of Commerce has been active as a link to the private sector (e.g. on specific issues, such as food fortification).

Nonetheless, there is a **perception that nutrition is an issue ‘owned’ by the health sector**, with non-health actors linking/contributing occasionally but not being integrally involved in tangible ways.

The MCC is not the only entity of relevance to nutrition improvement in Tajikistan. There is a multisectoral National Food Security Council that, unlike the MCC, exists under the Office of the President. Multiple stakeholders consulted for this case study expressed that **placement of the MCC Secretariat under the Office of the Prime Minister, rather than within a line ministry**, would leverage the convening power of the Office of the Prime Minister and would **ensure greater contributions from all sectors**. There is a *Nutrition and Physical Activity Strategy for the Republic of Tajikistan (2015-2024)*, but it is limited in scope and does not serve as a road map for multisectoral inputs to nutrition improvement.

**Achievements linked to the multisectoral, MSP:** To date, national-level **advocacy and awareness raising** have been one of the most visible areas of achievement. There have also been two, multi-day National Nutrition Forums (one each in 2016 and 2017) that have brought together government, donor, development agency, civil society, research, and media stakeholders on designated themes (e.g. the 2017 forum focused on ‘The First Golden 1000 Days—the Foundation for National Development’). Several government stakeholders acknowledge the value of those **Nutrition Forums as a mechanism for sharing nutrition-related research and experiences** across stakeholders.

With respect to specific nutrition-related issues, two technical priorities have emerged in recent years: (1) school feeding and (2) food fortification. There is a forthcoming national law on the ‘Provision of Fortified with Micronutrients Food Products for Population of Tajikistan’, which will provide the legal framework to extend fortification efforts to various food products such as wheat flour, salt, dairy products and oil. Some development stakeholders see the **need to rationalise priorities and level of effort**. For example, before expanding the scope of food fortification, they believe it is prudent to ensure that quality salt iodisation is taking place; or, rather than investing largely in school feeding, focus on addressing epidemiologically important issues, such as overweight/obesity and micronutrient deficiencies.

With respect to having a framework for harmonised nutrition action, stakeholders acknowledge the **development of a Common Results Framework (CRF)** as an important milestone for the country. Several stakeholders do, however, acknowledge concerns or a **lack of clarity on how the CRF will be used as a tool for multisectoral action**, not just harmonisation, in principle. There is the perception that the ensuing action plan will be crucial in establishing action priorities based on existing financial resources and would support a pooled funding approach to nutrition programming.

**A platform for only national advocacy versus harmonised action at all levels:** At present, **SUN Tajikistan has focused on national-level sensitisation**; there is no replication of the MCC platform at a subnational level, nor is attention being paid to tracking how SUN involvement is shifting practices of participating agencies and institutions. Donors and other development partners rely on a non-nutrition-specific mechanism—the Development Coordination Council—as a platform for subnational coordination and joint action. There is a lack of clarity on how the Council should link to the MCC. Some donor stakeholders also **raised a need for coordinated, harmonised action to address root causes of malnutrition** (e.g. through social protection mechanisms), not just conventional, nutrition-specific issues.

**Sustainability:** SUN is a movement and not a permanent institution, and there is **concern** amongst nongovernment stakeholders about the extent to which nutrition and, more specifically, **nutrition coordination, will be prioritised without external/donor support**. Many stakeholders cite **staff turnover** as a challenge in sustaining buy-in and institutional commitments of some line ministries. Other stakeholders noted that **targeted TA is required for non-health line ministries** to follow through with sector-specific actions consistent with what is agreed upon during MCC quarterly meetings.

### *Support received by the country to facilitate the SUN Movement*

According to multiple stakeholders, the **June 2018 visit by the SUN Movement Coordinator**, Gerda Verburg, reinforced that nutrition is a significant national issue. During her Tajikistan visit, the SUN Movement Coordinator communicated a number of key messages at the opening of the Water Conference, at which various high-level parliamentary officials were also in attendance. Stakeholders consulted for this case study noted, however, that there has been limited follow-through on some key issues raised, although the visit was a good precursor to MCC's multi-stakeholder high-level advocacy workshop held at the end of June 2018.

Since joining the Movement, Tajikistan has participated in SUN global offerings. For example, **high-level stakeholders have participated in SUN Global Gatherings** in other countries. Also, in 2016 a SUN Tajikistan delegation **travelled to Nepal for a learning visit**. Government stakeholders note that Tajikistan's development of a CRF for nutrition was a direct by-product of that learning exchange with Nepal. Other stakeholders also highlighted the **necessity of third-party TA** to translate desires into reality; for example, with MQSUN+ supporting the preparation of Tajikistan's CRF.

Stakeholders representing different sectors and perspectives also expressed a **need for the global SMS to produce Russian-translated materials**, which they stressed would not just benefit Tajikistan but the other former-Soviet nations that are members of SUN. At present, a huge burden is placed on one individual, the GIZ-supported adviser, to translate SMS communications and materials to ensure uptake and understanding across Tajikistan's nutrition stakeholders.

Lastly, at the time this case study was prepared, the National Secretariat was planning a study tour to Kyrgyzstan. Apart from sharing a common language and history as members of the Commonwealth of Independent States, there is a widely held belief that SUN Tajikistan can learn from SUN Kyrgyzstan on the issues of multisectoral coordination, their SUN Civil Society Network and their SBN. However, multiple nongovernment stakeholders expressed **the need for clearer objectives and outcomes of the planned study tour to ensure tangible benefits** for Tajikistan's nutrition response.

In 2017, the SBN global team commissioned a study using some USAID funds on a situation analysis on the potential to develop a National SBN. The analysis concluded that a sector-level approach (e.g. focus on the dairy sector) would be a more appropriate setup for a National SBN, rather than a formalised network.

### *Conclusions and lessons learnt on the value of SUN*

Based on the SUN Tajikistan experience to date, the following are key conclusions and lessons learnt on the following:

#### SUN's contributions

1. SUN Tajikistan has played an instrumental role in elevating the issue of nutrition amongst politicians and high-level decision-makers. However, there is room for improvement in ensuring that broad scale buy-in and momentum are achieved and sustained, with less reliance on donor support.
2. Considering the SUN ToC, there is little or no evidence of changes in the behaviours or practices of nutrition actors. However, there is strong anecdotal evidence—corroborated through a diverse set of stakeholders and perspectives—that there has been a palpable shift in attitudes/mindsets regarding nutrition since the country joined SUN in 2013.
3. The MCC Secretariat is a mechanism to link Tajikistan with the global SUN Movement. However, Tajikistan's access to and uptake of SUN global information, tools and best practices need to be optimised (e.g. through systematic translation of materials into Russian).



Strategic issues related to the Secretariat

4. When Tajikistan joined SUN, the placement of the National Secretariat within MOHSPP leveraged genuine interest and commitment of some MOHSPP officials to elevate the issue of nutrition. Five years after joining SUN, there are bona fide nutrition champions within the central MOHSPP.
5. Whilst buy-in and participation is growing, embedding the Secretariat in MOHSPP limits the convening power of the Secretariat, which in turn is a challenge in fostering ownership across line ministries.
6. Sustainability of SUN momentum within the country, particularly in the absence of in-country donor support, is limited.
7. Given Tajikistan's fledgling NGO sector, prospects for an active SUN Civil Society Network are not high at this time.
8. The establishment of food fortification as a flagship national nutrition issue creates a golden opportunity to engage private-sector entities in multisectoral nutrition efforts and can be used as the impetus for bringing a national SBN into fruition.

Unmet needs in advancing the nutrition agenda in Tajikistan

9. There are expressed technical support needs, particularly with respect to (a) subnational nutrition coordination and (b) sectoral responses aligned with the CRF and the anticipated joint action plan.
10. Tajikistan is keen to learn from other countries that are further along in their evolution vis-à-vis multisectoral, multi-stakeholder nutrition action. However, there is a need for clear objectives and post-visit deliverables to maximise benefits from study tours / learning exchanges.

**e. Vietnam***Nutrition context*

In recent years, within the context of economic growth rates rivalling those of China, Vietnam has witnessed many achievements in improving people's nutritional status. The country achieved impressive performance on nutrition improvements under the Millennium Development Goals, an achievement largely attributable to the hard work of the country's National Institute for Nutrition<sup>xv</sup>.

Longstanding efforts by development actors (notably UNICEF) in health, nutrition and child survival have helped to provide a strong context for the SUN Movement to take root. The country has also achieved impressive results to promote, protect and encourage breastfeeding. A successful collaboration between the National Institute for Nutrition (NIN), UNICEF and Alive & Thrive advocated policy change regarding paid maternity leave, increasing it from four to six months. Also, the data in the table below suggest that Vietnam is faring better than average on some key nutrition-sensitive outcomes (e.g., family planning, WASH, highlighted below).

However, the focus on economic growth in the country risks leaving vulnerable people behind, particularly in the Northern Mountainous Region and the Central Highlands Region and creating unsustainable levels of inequality. Despite the excellent progress on breastfeeding, exclusive breastfeeding rates in parts of the country remain as low as 24.9%. As the World Bank and the government's Ministry of Planning and Investment jointly note: "*The number of millionaires in Vietnam has tripled while malnutrition rates among ethnic minority children have hardly budged*".

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<sup>xv</sup> Data sources are listed at the end of this document.



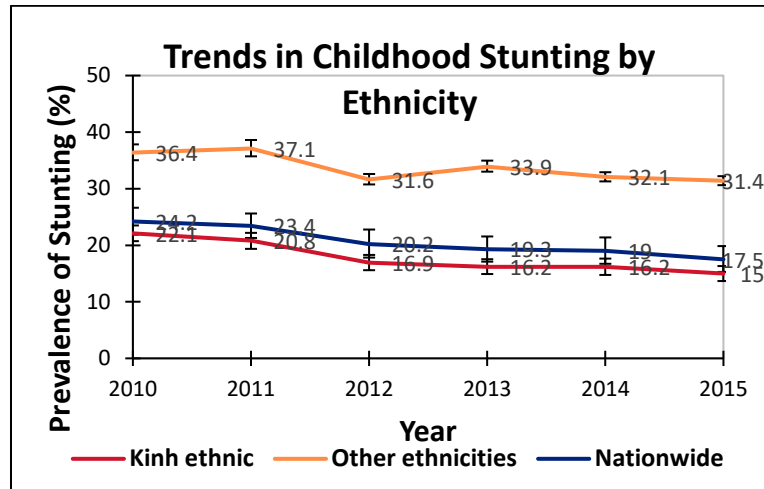
**Table 5. Selected indicators related to the SUN Theory of Change, Vietnam.**

	Indicator	Estimates and Targets		
		Baseline	Latest* estimate	SUN Median
1	UN Network Functionality Index ( <i>SUN MEAL Ind.1.2a</i> )	2		
2	SUN Business Network Functionality Index ( <i>1.2b</i> )	0		
3	SUN Civil Society Network Functionality Index ( <i>1.2c</i> )	0		
4	Donor spending per child U5 for high impact interventions ( <i>SUN MEAL Ind. 2.2b</i> )	\$0.41		\$0.58
5	Prevalence of low height-for-age <-2 SD in children under five years of age ( <i>SUN MEAL Ind. 7.1</i> )	20-29%	24.6%	32%
6	Prevalence of weight-for-height < 2 SD in children under five years of age ( <i>SUN MEAL Ind. 7.4</i> )	5%-9%	6.4%	7%
7	Proportion of overweight and obese women aged 18+ years ( <i>SUN MEAL Ind. 7.8</i> )	<30%	15.6%	37%
8	Proportion of women of reproductive age who have their need for family planning satisfied with modern methods ( <i>SUN MEAL Ind. 3.11</i> )	≥65%	75.7%	47%
9	Anaemia among pregnant women ( <i>SUN MEAL Ind. 7.5</i> )	30%-39%	32,8%	37%
10	Anaemia among non-pregnant women ( <i>SUN MEAL Ind. 7.6</i> )	20%-29%	25.5%	47%
11	Exclusive breastfeeding, first 6 mo. ( <i>MEAL Ind. 6.1</i> )	15%-34%	24.3%	42%
12	Proportion of the population covered by social protection floors/systems ( <i>SUN MEAL Ind. 3.15</i> )	15%-49%		14%
13	Proportion of population using safely managed drinking water services ( <i>SUN MEAL Ind. 5.2</i> )	≥85%	92%	68%
14	Proportion of population using a safely managed sanitation service ( <i>SUN MEAL Ind. 5.3</i> )	≥60%	79.2%	37%

Data Sources: MEAL baseline data; Vietnam Multiple Indicator Cluster Survey 2014, Nutrition Surveillance 2015; Micronutrient survey 2014-2015

Abbreviations: MEAL, Monitoring, Evaluation, Accountability and Learning; SD, standard deviation; SUN, Scaling Up Nutrition; UN, United Nations.

Figure 4. Trends in childhood stunting by ethnicity



Source: National Institute of Nutrition. (Note to non-Vietnamese readers: Kinh is the majority ethnic group in Vietnam)

#### *Evolution of the SUN Movement in Vietnam*

Vietnam has been listed as a 'SUN Country' since January 2014, with the NIN being the government focal point, and has been coordinated via an MSP known as the Technical Working Group on Nutrition (TWGN). This platform existed prior to Vietnam joining SUN (since 2010). The platform is co-convened by UNICEF and the NIN, the country's technical institute for nutrition-specific interventions, which sits under the country's Ministry of Health. After joining SUN, the TWGN members also have regularly gathered at UNICEF to exchange experience with other SUN countries via regular webinar teleconference hosted by the SUN Movement Secretariat.

Vietnam has a National Nutrition Strategy (2011-2020), which provides the overall framework for nutrition efforts in the country and is a key document for SUN coordination efforts. With technical and financial support from UNICEF, the TWGN undertook a midterm review of the NNS by an international expert in 2016, assessing it against the SUN criteria and characteristics of 'good' national nutrition plans. This in turn led to the development of the new National Plan of Action on Nutrition (NPAN) covering the period 2017-2025.

The NPAN 2017-2025 represents an integrated whole-of-government approach covering the roles and responsibilities of multiple ministries to encourage higher accountability of the government's executives, as well as business, civil society and donor actors. Moreover, with UNICEF's support, the NPAN was costed by a national expert to indicate how much funding covering both nutrition specific and sensitive interventions is required to achieve nutrition objectives for 2017-2025. It is understood that this new NPAN is to be endorsed by the Deputy Prime Minister, which will provide an opportunity for a higher level of commitment and oversight.

At around the same time that midterm review of the NNS was taking place, several key individuals attended the SUN Global Gathering in Cote d'Ivoire in November 2017, including representatives from the Ministry of Health, NIN as well as UNICEF. The Government demonstrated a high level of commitment to nutrition. Recent Communist Party Resolution directives and the Prime Minister's Directive have enhanced the momentum on nutrition. This appeared to help galvanise further commitment to the SUN Movement in Vietnam and helped to inspire a second visit by SUN

Movement Coordinator Gerda Verburg in January 2018, less than a year after her first visit in the country.

With UNICEF's facilitation, Gerda Verburg attended a 'launch' of the SUN Movement in Vietnam and the implementation of the Prime Minister's directive on strengthening multisectoral collaboration for nutrition in the country, on January 31 2018. SUN had been under way in Vietnam for several years and the country has recently enacted and enforced two important pro-nutrition policies, the Communist Party's Resolution No. 20 / NQ-TW and the Prime Minister Directive No. 46 / CT-TTg. This launch marked an important milestone and provided an opportunity to give a political boost for improving health and nutrition in country. The event was attended by the Deputy Prime Minister, Mr Vu Duc Dam, and a meeting between the SUN Movement Coordinator and the Prime Minister, Mr Nguyen Xuan Phuc, took place after the official launch.

During this meeting, the SUN Movement Coordinator recommended that Vietnam should set up a high-level mechanism to help the Ministry of Health to fulfil the tasks involved in providing good nutrition, as well as taking measures to call for public involvement and resources mobilisation across society to help the Government achieve nutrition targets. Vietnam's Prime Minister stated that the Government has carried out a range of programmes to improve nutrition and physical strength among ethnic minorities, and he encouraged the participation of the private sector in socio-economic development, including in improving nutrition. Since the visit of the SUN Movement Coordinator there has been hard work to maintain the momentum created by her visit, and a number of priority areas have been identified by the TWGN for 2018 in order for the SUN Movement is to achieve impact at scale in Vietnam:

1. Tracking financial data for nutrition
2. Enabling environment for breastfeeding to increase exclusive breastfeeding rate in Vietnam
3. High level of coordination for SUN Movement with the involvement of different key ministries (Ministry of Agriculture and Rural Development, Ministry Of Labour Invalids and Social Affairs, Ministry of Education etc...)
4. Set up the SUN Business Network in Vietnam

#### *Coordination of the SUN Movement in Vietnam*

There are no formally-defined in-country stakeholder networks for SUN (business, civil society, donor, academia etc.), as there are in other countries. However, there are various other networks among international civil society organisations and international donors, and levels of trust among these networks are fairly high. These do not carry the 'SUN' label, but this is not important.

Collaboration across the **UN system** in Vietnam appears relatively strong. There are plans to develop a formal **SUN Business Network**, which has the potential to revolutionise the impact of the SUN Movement in the country, since previous efforts by the nutrition community to engage the private sector on nutrition appear to have been focused on nutrition-specific issues, for example relating to food fortification.

The **donor community** is very small in Vietnam now, so it does not make sense to prioritise the creation of a formal donor network, though the relationship with the World Bank is a critical one. The creation of a **civil society focal point** would provide additional momentum for the SUN Movement in Vietnam, enabling linkages to SUN CSAs across the region as well as providing a linkage for civil society efforts within the country.

UNICEF and NIN are joint hosts for the TWGN, and UNICEF are very active in providing support, though in practice, much of the ongoing coordination work of SUN in Vietnam (logistical arrangements, meeting scheduling and follow-up, etc.) appears to fall to NIN. While NIN has plenty of

human resources that could be at its disposal for coordination of the SUN Movement, **the institute faces multiple challenges in providing this coordination function**, for a number of reasons.

The first reason is that Vietnam's government is highly vertically integrated, with strong hierarchies, and levels of horizontal integration are much weaker. NIN is fully funded by the Ministry of Health, and **NIN's position as a sub-entity of the MOH sometimes means that it lacks the required converging power and authority for effective inter-ministerial collaboration** that is required to truly achieve impact at scale on nutrition - most urgently relating to reversing malnutrition rates among ethnic minority children. In addition, since different ministries have different levels of political power within the government and challenges difficulties relating to these power dynamics were on display during the country visit. NIN is seen as the implementing body for all work relating to nutrition in Vietnam. While NIN has significant capacity relating to nutrition-specific interventions, **the work of implementing nutrition-sensitive interventions goes beyond its current scope and mandate**. In addition, the communication channel between the TWGN and the Ministry of Health relies on a very small group of individuals from NIN and MOH, and is therefore somewhat fragile.

The second constraining factor for NIN is that, while many NIN staff are highly competent, internationally recognised technical specialists in nutrition, able to organise such impressive meetings as the launch of the SUN meeting in January 2018, **NIN's structures and processes do not systematically prioritise or incentivise multisectoral, multi-stakeholder working**. Colleagues from multiple departments (e.g. micronutrient department, planning department and training department) often work efficiently together to finalise key documents (such as the NPAN) and advocate for their approval to higher level. However, such collaborative working appears to be undertaken only as required (for example, relating to the SUN launch event), rather than systematically<sup>xvi</sup>. This means that the extremely difficult, challenging and often counter-cultural work of multisector and multi-stakeholder coordination gets bolted on to the jobs of already-busy people who are not provided with the means or incentives to work in this way.

A third important factor facing the SUN Movement is the issue of **financial data transparency**. Financial data tracking has also been identified as a priority by the TWGN. Despite the presence of a detailed costing exercise for the NPAN, it was impossible to identify budget commitments. This makes it hard to verify the extent of government commitment to the plan; how far, for example, Vietnam compares with the situation of Indonesia, which recently announced an investment of \$21bn to address malnutrition and stunting.

Another issue facing the SUN Movement in Vietnam is that it is seen somehow separately from, or in competition with, **multiple other processes and commitments to stunting reduction**; rather than (for example) as a possible convenor or coordinator of these multiple efforts. These include the government's Zero Hunger Challenge, which includes an objective to reduce stunting; the Association of South-East Asian Nations (ASEAN) Declaration on ending all forms of malnutrition; an objective within the country's Socio-Economic Development Plan to reduce stunting. Despite these proliferating commitments, it appears as though implementation is not always in place. The Zero Hunger Challenge does however have significant budget commitments in place, as well as an active senior-level steering group, chaired by the Ministry of Agriculture and Rural Development (MARD).

Some interviewees had clearly fully internalised the SUN principles of engagement, and recognised that, as a 'movement', **it operates in a different way to a conventional development project**. One interviewee commented: *"Maybe 70% of my job is 'SUN'... but how can I distinguish SUN from my job? It's really the same thing."* Some interviewees demonstrated lower levels of internalisation of the SUN Principles of Engagement and talked more in terms of *'SUN should do xyz'*, as if SUN was a project to be managed by others, rather than an ongoing collective process involved multiple stakeholders.

<sup>xvi</sup> The SUN Focal Point was unavailable for an interview for this case study.

In summary, the priorities for SUN identified by the TWGN appear to be broadly correct, which is evidence of a **good level of functioning of SUN coordination** in the country. It does appear, however, that attention to detail in follow-up from TWGN meetings is sometimes missing; such logistical aspects can have a disproportionately large impact on effective functioning of a multi-stakeholder platform.

### *Recommendations for SUN in Vietnam*

Vietnam has all the necessary ingredients in place to be an international pioneer in the SUN Movement. The following recommendations should be seen as suggestions for an effective ‘mixture’ of these ingredients.

In order to address the challenge of high-level political coordination, the TWGN is encouraged to **strengthen its linkages with the Zero Hunger Challenge steering group**, where there is significant high-level political momentum, coupled with a real willingness to work closely with the SUN coordination structures. Making such linkages - in which FAO can act as a key player since it is linked to both - would also help to reduce the fragmentation among different nutrition commitments. Meanwhile NIN and MOH are encouraged to **diversify their communications channels**, and the MOH is also encouraged to liaise with other ministries that attended the launch of the SUN Movement in January 2018 and discuss the commitments that were made at that event. A simple first step would be for the Ministry of Health is encouraged to **send senior officials to the TWGN meetings** in order to observe discussions and identify other opportunities for linkages and high-level coordination.

If the blessing of the Ministry of Health is forthcoming to act in the following way, **NIN’s director is encouraged to adjust the structures and processes of NIN to incentivise and prioritise multisectoral and multi-stakeholder ways of working**. Such adjustments would not only enable much more effective coordination of the SUN Movement within Vietnam, but NIN itself would be much better positioned to add value across multiple government programmes.

**The issue of data transparency is a significant issue for the coordination of the SUN Movement in Vietnam.** It will be unable to build on the impressive momentum that is already in place, until it is able to provide evidence-based arguments for addressing malnutrition through multisector and multi-stakeholder processes. Such evidence exists within country, for example the independently-verified experience of a recent Irish Aid-funded project delivered by Helen Keller International.

Such a commitment to **improved data transparency will need to come from the highest level – ideally, direct from the Prime Minister’s office** - and it can be clearly linked to Vietnam’s desire to be an internationally competitive, dynamic and innovative economy. In the meantime, SUN representatives in Vietnam are strongly encouraged to participate in the global SUN workstream to **develop sub-national MEAL dashboards for nutrition**, as it is the only means of measuring the extent to which the SUN Movement is achieving results and impact in country, which is being undertaken in collaboration with the EU’s National Information Platforms for Nutrition initiative.

A final observation and challenge for SUN in Vietnam to consider, especially as it sets up the SUN Business Network, is to identify entry points for ensuring that **the huge sums of FDI are invested in nutrition-sensitive ways** wherever possible. Korea alone has invested \$65bn in FDI, but there is no evidence that a nutrition-sensitive ‘lens’ has been applied to FDI flows, except by the World Bank (see below). As Vietnam continues to develop economically, and donor influence continues to wane, it will be imperative to work through the private sector to address nutrition and align these vast capital flows for positive nutrition outcomes, especially for the most vulnerable members of its population. Vietnam’s Prime Minister himself encouraged the participation of the private economic sector in socio-economic development, including in nutritional improvement, during his meeting with the SUN Movement Coordinator.

Turning the participation into reality is a significant opportunity for the SUN Movement in Vietnam, in order to achieve impact at scale. The blended finance specialist being appointed by SMS is urged to look at this issue; and **the World Bank may be the critical player here in-country**. The World Bank in Vietnam has developed a multisector plan for nutrition-sensitive investments. Although currently an internal document, this document clearly has a wider value beyond the organisation. As the document notes: the Bank has ‘the comparative advantage of possessing expertise across most of the key sectors needed to affect reductions in malnutrition, including the Ministry of Finance and Ministry of Planning and Investments’. The current World Bank country director is personally committed to action on nutrition.

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Figure 5. Evidence of the Vietnamese genius for innovation



*A tree grows out of a pavement next to a busy street, which has been repurposed into a table for tea and snacks. Such deeply original creative thinking will help Vietnam end malnutrition in all its forms.  
Photo: Dave Prescott*



## Annex F: Progress against selected Roadmap commitments, 2016-17

7 December 2018



**RE: SUN Roadmap: Actions to be taken in 2016–2017**

Dear Richard,

Further to our earlier communication, please find attached the responses to the various activities under the 2016–2017 Roadmap:

### **1. Continuously improving country planning and implementation to end malnutrition**

- a) A review mechanism is established to support countries to review evidence on the implementation of high-impact action***
- In 2016, SMS, IFPRI and the Society for Implementation Science in Nutrition (SISN) launched the Knowledge for Implementation and Impact Initiative (KI3). The aim being to improve the availability, access, and use of nutrition implementation knowledge in SUN countries, as well as equip nutrition programme and policy designers and implementers with the tools they need to implement effective nutrition actions. In 2017, KI3 researchers assessed the needs of SUN country stakeholders for different types of knowledge and assistance to implement and scale up nutrition actions. They mapped the organisations and initiatives that already provide these types of knowledge. They also collected feedback at the SUN Global Gathering 2017 (Abidjan, Côte d'Ivoire) on how programme designers and implementers prefer to access knowledge on multisectoral nutrition actions. They additionally explored collaborations with the SUN Civil Society Network, a key platform for connecting knowledge providers with implementers. (See attached KI3 brochure for more information on 2018-2019 objectives).

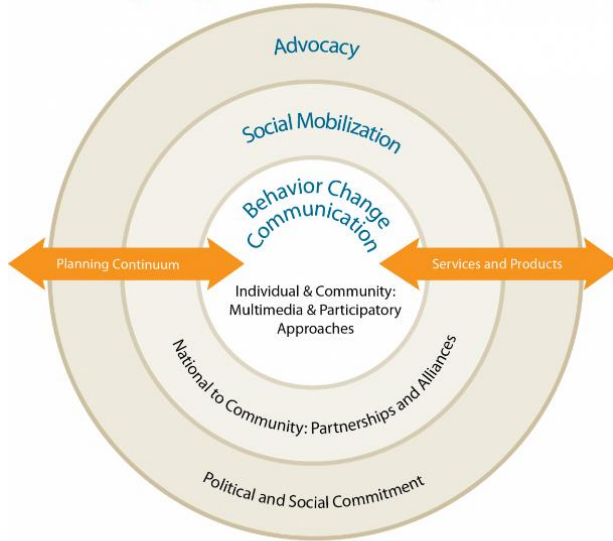
### **2. Mobilising, advocating and communicating for impact**

- a) Multisectoral advocacy strategies are drafted and endorsed in SUN Countries***
- In 2018, 22 SUN Countries reported having a Social Mobilisation, Advocacy and Communication (SMAC) Strategy or Plan in place. This is up from 18 countries in 2017. These figures are captured each year in the Joint Annual Assessment and tracked by the SMS. (Cote D'Ivoire reported in their 2017 Joint Annual Assessment (JAA) that a SMAC plan was under development. In 2018, it was noted in that JAA that one is in place. Further follow up is required to understand if and how it is being used/ implemented.)
- b) Social and behaviour change communication strategies.***
- Social and behavioural change communication plans exist in many SUN Countries as standalone tools to support behaviour change. In the SMAC plans listed previously, each are identified as having integrated behavioural change objectives and activities. Prior to the development of the SUN Movement Strategy and Roadmap, national advocacy and

communication plans were not always tied to behavioural change efforts. Stakeholders involved in developing the Roadmap felt it was important to encourage the connection noting the planning continuum as illustrated in the diagram below.

- The latest example of a strategy that achieves this is Somalia which the SMS provided guidance for (attached).

**Figure 6. Social Marketing in Developing Communities**  
**Three Key Strategies of Social Behavior Change Communication**



SOURCE: Adapted from McKee, N. Social Mobilization and Social Marketing in Developing Communities (1992)

**c) Evidence and experience driven tools to guide Advocacy.**

A range of tools have been created to help support this:

- The SUN Movement Communication and Engagement Plan 2018-2020, disseminated in December 2017 (attached)
- The Nutrition Narrative Project in collaboration with Weber Shandwick includes a SUN tool-kit which has been disseminated across the SUN Movement and the global nutrition community to increase common messaging. It has been translated in all languages and requires further dissemination. It was produced in consultation with several SUN Focal Points and SUN Civil Society Alliances.
- The Scaling Up Nutrition Champions Tool Kit:
  - [A toolkit by Transform Nutrition and the SUN Movement: English | Français | Español](#)
  - The SUN CSN Advocacy Toolkit: Implementation of the SDGs at national level: <http://www.suncivilsociety.com/knowledge/10>
- Parliamentary engagement:

- The MP page of the SUN website contains useful PPTs and links to online discussion forums around engaging MPs: <https://scalingupnutrition.org/share-learn/mobilise-advocate-and-communicate-for-impact/parliamentary-engagement-nutrition/>
- For the past two years, SUN Lead Group member and IPU Secretary-General Martin Chungong has sent a letter to all Speakers of Parliament in SUN Countries encouraging them to host a national parliamentary debate on improving nutrition. The SUN Secretariat has provided guidance to countries in hosting such debates: <https://scalingupnutrition.org/news/ipu-secretary-general-encourages-speakers-of-parliament-to-accelerate-actions-to-end-all-forms-of-malnutrition/>
- An MP Engagement is under development with Nutrition International (ToR attached) as is an IPU Handbook on Food and Nutrition, with funding from IPU (ToR attached)
- A SUN Community of MPs is being established by the SUN Secretariat and calls are held every two months with a core group of agencies working on MP engagement – UNICEF, IPU, ACTION, ACF, RESULTS (Concept note attached)

In addition to the questions posed, the SUN Secretariat would also like to point the MTR team toward the existence of the 2016 SUN Movement Lead Group Engagement Plan, which has also been updated in 2017: [http://docs.scalingupnutrition.org/wp-content/uploads/2017/10/SUN-Lead-Group-Engagement-Strategy\\_EN.pdf](http://docs.scalingupnutrition.org/wp-content/uploads/2017/10/SUN-Lead-Group-Engagement-Strategy_EN.pdf). This plan guides Lead Group advocacy.

### 3. Strengthening the capacity for multisectoral and multi-stakeholder collaboration at all levels

- a) **Approaches for assessing and tracking contributions to scaling up nutrition action by all stakeholders. (Progress on the Common Results Framework) (Charlotte to provide a brief summary)**
- The JAA template includes a section under each progress marker to note each network’s contribution to progress in that area. During the network retreat of February 2018, network secretariats agreed to step up efforts to ensure this is well used to capture the contributions of each network to the four processes, but this needs continuous improvements (and is related to optimising participation in the JAA process). (Note: the JAA process will be reviewed early 2019 with a view of ensuring greater participation, better capturing country progress in line with country priorities, and better capturing stakeholder contributions).
  - The UN Network and CS Network have conducted annual surveys on country networks’ activities and contributions (the 2<sup>nd</sup> UNN report will be released soon, and the most recent CSN survey is being analysed). This complements the Network functionality indices which capture country networks’ internal functionality (not their external contribution).
  - (Note – this year, as per request by the networks, one outcome process was added in the JAA report to assess progress on implementation – the degree to which information was provided varies from country to country and this also needs further improvement).
  - With regards to the CRF, “42 SUN countries report that they have a CRF in place, and 9 more are in the process of developing or updating theirs. 36 countries have developed action plans to achieve the goals set out in their CRFs. 30 have a monitoring and

evaluation framework, with a further 12 under development. 28 CRFs are fully costed.” (annual progress report)

- A review of the shared national action plans has been done by MQSUN+ for 12 countries based on a quality check list developed in 2016 with support of networks and several partners. (this work was led by UNN and SMS in response to ICE).
- A call is planned on Friday 14<sup>th</sup> December with networks to continue efforts to ensure the MEAL system captures networks contributions and ensure alignment of the various networks MEAL-related efforts.

***b) Regional economic communities are supporting nutrition efforts***

- The SUN Movement has been regularly collaborating with the AU development organisation NEPAD, leveraging Ibrahim Mayaki’s role on the SUN Lead Group. This has led to the development of the 7 Dakar principles of multisectorality.
- Collaboration with the AU via participation at the summit, and ongoing work with NEPAD on knowledge management with SADC, ECOWAS and EAC is ongoing and currently MEAL is being integrated into a series of regional workshops.

**4. Equity, equality and non-discrimination for all – with women and girls at the centre**

***a) Gender Equity, Equality and Non-Discrimination***

Whilst no formal group of technical experts has been established, highlights include:

- SUN, has been a member of the Deliver For Good Advisory Group, a campaign spearheaded by Women Deliver, that brings together gender experts of a range of organisations and initiatives, to better support cross-sectoral and cross-stakeholder success for gender equality. The SUN Movement Secretariat, as a founding member of this campaign, actively takes part in the development of policy briefs and other advocacy material. See for instance: [https://womendeliver.org/wp-content/uploads/2016/09/Deliver\\_For\\_Good\\_Brief\\_13\\_04.18-MNH.pdf](https://womendeliver.org/wp-content/uploads/2016/09/Deliver_For_Good_Brief_13_04.18-MNH.pdf);
- At the SUN Network retreat, held in January 2018, it was decided to revive/establish a cross-Network/SMS working group, with a focus on gender equality and the empowerment of women and girls – to better support SUN countries put in place plans and programmes, and ensure coherence. In the past, a working group has been in existence but with a larger scope, namely that of equity, equality and non-discrimination – of which gender equality merely forms one part. The drafting of updated terms of reference and identification of focal points, is ongoing. Note should be taken that members of the larger equity working group in SUN countries, and beyond, came together in 2016, to showcase good country experiences in scaling up the empowerment of women and girls and gender equality in– to inspire other countries, in a brief entitled “Empowering Women and Girls to Improve Nutrition: Building a Sisterhood of Success”, which can be accessed at; <http://scalingupnutrition.org/wp-content/uploads/2016/05/IN-PRACTICE-BRIEF-6-EMPOWERING-WOMEN-AND-GIRLS-TO-IMPROVE-NUTITION-BUILDING-A-SISTERHOOD-OF-SUCCESS.pdf>;
- Gender experts across partners, stakeholders and stewardship bodies, come together to share knowledge, discuss bottlenecks, ideas and updates. This rings true, in particular, for MQSUN+/ PATH, Nutrition International, DFID and the Secretariat – especially within

the remit of the Technical Assistance of Nutrition Programme (TAN). Furthermore, this year, Save the Children International, Global Affairs Canada, and Nutrition International have partnered up, with Lead Group members Minister Bibeau of Canada and CEO of Save, Helle Thorning-Schmidt, in addition to SUN Coordinator Gerda Verburg, to create an Issue Brief, for Lead Group discussion and to spur commitments, that outlines the added value for SUN countries – across stakeholder groups – to scale up and better design and implement nutrition plans and programmes. More information can be found below.

**b) Stock take efforts to date and provide assistance for equity related technical support requests**

Highlights around equity-related technical assistance include:

- Following the SUN Country call in 2015 on equity, equality and non-discrimination, presentations have been made, opinion pieces drafted, and issue briefs have been presented to the support system and stewardship bodies (including Networks, Secretariat, the Executive Committee and the Lead Group). This was done in a bid to cement the road ahead and spur engagement at the highest political levels;
- Work with PATH has been essential in 2017-2018, to ensure that the technical assistance project looking at national nutrition plans better encapsulates gender dimensions. So far 11 countries have been assessed, from a gender lens;
- An essential output of this year has been the development of significant technical assistance with Nutrition International. This aims to avail a range of user-friendly guidance material to policymakers in SUN countries and members of SUN country multi-stakeholder platforms. This will include a policy-guidance note that connects the how with the why and a toolkit on how to better mainstream gender in nutrition plans and programming. An essential component of this work, will be a desk review that takes stock of available guidance material (including gender dimensions inserted in the Joint-Assessments of 2017 and 2018), in addition to ongoing efforts in countries, through interviews, etc.
- This technical assistance project is expected to take flight in early January and a team of consultants, with extensive experience in this area, has been interviewed and selected.

**c) Support countries to collect and access reliable disaggregated data. (Charlotte to provide a brief summary)**

- The MEAL database contains gender disaggregated data for available indicators, but SMS only reports female adult/adolescent nutrition status on the country dashboards. Disaggregated data is used for the annual reports and briefs, for example, the recent brief on women and adolescent girls. Disaggregated data will become a core characteristic of the subnational dashboards as we progress on that activity.
- SMS collaborates with partners, especially UN agencies and technical initiatives, to improve disaggregated data collection and analysis.

## Annex G: Illustrative measures of behaviour change

### 1. Donors:

- a. Any shifts in policies towards SUN's approach;
- b. Grant funding shifted to support more holistic or more multi-stakeholder approaches on nutrition; inclusion within criteria of new programmes of the requirement to align with SUN in-country;
- c. Funding dedicated to building the infrastructure for multisector / multi-stakeholder approaches at country level;
- d. Global funding increase to the SMS / Networks (demonstrates understanding of the value);
- e. SUN included in guidance for country-level planning;
- f. MEL / reporting / accountability / planning requirements shift away from traditional 'linear' development to better support SUN-like interventions;
- g. Engagement / alignment of existing relevant programmes in-country with SUN;
- h. Engagement with the donor network and across networks both globally and country level;
- i. Number of interventions (from formal meetings, to inclusion in conference speeches) to promote policy change / SUN approach;
- j. Number of nutrition-related staff trained in cross-sector collaboration;
- k. Attitudinal measurement through surveys, e.g. level of 1) awareness of the approach; 2) adoption into policy; 3) adoption into practice (piecemeal); 4) fully integrated into practice.

### 2. UN:

- a. At global level, renewed MoUs between agencies explicitly including nutrition as topic in which to collaborate and mentioning SUN as an important mechanism for this;
- b. Any shifts in policies towards SUN's approach and degree to which SUN is explicitly included within agencies country- plans / country-level programming;
- c. Engagement with the UN network and across networks both globally and country level;
- d. Number of interventions (from formal meetings, to inclusion in conference speeches) to promote policy change / SUN approach;
- e. Number of nutrition-related staff trained in cross-sector collaboration;
- f. Attitudinal measurement through surveys, e.g. level of 1) awareness of the approach; 2) adoption into policy; 3) adoption into practice.

3. Civil society:
  - a. Public commitment by international NGOs towards working with SUN;
  - b. Policy shift to include more holistic / multisectoral / multi-stakeholder approaches towards nutrition;
  - c. Funding applications and programme guidelines include engaging / aligning with SUN wherever value could be created;
  - d. Number of interventions (from formal meetings, to inclusion in conference speeches) to promote policy change / SUN approach;
  - e. Engagement with the Civil Society network and across networks both globally and country level;
  - f. Attitudinal measurement through surveys, e.g. level of 1) awareness of the approach; 2) adoption into policy; 3) adoption into practice.
  
4. Business:
  - a. Number of companies engaged at country level;
  - b. Number of companies making explicit commitments to adapt their business practice and/or products to align with SUN goals;
  - c. Number of mentions of Scale up Nutrition in company annual reports / sustainability reports;
  - d. Number of mentions of SUN within international forums (e.g. WEF);
  - e. Attitudinal measurement through surveys, e.g. level of 1) awareness of the challenge of malnutrition; 2) adoption into policy; 3) adoption into practice.
  
5. Governments:
  - a. Commitment at head-of-government level;
  - b. Cross-ministry, common action planning process in place;
  - c. Number of events at which more than one minister speaks;
  - d. Infrastructure put in place to support multisectoral / multi-stakeholder approaches;
  - e. Policy change;
  - f. Budget commitment.