

TORs for Strategic Review 2019-2020 of the Scaling Up Nutrition Movement (SUN)

(Final draft May 2019)

Purpose of the 2019-2020 Strategic Review

Make recommendations to the SUN Movement on the vision, strategy, capabilities and structure of the next phase of the Movement (2021-25).

Building on the results of the recently completed Mid-Term Review (MTR), the Strategic Review will do this by (a) identifying major external trends that shape the landscape in which the SUN Movement should operate and look beyond and learn from other movements and sectors, (b) identifying the SUN Movement's current and future key value-added as well as gaps in the support provided to meet country needs to enable effective scale-up, and (c) making recommendations on how the SUN Movement needs to change its vision, strategy, capabilities, skill sets, and structure to support countries to achieve better nutrition results on the ground towards the WHA nutrition targets and achievement of the SDGs for all, as well as effectively contributing to better nutrition, health and sustainable food landscapes.

The Strategic Review will be developed and delivered under the supervision of the SUN Movement Executive Committee (ExCom).

Roles and Responsibilities of SUN Movement's stakeholders in the 2019-2020 Strategic Review

SUN Movement Executive Committee – through the appointed ExCom task team

1. Approve the Terms of Reference.
2. Approve the proposed team of experts for the SUN Movement Strategic Review.
3. Contribute to the one day in-person orientation with the Strategic Review Team to decide on effective and efficient work processes.
4. Supervise the execution of the SUN Movement Strategic Review. The Chair/Vice-Chair to ensure the view of the Executive Committee is reflected when approving the following deliverables within the established timeframe:
 - a) Methodology and tools for conducting the Strategic Review (one month after the Strategic Review Team is established);
 - b) Presentation of preliminary findings (foreseen for mid-October 2019 – to be circulated two weeks prior the SUN Global Gathering);
 - c) Draft Report (foreseen for January 31st, 2020).;
 - d) Final Report (foreseen for March 31st, 2020).
5. Provide availability for regular check-ins with the Strategic Review Team and guidance as needed.

SUN Lead Group Members

1. Be available for inputs/interviews through the Strategic Review Team.

SUN Movement Coordinator

1. Contribute to the one day in-person orientation with the Strategic Review Team to decide on effective and efficient work processes.
2. Provide insights and experiences about the SUN Movement's "added value" based on country examples and in line with the 2016-2020 SUN Movement Strategy and Roadmap.

3. Provide recommendations for the approval of the key deliverables within the established timeframe:
 - a. Methodology and tools for conducting the Strategic Review (one month after the Strategic Review Team is established);
 - b. Presentation of preliminary findings (foreseen for mid-October 2019 – to be circulated two weeks prior the SUN Global Gathering);
 - c. Draft Report (foreseen for January 31st, 2020).;
 - d. Final Report (foreseen for March 31st, 2020).
4. Provide availability for regular check-ins with the Strategic Review Team.

SUN Movement Global Support System (GSS)

1. Each SUN Network should nominate one person (if different from the Network’s Facilitator) to be the focal point for the Strategic Review.
2. Contribute to the one day in-person orientation with the Strategic Review Team to decide on effective and efficient work processes.
3. Provide inputs to the SUN Movement Coordinator and respective members of the Executive Committee for the approval of key deliverables within the established timeframe (see Point 4 under the SUN Movement Executive Committee and Point 3 under SUN Movement Coordinator).
4. Ensure access to relevant SUN-related material including providing timely inputs and comments on the deliverables.

Scope of Work

The Strategic Review Team (SRT) is expected to present, in detail, their approach, methodology, tools and findings with reference to the scope of work. The following key steps must be included:

Retrospective review: looking at the added value proposition of the SUN Movement

Scope of work 1:

Identify and describe a **diversity of country examples** by looking at key results/outcome indicators along the SUN Movement Theory of Change and by **drawing on available literature** (e.g. reports from Joint Annual Assessments, Global Nutrition Report, case studies, recent or ongoing evaluations of other parts of the SUN Movement such as the SUN Business Network, country deep dives, etc.), **as well as interviews** with country and global nutrition stakeholders, including lead group members, inside and outside of the SUN Movement.

The Strategic Review is asked to consider both contextual factors (e.g. climate change, migration, urbanization, changes in malnutrition trends) as well as the identified needs of the national stakeholder groups, especially the SUN Government Focal Points as well as other networks of actors, who are responsible to fulfil the commitments of the 2030 agenda.

The review should critically learn from what worked but also what did not work well and why. For identified positive country examples, the Strategic Review Team should unpack the degree to which these successes are attributable to collaborative efforts across the Multi-Stakeholder Platform (MSP) versus specific actors.

Through a diversity of country examples, the Strategic Review is expected to:

a. **Verify the efficiency, effectiveness and impact of multi-stakeholder approaches:**

- I. Identify examples of **transformative leadership** that have contributed to the creation of an enabling environment for nutrition at national level; including looking at how convening power has been organized to enhance country leadership and ownership (e.g. by appointing one political convening SUN Government Focal Point and one technical SUN Focal Point);
- II. Identify **ways of working** that have contributed to the strengthening of country commitments, country financing for scaling up nutrition (domestic financing, innovative financing, and ODA), results and actions to address malnutrition or increased agility when confronted with unforeseen challenges and external factors - and **ways of working** that have resulted in a lack of strengthening or indeed weakening of progress in SUN countries;
- III. Examine **key factors** that have helped or hindered the performance of countries in terms of enabling environment, finance and implementation; both at national and sub-national level. Examples may include:
 - Clearly recognized political and strategic objectives in national strategies, policies and plans.
 - Public recognition of nutrition as an accelerator for development and the implementation of the 2030 Agenda;
 - Political and institutional positioning of the SUN Government Focal Point and multi-sector & -stakeholder platforms also considering how the Multi-Stakeholder Platform could serve as an SDG delivery platform.
 - Existence, coherence/alignment and capacity of stakeholders' networks/ mechanisms (e.g. Civil Society Alliances, Business Networks, Donor Groups, UN Networks). Looking also at challenges and lessons learned from working within and across networks;
 - Well documented practices of change (e.g. joint planning, joint programming and financing, etc.);
 - Well documented changes in behaviors (drawing on SUN principles) including how development partners provide technical assistance (TA), build local capacity and share knowledge;
 - Well documented upticks in overall financing for scaling up nutrition in specific countries, from all sources combined (e.g. domestic, donor financing and innovative financing);
 - Meaningful integration of nutrition into relevant government policies and plans and implementation of multi-sectoral nutrition action plans, where available.
- IV. Draw **key learnings** - both positive and negative - from the experience of key stakeholders that could be replicated elsewhere in the SUN Movement countries and scaled up.

Country examples should take a forward look to assess: a) if the SUN Movement Theory of Change is fit for purpose to accelerate progress in SUN countries in the next 5 years and how it should be put in practice and; b) if the Global Support System (GSS) is fit to support countries to accelerate progress in the next 5 years.

b. Identify the potential added-value of the SUN Movement *Global Support System* at country level:

1. Provide ***examples where the SUN Movement Global Support System has added value, where it has missed opportunities to add value and how to get best value-added*** Consider also the implications in how any value-added changes, once model structures and policies are in place (e.g. looking at SUN countries at different stages of development).

Illustrative examples of the “added value” of the SUN Movement may refer to:

- Reflection on how being part of the SUN Movement has changed the behavior of networks – globally and at country level as well as at the level of individual member organizations of networks;
- Embedding SUN Movement core principles – with emphasis on the country-led, country-owned principles;
- Promotion of the multi-sectoral and multi-stakeholder framing approach and how this has influenced individual and institutional behaviors, the functioning of country Multi-Stakeholder Platforms or networks/alliances/platforms as well as country processes from planning to implementation, demonstrating results and nutrition impacts looking at both national and sub-national levels;
- Strengthening the capacity of the SUN Government Focal Points including specific challenges (e.g. lack of convening power, enabling institutional environment, leadership and resources) as well as the functioning of the national multi-stakeholder platforms (MSP) looking at the support provided by the SUN Secretariat and by the Global Networks (i.e. Civil Society Network, Business Network, UN Network and Donor Network);
- Country visits by the SUN Movement Coordinator and other members of the Lead Group or Executive Committee linked to key moments for increased political commitment, advocacy, course correction and learning;
- Actions promoted by the SUN Movement to encourage sharing, learning and innovation among in-country stakeholders (i.e. Joint Annual Assessments (JAA), budget analyses, learning forums/routes, etc.) and among SUN member countries (i.e. learning routes, webinars and country calls, regional and global workshops, etc.);
- Mobilization of Technical Assistance based on requests from the SUN Government Focal Points and/or other representatives from the Multi-Stakeholder Platform. Examples should also illustrate how TA providers have responded to priorities and needs identified by the country Multi-Stakeholder Platform and in line with the SUN Movement core principles – and where TA has not been provided in line with these principles (e.g. where there has been duplication or lack of coordination among providers).

Forward looking review: Looking ahead towards the third phase of the SUN Movement (2021-2025)

Scope of Work 2:

Identify **major external trends** (including malnutrition in all its forms) **and initiatives that shape the landscape in which the SUN Movement operates and look “beyond the SUN Movement and beyond Nutrition”** to learn from other movements and sectors drawing on available studies and literature with an emphasis on the 2030 Agenda for Sustainable Development. This piece should set out strategic vision choices and a preferred strategic vision for the SUN Movement to make it fit for purpose in the evolving landscape considering other structures and initiatives such as the Global Nutrition Clusters in fragile contexts to strengthen the humanitarian-development nexus, the Decade of Action on Nutrition, and partnerships

involved in Non-Communicable Diseases. This could be supplemented by views of people outside the nutrition community to get a different perspective.

Scope of Work 3:

Using the MTR key findings and building on learnings from credible country examples – both positive and negative, **provide key recommendations to inform the 2021-2025 SUN Vision and Strategy with the objective that by 2030 the SUN Movement will no longer be needed.**

Reassess and make recommendations on:

- a. Scope and direction of the SUN Movement;
- b. Political and strategic objectives of the SUN Movement;
- c. Move from the SUN Theory of Change to the SUN Practice of Change looking especially at transformative behaviors at country level;
- d. Ways of working within the SUN Movement to put the SUN principles into practice, ensuring its country-led character;
- e. Systemic and institutional changes to strengthen country ownership and sustainability;
- f. Ways to maximize the impact of capacity strengthening and TA while ensuring it remains country demand-driven and is first and foremost focused on strengthening national capacity at both individual and institutional levels;
- g. Aspects to strengthen the SUN Monitoring, Evaluation, Accountability and Learning (MEAL) system with an emphasis on mutual accountability, sharing and learning and with a focus on how key additional indicators can be integrated into national information systems;
- h. Ways to ensure that Advocacy and Communication is grounded in the practice of the SUN Movement;
- i. The proposed skill sets, capacities and structure of the SUN secretariat to service the renewed vision
- j. Paths for political and financial sustainability towards the 2030 Agenda – including in terms of systemic and institutional change and domestic resource mobilization, coupled with innovative financing opportunities and ODA.

Scope of work 4:

Using the Mid-Term Review key findings, and the stakeholder interviews from the different components, **strategically review how the different components¹ of the SUN Movement should operate to be of maximum use to countries.**

Consider how the Global Support System should evolve to support the 2021-2025 SUN Movement Vision and Strategy. Carefully assess which of the current components (if any) have outlived their usefulness and of the essential components, provide recommendations on TORs, structures, skills, funding, assessment.

¹ SUN Government Focal Points, Multi-Stakeholder Platforms and in-country networks, SUN Secretariat, Networks' Secretariats, Executive Committee, ExCom Chair and Vice-Chair, SUN Coordinator, Lead Group and TA mechanisms such as the Technical Assistance on Nutrition (TAN) Program, the REACH initiative with the UN system, the National Information Platform for Nutrition (NIPN) initiative, and indeed all partners that are members of the SUN.

Reassess and provide options for:

- a. Governance of the SUN Movement at all levels (e.g. role of the Lead Group, Executive Committee, SUN Coordinator, Networks' Steering Committee.);
- b. Composition of the Global Support System (GSS) (SUN Movement Secretariat and Networks) to ensure it is fit for purpose and meets country needs and demands;
- c. Working arrangements of the Global Support System including the newly developed convergence plan, collaboration between the SUN Secretariat and the networks and how different teams are interacting to achieve common objectives (e.g. on policy, finance and M&E, on advocacy and communication, on TA provision, etc. Current and future hosting facilities, terms and conditions of the different components of the GSS (e.g. Secretariats and TA mechanisms);
- d. Funding of the GSS looking at best ways to broaden and optimize resources from all stakeholders and limit transaction costs for example by harmonizing reporting requirements;
- e. Direction and use of the SUN Movement Pooled Fund including matching catalytic funding to country needs, noting each country's specificity, and looking at accountability and assessment of the funded projects;
- f. Management of country requests for Technical Assistance looking at how TA is sought, provided, aligned and prioritised by the SUN Secretariat, Networks and programmatic funding streams (e.g. TAN, REACH etc.), to ensure a transparent process for accessing TA and to ensure post TA accountability and quality of provision;
- g. Form and added value of the Global Gathering of the SUN Movement.

Expected deliverables

1. 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
 - Findings, including short illustrative country examples
 - Conclusions including clearly identified implementation and costed models for the 2021-2025 SUN Movement Global Support System (this to include comparison of different hosting arrangements, plus recommendations)
 - Recommendations for the 2021-2025 SUN Vision and Strategy.
2. **Prepare a preliminary presentation and explanation to country stakeholders, members of the Executive Committee, Lead Group and Global Support System in 2019.**

Audiences

1. The SUN Movement Executive Committee leads the process and receive the Strategic Review Report
2. SUN Movement country members (SUN Government Focal Points, governments, parliamentarians, civil society, UN, donors, businesses)
3. SUN Movement global support system (SUN Secretariat, SUN Coordinator, Networks)
4. SUN Movement Lead group and Executive Committee.

The findings and recommendations will inform the development of the 2021-2025 SUN Vision and Strategy and Roadmap. All parts of the Movement will be consulted, especially country teams.

Methods

The Strategic Review will:

1. Draw on findings and recommendations of the Mid-Term Review;
2. Draw on existing information and analyses to present credible country examples;
3. Undertake new interviews to complement existing information (as needed);
4. Undertake country visits (only if essential);
5. Undertake consultations with key stakeholder within and outside the SUN Movement – including SUN Lead Group Members - and the Nutrition community. (see Roles and Responsibilities of SUN Movement stakeholders above).

Duration

9 months.

Budget

To be defined based on implementation modality.

Mitigating potential Conflicts of Interest:

Issue	Potential conflict of interest	How it will be prevented/minimised/managed
1. ExCom is managing the Strategic Review (SR)	The role of the ExCom will be assessed as part of the review of the global support structure and the ExCom has an interest and an ability to shape the recommendations to make it look more effective than it is	<ul style="list-style-type: none"> • Declare the potential Col in external communications on the SR • The potential Col will be highlighted with the SR Consultants • Note that new Ex-Com members have little conflict
2. MQSUN is part of the SUN global support structure that is being evaluated by the SR	MQSUN has an existential interest in ensuring SUN enters a Phase 3	<ul style="list-style-type: none"> • Declare the potential Col in external communications on the SR • Make it clear that MQSUN is merely supporting the SR process and that ExCom is leading it
3. Some members of the SR team were members of the MTR team	SR members who were MTR members may have a vested interest in not contradicting findings of MTR in SR	<ul style="list-style-type: none"> • Declare the potential Col in external communications on the SR • Ensure that SR members not in MTR team are free and able to challenge MTR conclusions
4. SR members not all selected through open competition	ExCom could select SR members who have a particular view of SUN Global Support System that is in line with ExCom's	<ul style="list-style-type: none"> • Declare the potential Col in external communications on the SR • Justification of the selected SR consultants is provided—why they are qualified and why they are likely to be better than anyone else who might have applied to an open competition