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SUN Movement



Annual Progress Report

September 2014

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SUN Movement Annual Progress Report

September 2014

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Overview: SUN Movement 2014 Annual Progress Report

- I. **The Scaling Up Nutrition (SUN) Movement completes its fourth year with 54 countries¹ and the Indian state of Maharashtra committed to scaling up nutrition.** Countries continue to prioritise nutrition with support from the four SUN networks and many other actors at the global, regional and country levels. Thirteen countries joined in the last 12 months, and the emphasis has been on ensuring that the experience of being in the Movement is of maximum value for all countries.
- II. **Throughout SUN countries, there has been remarkable progress, self-reflection and determination (See Chapter 2).** At the same time, this energy and commitment at the country level has been mirrored by a number of regional and global processes aimed at supporting national efforts, including the Comprehensive Africa Agriculture Development Programme (CAADP) Framework for African Food Security, which continues to provide a vehicle to bring the agriculture, food security, and nutrition agendas closer together so that investments in each of these sectors are more likely to yield positive impacts on the others. The preparatory process for the Second International Conference on Nutrition and ongoing discussions on a Post-2015 Development Agenda present opportunities to learn from the experiences of countries scaling up nutrition and to reflect their ambitions, commitments and plans for advancing nutrition.
- III. **2014 saw the introduction of self-assessment exercises as part of the SUN Movement Monitoring and Evaluation Framework. These self-assessments, which involves all stakeholders collectively assessing their performance, took place in 37 SUN Countries, have confirmed the ownership by governments and their partners in their efforts to scale up nutrition.** The self-assessments offered a critical opportunity for reflection on what has been achieved and to learn from their experiences. It allowed actors to understand what ‘scaling up nutrition’ means for their countries - to share both solutions and challenges and to steer the Movement as it evolves.
- IV. **From the start of the SUN Movement in 2010, it was evident that transformations in institutional capacities would be the key to success in scaling up nutrition.** Countries demonstrating equitable and sustained improvements in people’s nutrition are those whose national and local institutions have the capacity to plan the implementation of actions that address the underlying determinants of poor nutrition, to ensure effective implementation, to monitor progress, to adjust implementation in the light of results achieved and to mobilise the resources that are needed to scale up results.

Institutional Transformations–Progress across the SUN Movement

- V. **The essence of these key institutional transformations is embodied in the four strategic objectives set out in the 2012-2015 SUN Movement Strategy.** Most actors within the Movement closely associate these objectives with the processes they are putting in place at the national, subnational and community levels.
 - (a) **Strategic Objective 1:** Creating an enabling political environment, with strong in-country leadership, and a shared space where stakeholders align their activities and take joint responsibility for scaling up nutrition;
 - (b) **Strategic Objective 2:** Establishing best practices for scaling up proven interventions, including the adoption of effective laws and policies;
 - (c) **Strategic Objective 3:** Aligning actions around high-quality and well-costed country plans, with an agreed results framework and mutual accountability; and
 - (d) **Strategic Objective 4:** Increasing resources towards coherent aligned approaches.

¹Since the 2013 SUN Movement Annual Progress Report, 13 countries have joined the Movement: Cambodia, Comoros, Congo-Brazzaville, Costa Rica, Guinea-Bissau, Lesotho, Liberia, the Philippines, Somalia, Swaziland, Tajikistan, Togo, Vietnam. This report considers 50 SUN countries, 37 of which completed self-assessments in 2014. The analyses of the remaining 13 were compiled through interactions with the SUN Movement Secretariat. The four newest SUN Countries–Cambodia, Lesotho, the Philippines and Somalia– are not covered in detail. See the SUN Movement 2014 Annual Progress Report Compendium for a complete overview of the methodology.

- VI. **There has been substantial progress in relation to the processes associated with SUN Movement Strategic Objectives 1 and 2.** SUN countries are exercising leadership to inspire governments and supporting organisations within and beyond the Movement. These leaders give the Movement its character, harnessing the very best each actor has to offer for scaling up nutrition. This is made manifest through the endorsement of **comprehensive** national nutrition policies, the enactment of **strong and relevant** legislation, the increasing focus on **nutritional justice for women** and the **rising number of connections** between countries that encourage sharing, learning and innovation.
- VII. **In relation to the processes associated with Strategic Objective 3, there is widespread appreciation that the alignment of a broad range of in-country actors around a common results framework is not an easy task and requires continuous efforts by all concerned.** It is the ultimate test for all working within the Movement as they seek to reflect the interests of people who are threatened by the risk of malnutrition. But when focus, alignment and synergy do occur, and can be maintained, it represents a profound transformation in the ways that institutions and stakeholders work and contribute substantively to collective accountability.
- VIII. **There are now early signs that as countries progress in relation to the first two strategic objectives of the Movement, they start to see an increase in the resources available for nutrition** through the increased nutrition sensitivity of various sectors and by intensifying the delivery of specific interventions to those who need them the most. In some countries, shortages of critical resources are hampering progress, and catalytic funds - particularly those needed for capacity-building across a range of sectors - are lacking. There is a promising trend of more predictable access to necessary finance from both domestic and external sources within SUN countries. This should be encouraged and reinforced.
- IX. **In order to continue to catalyse and sustain institutional transformations, governments and those supporting their efforts need to be able to communicate both the importance of action and the results being achieved throughout all of society.** Successful institutions are those that, at both the national and local levels, are able to engage the different sectors of government whose actions can influence underlying determinants of people's nutrition. It also depends on the degree to which they are able to engage the full range of actors that are involved, from the scientific community, civil society, business, donor partners and both regional and international organisations. For this reason, several countries² have requested advice and support - from others in the Movement - with respect to strategies for social mobilisation, advocacy and communication about nutrition.
- X. **The results of the 2014 SUN Movement monitoring suggest that when the four global networks are able to provide dedicated support for the advancement of the strategic objectives, progress is accelerated.** This is particularly the case where there are coordinated inputs from the UN System Network, proactive efforts by the Donor Network or strong engagement of the Civil Society and Business Networks, and even more so when the efforts of the networks are complementary.
- XI. **The global SUN networks display a remarkable similarity in terms of where more work is needed.** All networks have indicated substantial scope for improvement in how their members are *aligning their policies to deliver on the objectives of the SUN strategy and are creating better interactions between the global and country networks*. The global SUN networks will now focus on reinforcing linkages between country- and global-level actions and, in particular, on ensuring that global commitments for support to countries are actually delivered, either directly or in collaboration with others.
- XII. **In April 2014, the SUN Movement Lead Group endorsed the establishment of communities of practice as a mechanism for ensuring that countries can access technical support more easily and that best practices can be shared.** Throughout 2013-2014, in response to requests to bridge capacity gaps through cross-country learning and expert support, the SUN Movement global networks and governments organized regional meetings and exchanges between countries with a focus on nutrition, many outside the orbit of the SUN Movement. These initiatives stimulated the emergence of four communities of practice. To maximise the potential of this opportunity to learn and share, efforts over the last 12 months focused on nurturing and coordinating contributions to these four communities in alignment with the SUN Movement's four strategic objectives.

² Benin, Democratic Republic of the Congo, El Salvador, Haiti, Indonesia, Kyrgyzstan, Laos, Madagascar, Mali, Mozambique, Myanmar, Pakistan, Tanzania, Yemen and Zimbabwe.

- XIII. **The impact of these transformations will result in increased coverage of interventions and services and improved feeding and caring practices. This will lead to an acceleration of the rate at which countries achieve their targets for people's good nutrition.** The final draft of the Maternal, Infant and Young Child Nutrition Comprehensive Implementation Plan and its six targets that were adopted at the 65th World Health Assembly in May 2012 embody the global collective commitment to improved nutrition. The targets set forth in this plan reflect an evolving approach to nutrition that focuses on multiple burdens of malnutrition—overweight, obesity and diet-induced disease, as well as undernutrition and specific deficiencies.
- XIV. **The global effort to ensure that good nutrition is enjoyed by all people everywhere, which the SUN Movement is a part of, will need at least a decade to have an impact on nutritional status.** For most countries, the journey will take many years. Being within the Movement will intensify the overall rate at which this result is achieved and will enable the widespread participation of multiple actors.

The Way Forward: SUN Movement 2014-2015

1. **The use of outcome mapping as the basis for the monitoring of progress by stakeholders within SUN countries has offered an opportunity for them to appreciate what is being achieved, to learn from their experiences, to share both solutions and challenges and to steer the Movement as it evolves.** These efforts should be supported and reinforced both at the global and national levels in order to help in-country actors measure up to their commitments. Regular tracking against prioritised progress markers can enable actors in multi-stakeholder platforms to report on their own contributions.
2. **New countries are encouraged to explore learning opportunities with countries that have been in the Movement for some time, particularly in relation to Strategic Objectives 1 and 2** (Sustained Political Commitment and Establishment of Functioning Multi-Stakeholder Platforms and the Endorsement of National Nutrition Policies That Incorporate Best Practices, respectively). Countries that have made substantial gains in this area should embrace the leadership roles they can play.
3. **As their Movement evolves, those who work within it and with it learn more about the complexity of rising to the challenge of aligning a broad range of in-country actors around a Common Results Framework.** The emerging communities of practice will help to institutionalise the transformations required so that they become normal practice in all efforts to enable people to enjoy good nutrition at all times.
4. **Resource mobilisation presents challenges, but there is a promising trend** of more predictable access to necessary finance from both domestic and external sources within SUN countries. The work by the Donor Network to track their spending is encouraging, and identifying ways to overcome the challenges acknowledged in this exercise will be essential. At the country level, as much support as possible should be aligned behind establishing an agreed methodology in order to enable countries to track historical trends in nutrition spending.
5. **Political commitment is high but also fragile, as shown by the visible gaps between the policies being articulated and actions undertaken. Social mobilisation, advocacy and communication are critical in launching, accelerating and sustaining institutional transformations required to bridge these gaps.** Governments and those supporting their efforts need to be able to communicate both the importance of action and the results being achieved. They must be able to engage the different sectors of government whose actions can influence underlying determinants of people's nutrition and to involve the full range of actors that are needed - from the scientific community, civil society, business, donor partners and both regional and international organisations. Building a Movement-wide effort to identify and encourage effective approaches for social mobilisation, advocacy and communication should be a priority over the coming year.

6. **Building national capacities for improved multi-stakeholder nutrition governance is key to achieving results in a sustainable manner.** Efforts should be focused on enhancing institutional performance and developing skills for enhanced coordination, accountability and results-based management.
7. **Progress in all areas of scaling up nutrition can be accelerated through intensified efforts to learn and share.** The emerging communities of practice are already generating a global repository of knowledge and consensus that are proving invaluable in unlocking bottlenecks, particularly in relation to planning, costing, implementing and financing multisectoral actions for nutrition, as well as the reliable monitoring of progress, evaluation of outcomes and demonstration of nutrition results.
8. **The global SUN networks have been critical to the success that has occurred up until now, and their role in the emerging communities of practice reinforces their value to the Movement.** Networks should focus their efforts in exploring ways for their members to align their policies to deliver on the objectives of the SUN strategy and create better interactions between the global and country networks. The global SUN networks are encouraged to focus on reinforcing linkages between country- and global-level actions and, in particular, on ensuring that global commitments for support to countries are actually delivered, either directly or in collaboration with others.
9. **The consequences of inaction are damaging.** Political and financial commitments by countries will not be fulfilled if policies do not translate into implemented actions that are regularly monitored and accounted for in terms of disbursements (budget allocation), results and impact. This requires the most urgent concerted response from global nutrition actors.
10. **A number of SUN countries are affected by humanitarian crises.** Stronger joint action is needed, by all stakeholders in the Movement, to influence the integration of nutrition across all humanitarian activities and to encourage a comprehensive response. Responding to humanitarian needs can be an entry point for nutrition in crises-affected countries. This means ensuring that nutrition is integrated into preparedness plans, in improving immediate response capacity, recovery plans, and in building resilience in vulnerable communities. This will require the action of leaders of humanitarian and development agencies.
11. **The Lead Group is responsible for developing the vision for the future of the SUN Movement.** They will ensure that the Movement remains open to all countries and stakeholders committed to ending malnutrition in all its forms and achieving nutrition justice for all. They will draw upon the Independent Comprehensive Evaluation (ICE) that is assessing the relevance, efficiency, and effectiveness of the Movement, due in December 2014, will issue a composite management response, in consultation with SUN countries and the Movement's stakeholder groups, at the end of February, and will consider options for the strategic direction of the Movement in April. It is anticipated that a more detailed strategy for the Movement will be in place by the end of 2015.



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Introduction

1. **The SUN Movement, which was launched in September 2010, completes its fourth year with 54 countries³ and the Indian state of Maharashtra committed to scaling up nutrition.** Countries continue to prioritise nutrition with support from the four SUN networks and many other actors at the global, regional and country levels. Thirteen countries joined in the last 12 months, and the emphasis has been on ensuring that the experience of being in the Movement is of maximum value for all countries.
2. **The SUN Movement was started in 2010 as a means for governments, with the support of multiple actors, to scale up and achieve national nutritional goals.** At the centre of the Movement are the governments of countries that commit to scaling up nutrition: they establish national goals and transform their ways of working so that both government and supporting organisations work to achieve these goals effectively and in synergy.
3. **This year's annual SUN Movement Progress Report focuses on advancements across the Movement, as well the learning and innovations that are emerging from SUN countries.** It takes stock of the progress made by the four global SUN networks and the work of the SUN Movement Lead Group and Secretariat, and it also considers priorities for the year ahead.
4. **Chapter 1** of the report takes a brief look at the current state of the global nutrition landscape, identifying key moments and processes that aim to simultaneously build upon and intensify progress in scaling up nutrition at the country level.
5. **Chapter 2** examines progress and results in relation to the four strategic objectives of the SUN Movement. It highlights **lessons being learned in relation to efforts** by the governments of SUN countries **to strengthen key capacities**, and ways in which this is being supported by networks of other actors both within countries and globally. It also highlights some of **the gaps that remain to be filled**.
6. **Chapter 3** focuses on **ways in which the support networks** of donors, civil society, United Nations and business, at both the national and global level, **are evolving and contributing to improvements in capacity across the Movement**. It identifies challenges in ensuring that these networks are able to respond to demands for catalytic technical and financial support, recognising that significant improvements will probably require a major increase in concessional assistance, which will increase in the coming two or three years. Chapter 3 also briefly examines the latest developments within the SUN Movement Lead Group, the SUN Movement Secretariat and the Multi-Partner Trust Fund (MPTF).
7. In September 2013, the Lead Group requested an independent comprehensive evaluation (ICE) to focus on the Movement's relevance, effectiveness, efficiency and sustainability in delivering results. While the ICE is now under way, **Chapter 4** introduces the **information that is currently available on the ICE's scope and process and the proposed way forward for the SUN Movement in 2015**.
8. **Annex 1** provides a full list of all SUN countries, while **Annex 2** provides an overview of the six phases of the SUN Movement that have occurred so far been. **Annex 3** provides an overview of each of the four communities of practice emerging within the SUN Movement. **Annex 4** provides details in relation to the achievements identified in Chapter 2.

³ Since the 2013 SUN Movement Annual Progress Report, 13 countries have joined the Movement: Cambodia, Comoros, Congo-Brazzaville, Costa Rica, Guinea-Bissau, Lesotho, Liberia, the Philippines, Somalia, Swaziland, Tajikistan, Togo, Vietnam. This report considers 50 SUN countries, 37 of which completed self-assessments in 2014. The analyses of the remaining 13 were compiled through interactions with the SUN Movement Secretariat. The four newest SUN Countries—Cambodia, Lesotho, the Philippines and Somalia—are not covered in detail. See the SUN Movement 2014 Annual Progress Report Compendium for a complete overview of the methodology.



CHAPTER

1

Chapter 1: Nutrition Landscape

9. Across SUN countries, there has been remarkable progress, self-reflection and determination (see Chapter 2). **At the same time, this energy and commitment at the country level has been mirrored by a number of regional and global processes that are aimed at supporting national efforts.** If the Nutrition for Growth Event of June 2013 opened a new chapter for nutrition, the months that followed only added to the story of unprecedented momentum and promise for improved nutrition.

Nutrition for Growth and the Global Nutrition Report

10. **The Nutrition for Growth (N4G) high-level event (2013) led to an unprecedented global commitment to tackle undernutrition** with a commitment to help beat hunger and malnutrition around the globe, saving the lives of at least 1.7 million children and a pledge of over USD 23 billion. Signatories to the global N4G compact committed to ensuring that a framework is in place at both the country and the international level in order to make data readily available to citizens and stakeholders and to track progress publicly against all commitments made. In November 2014, at the Second International Conference on Nutrition (ICN2), the first Global Nutrition Report will be published. The report will provide a comprehensive authoritative overview of the status of nutrition both on a global scale and at the country level with a robust review and analysis of data to interpret progress towards malnutrition reduction in general and towards agreed World Health Assembly and the Nutrition for Growth targets. The SUN Movement Secretariat and the SUN networks are supporting the development of the report, including facilitating the tracking of progress against N4G commitments. The production of the report will also contribute to the efforts under way to establish reliable monitoring of progress, evaluation of outcomes and demonstration of results (see Community of Practice 3 in Annex 3 of this report).

The Zero Hunger Challenge

11. **Launched in June 2012, the UN Secretary-General's Zero Hunger Challenge (ZHC) combines sustainable agriculture and food systems in the quest to end hunger and malnutrition.** Its goal is to ensure: zero stunted children under the age of two years; 100 per cent access to adequate food all year round; that all food systems are sustainable; a 100 per cent increase in smallholder productivity and income; and zero loss or waste of food⁴.

⁴To accelerate progress towards achieving the eight Millennium Development Goals, the United Nations Secretary-General launched five initiatives, including the Zero Hunger Challenge. The other four initiatives are Every Woman, Every Child, Sustainable Energy for All (SE4ALL), Global Education First (GEF) and Global Pulse.

The World Health Organization Director General's Commission to End Childhood Obesity

To gather the best-possible advice on dealing with the crisis of childhood obesity, in May 2014 the World Health Organization's (WHO) Director General established a high-level Commission on Ending Childhood Obesity. In 2012, more than 40 million children under the age of 5 were overweight or obese, and this number is expected to rise to 70 million children by 2025 if current trends continue. In response, the Commission has been tasked with producing a report specifying which approaches and which combinations of interventions are likely to be most effective in different contexts around the world. The report is to result from consensus between a broad variety of experts and will be presented to the WHO Director General so that she can convey its recommendations to the World Health Assembly⁵.

Comprehensive Africa Agriculture Development Programme

- 12. In Africa, efforts to strengthen the contribution of the agriculture sector in reducing poverty are being galvanised through the Comprehensive Africa Agriculture Development Programme (CAADP) Framework for African Food Security,** a programme of the New Partnership for Africa's Development (NEPAD). While many CAADP National Agriculture and Food Security Investment Plans (NAFSIPs) have been prepared and include nutritional goals, coordinated actions remain essential to ensuring nutrition security. This gap is being addressed by NEPAD's initiative to strengthen capacity for addressing nutrition in the formulation and implementation of NAFSIPs.

African Union Nutrition Strategy Development

- 13. The African Union declared 2014 as the Year of Agriculture and Food Security. Increasing attention to the linkages of agriculture, food security and nutrition has also spurred work on the African Regional Nutrition Strategy (ARNS) 2015-2025⁶.** The ARNS 2015-2025 establishes a shared consensus for strong and effective multi-stakeholder approaches, multi-stakeholder platform governance and management structures and mechanisms. The ARNS further proposes a series of institutional provisions to ensure that the African Union and its structures and implementation mechanisms are adapted to the need for MSA/MSP governance and management of the African leadership support to ending child hunger and malnutrition.

The Second International Conference on Nutrition

- 14. The Second International Conference on Nutrition, co-convened by the World Health Organization and the Food and Agriculture Organization (FAO), will take place in Rome from 19 to 21 November 2014.** The meeting will bring together representatives of governments for the first high-level intergovernmental conference on nutrition since the First International Conference on Nutrition was organised by the FAO and the WHO in 1992. The Conference, which will focus on how to address major nutrition challenges over the coming decades, comes at a time when governments of countries where people are handicapped by malnutrition are taking the lead and are rebuilding the international nutrition system so that it is fit for purpose.

⁵ WHO Commission to End Childhood Obesity, <http://www.who.int/dietphysicalactivity/end-childhood-obesity/en>.

⁶ The African Regional Nutrition Strategy (ARNS) 2015-2015 is an extension of the ARNS 2005-2015.

The Committee on World Food Security and the High Level Panel of Experts on Food Security and Nutrition

15. **The Committee on World Food Security (CFS) is an inclusive international and intergovernmental platform for all stakeholders to work together in a coordinated way to ensure food security and nutrition for all. The High Level Panel of Experts on Food Security and Nutrition (HLPE) was established in 2010 as the science-policy interface of the UN CFS.** The HLPE aims to improve the robustness of policymaking by providing independent, evidence-based analysis and advice at the request of the CFS. The most recent reports published by the HLPE cover the topics of sustainable fisheries and aquaculture for food security and nutrition, as well as food losses and waste in the context of sustainable food systems.

The Post-2015 Development Agenda

16. **While the process of developing the Post-2015 Development Agenda is independent of the work in the SUN Movement, the recognition of the underlying essence of nutrition reflected in the views of the different actors involved in shaping the Agenda is encouraging.** A 30-member Open Working Group of the General Assembly, representative of member states, is tasked with preparing a proposal on the Sustainable Development Goals. The outcome of the process is expected to feature heavily in the 2014 UN General Assembly.



Salt iodization demonstration in Kaolack, Senegal



CHAPTER

2

Chapter 2: Institutional Transformations for Better Nutrition

2.1 Introduction

18. **From the start of the SUN Movement in 2010, it was evident that transformations in institutional capacities are key to success in scaling up nutrition.** Countries demonstrating equitable and sustained improvements in people’s nutrition are those whose national and local institutions have the capacity to plan the implementation of actions that address the underlying determinants of poor nutrition, to ensure effective implementation, to monitor progress, to adjust implementation in light of results achieved and to mobilise the resources that are needed to scale up results.
19. **The essence of these key institutional transformations are embodied in the four strategic objectives set out in the 2012-2015 SUN Movement Strategy.** Most actors within the Movement closely associate these objectives with the processes they are putting in place at the national, subnational and community levels.
 - (a) **Strategic Objective 1: Sustained Political Commitment and Establishment of Functioning Multi-stakeholder Platforms:** The creation of an enabling political environment, with strong in-country leadership, and a shared space (multi-stakeholder platforms) where different sectors and stakeholders align their activities and take joint responsibility for scaling up nutrition;
 - (b) **Strategic Objective 2: Endorsement of National Nutrition Policies That Incorporate Best Practices:** The establishment and endorsement of policies that incorporate best practices for scaling up proven interventions, including the adoption of laws, with a specific focus on the interests and needs of women given their multiple roles within society;
 - (c) **Strategic Objective 3: Alignment of Actions Across Sectors and among Stakeholders:** The alignment and effective implementation of actions around high-quality and well-costed country plans based on agreed results frameworks and mutual accountability among stakeholders;
 - (d) **Strategic Objective 4: Increased Resources for Nutrition and Demonstration of Results:** The mobilisation of increased financial resources directed at the implementation of plans by multiple sectors and stakeholders in a coherent and aligned manner, and the demonstration of results.
20. **From its inception, the Movement has encouraged interaction both between SUN Movement countries (through the network of SUN country government focal points from SUN countries) and between different actors (within countries, regionally and globally).** The overarching purpose of the Movement is to ensure that national governments and other in-country actors receive meaningful and useful support as they make their institutional transformations. Stakeholders have organised themselves into global support networks (civil society, UN system, donor partners and business), each of which is linked to in-country support networks. There has been continued interest in the extent to which scientists and nutrition professionals would be better able to support the Movement.
21. **Throughout 2013, dialogue among SUN country government focal points revealed that capabilities within, resources available to, and political support for, institutions responsible for nutrition need strengthening** if they are to be able to scale up implementation in line with existing commitments. SUN country government focal points identified the kinds of capabilities that need to be strengthened, and immediate efforts were made to make this happen through linking requests from countries to services offered by the networks. This approach—referred to as “capacity to deliver” (see Annex 3)—had an immediate impact on the work of the Secretariat and on the ways in which all four global support networks organise themselves at the country and global levels⁷.

⁷ See Chapter 3 of this report and the 2013 Annual SUN Movement Progress Report.

22. **In April 2014, the SUN Movement Lead Group endorsed the establishment of communities of practice (COPs) as a mechanism for ensuring that countries can access technical support more easily and that best practices can be shared.** Throughout 2013-2014, in response to requests to bridge capacity gaps through cross-country learning and expert support, the global SUN networks and governments organized regional meetings and exchanges between countries with a focus on nutrition, many outside the orbit of the SUN Movement. These initiatives stimulated the emergence of four communities of practice. To maximise the potential of this opportunity to learn and share, efforts over the last 12 months have focused on nurturing and coordinating contributions to these four communities in alignment with the four strategic objectives of the SUN Movement. The communities do not have a standard structure and are emerging in response to the interests and capacities of their participants.
23. **The following sections examine progress by SUN Movement countries in relation to the four strategic objectives and the learning emerging from the development of four SUN Movement communities of practice⁸.** It is based on the 2014 Movement-wide self-assessment exercise. It also reflects the rich exchanges between the SUN country government focal points, through SUN country network teleconferences that take place every two months and through country-to-country exchanges. Each section starts with a description of what the strategic objective implies in practice, the achievements that have been reported through the 2014 SUN Movement monitoring exercise, the lessons that have been learned, innovations that have emerged as a result of this learning and the follow-up actions that are being taken to apply the lessons so as to increase the effectiveness of actions for scaling up nutrition.

The 2014 monitoring exercise uses the SUN Movement’s Monitoring and Evaluation Framework published in 2013⁹. Thirty-seven of these countries conducted self-assessments using the guidance material and, where requested, with remote support from the Secretariat. The Secretariat undertook the assessments for three countries that were unable to complete self-assessments¹⁰. Their results were collated and used as a basis for the 2014 assessments that are summarised below and presented in more detail, along with a complete overview of the methodology, in the 2014 Compendium of Country Profiles.

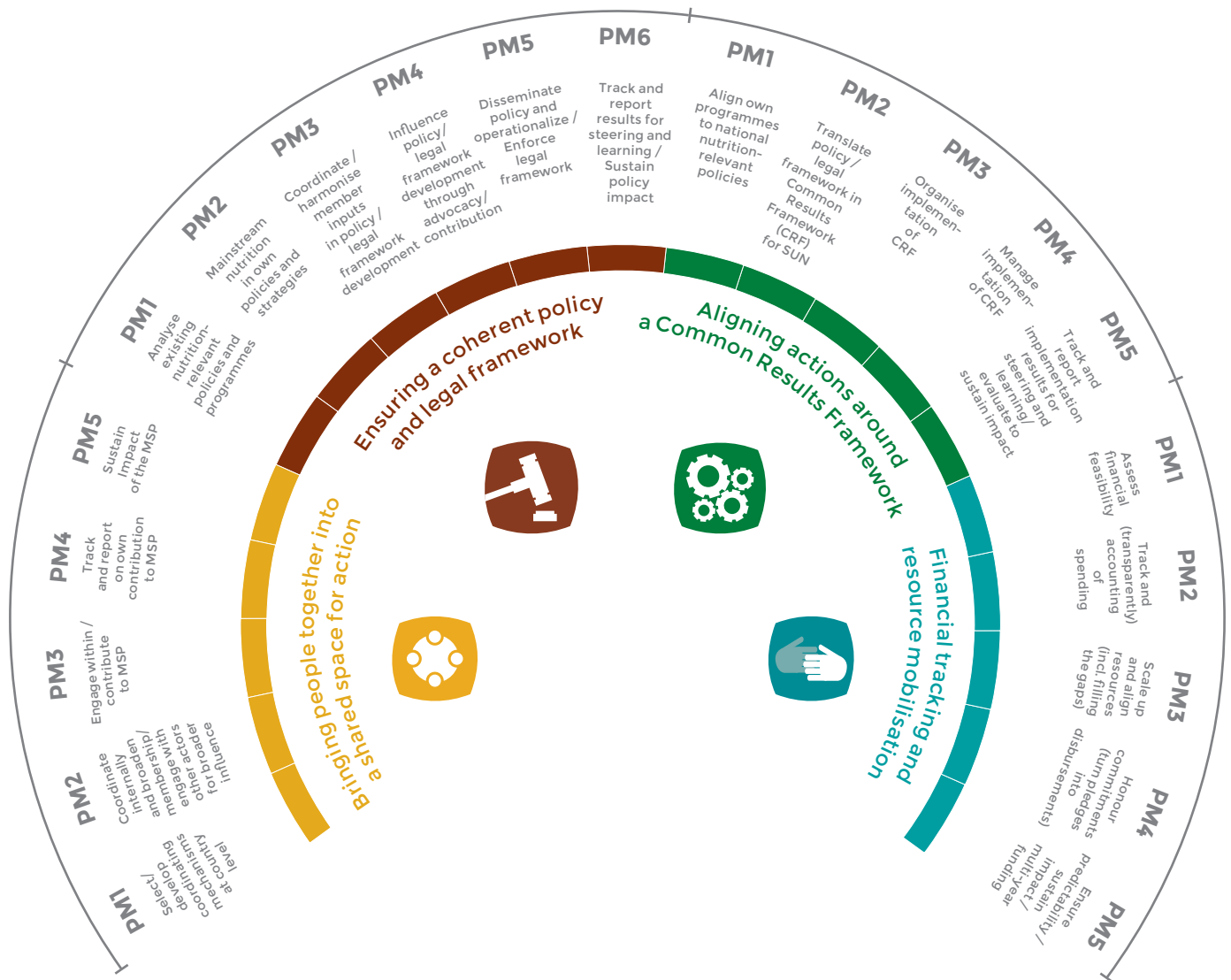
⁸ This report focuses on the details of progress of 50 SUN countries. The four newest SUN Countries—Cambodia, Lesotho, the Philippines and Somalia—are not covered in detail.

⁹ The SUN Movement Monitoring and Evaluation Framework can be found at <http://scalingupnutrition.org/about/global-impact>.

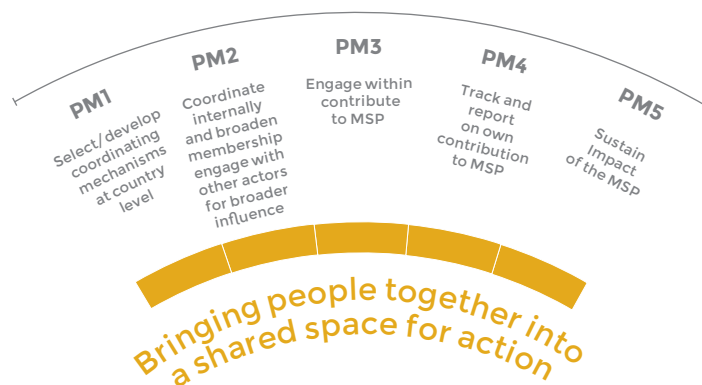
¹⁰ The country profiles featuring in the 2014 SUN Movement Progress Report Compendium and in this chapter of the Progress Report have been shared with the SUN Country Government Focal Points for them to corroborate (or correct) the ways in which their results have been presented and analysed. This report considers 50 SUN countries, 37 of which completed self-assessments in 2014. The analyses of the remaining 13 were compiled through interactions with the SUN Movement Secretariat. The four newest SUN Countries—Cambodia, Lesotho, the Philippines and Somalia—are not covered in detail. See the SUN Movement 2014 Annual Progress Report Compendium for a complete overview of the methodology.



The Four SUN Processes and their related Progress Markers



2.2 Progress with Strategic Objective One: Sustained Political Commitment and Establishment of Functioning Multi-stakeholder Platforms



Description

24. **Strategic Objective 1 involves the sustained mobilisation of political commitments for scaling up nutrition and the convening of ever-widening groups of government officials and other stakeholders to respond to these commitments.** The institutional transformations required include the creation of shared spaces at the national and local level where government officials and stakeholders work together, establish an understanding, build trust and increasingly take joint responsibility for scaling up nutrition. In practice, this means that they work together to analyse determinants, establish strategies, transform the behaviour of institutions, enhance systems for implementation, align efforts in support of national goals, monitor progress and demonstrate achievements.

Achievements

25. Presidents, prime ministers or first ladies take part in high-level events nationally and globally, spearheading calls to action, putting systems in place to accelerate progress and seeking information about progress in **31** SUN countries. The leaders of **30** countries made commitments to scale up nutrition during last year's Nutrition for Growth event in London. High-level nutrition events have been organised in **27** countries since 2011 (involving high-level government officials).

Forty-four SUN countries have established platforms that bring together different sectors of government along with other stakeholders. **Fifteen** countries have established MSPs in the last year, and seven more countries are in the process of setting them up. **Twenty-one** countries have established MSPs at the district level, and **10** more countries are in the process of doing so. **Forty-six** countries have nominated SUN country government focal points (six have been nominated in the last year). Development partner conveners have been nominated in **31** countries (a bilateral donor, the World Bank or both), while in **eight** SUN countries a UN agency is convening the development partners. At least **31** countries¹¹ have drawn on the interest of SUN civil society alliances (CSAs) or other civil society groupings. Businesses are engaged in the platforms of **22** countries, and 10 more countries are in the process of engaging the business sector. **Fourteen** countries have support from UN REACH¹². **Twenty-eight** countries involve senior scientists in their MSPs and indicate that this has added to their credibility.

¹¹ Information provided by the SUN Civil Society Network.

¹² REACH support is being negotiated in six more countries.

SUN Country Close-ups

Chad has shown tremendous progress in coordination since joining the SUN Movement in May 2013. An MSP made up of representatives from the key sectors in public administration, academic and civil society partners was established. A separate network for parliamentarians was created mid-2013 to participate in advocacy and awareness-raising activities at the national and subregional levels. The MSP meets periodically and has set up specialist technical subgroups. They elaborated and validated the national policy on food and nutrition that is awaiting signature by political authorities and are in the process of writing an intersectoral nutrition action plan. The creation of a national committee on nutrition and feeding is ongoing.



In January 2014, the SUN Business Network (SBN), at the request of the **Government of Tanzania**, began a multi-stakeholder landscaping analysis to identify opportunities for business or multi-stakeholder partnerships to scale up their efforts around nutrition. A high-level meeting of government, donor and civil society SUN representatives and over 30 national businesses discussed the SBN's report and recommendations. A call to action from the SUN focal point included the development of roadmaps for business engagement in nutrition-sensitive agriculture, food fortification and in consumer behaviour change through multi-stakeholder consultations and technical workshops. The roadmaps will form the backbone for additional engagement with business and development partners to catalyse new investments in each of these sectors through practical case studies and technical analysis of the policies, actions and investment required from all actors in these fields.



Indonesia joined the SUN Movement in December 2011, and its efforts in improving coordination have led to a stronger focus on effective implementation of policies. A national multi-stakeholder, multisectoral coordinating SUN Forum supported by other coordinating platforms across government and development partners, non-governmental organizations (NGOs), professional associations, the business community and media has been established, as well as six technical working groups and a SUN Secretariat. All these structures support and promote coordinated analysis and monitoring on different nutrition-related work streams. The comprehensive National Food and Nutrition Action Plan 2011-2015 serves as the common results framework for addressing nutrition and includes nutrition-specific interventions, food access and safety, behavioural change and institutional capacity-building, community-based nutrition programmes, fortification schemes and nutrition-sensitive social protection programmes.



By making nutrition a key development priority in the country, Presidential Decree Number 42 in May 2013 further strengthened multisectoral engagement and accelerated SUN decentralised roll-out: implementation of policies is currently under way in 11 provinces, 64 districts and also at the community level. The country has also made great progress in developing a nutrition information system that collects data from programmes in different sectors and is using innovative tools, like the minister of health's nutrition centre information system, which provides online reports of malnutrition cases in children under 5 years of age.

Learning and Innovation

26. **The monitoring exercise undertaken by SUN countries in 2014 reveals that, as countries join the SUN Movement, one of the first responses is that more sectors of government and actors from groups outside government work together effectively, coordinate better and align their efforts.** As these coordination mechanisms are set up or strengthened, usually during the first two years of being in the Movement, countries find themselves in a better position to focus on ensuring that the MSPs are functioning effectively and are sustainable.
27. **In 2014, the SUN Movement country network built on the findings of the 2013 Global Gathering and started to incorporate thematic reviews into its meetings.** The first theme studied (in November 2013) was the functioning of MSPs. The following conclusions were reached and were shared through the Movement in a **SUN Movement In Practice Briefing on Effectively Engaging Multiple Stakeholders:**
- Decentralised systems for scaling up nutrition work best if the national MSP is well organised, engages a broad range of sectors, is chaired by the office of the president or prime minister, involves parliamentarians and engages the government departments that are implicated in decentralised governments (including home affairs, interior or local government). This, in turn, eases the mobilisation of communities at the local level.
 - The precision of the mandate of a national MSP, and its acceptance by the members of the MSP, has a major influence on the ability of the MSP and its members to have an impact on people's nutrition. When the MSP has clear objectives and actions are agreed among stakeholders, joint work contributes to effective action and the achievement of results.
 - A well-functioning MSP increases the visibility of the issue of nutrition and people's awareness of the significance of good nutrition for national development. Its members stimulate public debate and influence the agenda of different political parties, increase opportunities for mobilising financial and technical resources for nutrition and create spaces for sharing experiences and learning lessons.
 - National MSPs function well when the participation of stakeholder groups is regular. When members of MSPs share the same understanding of how to devise and implement nutrition-sensitive sectoral approaches or how best to align the programmes of different stakeholders, they are better able to devise a clear way forward and engage sectors that have not, in recent decades, had much involvement in nutrition (e.g., in some countries, the food and agriculture sector).
 - The functioning of each MSP depends on the authority, commitment and skills of the in-country SUN Movement focal points: they report that members of MSPs are keen to acquire new skills so that they can participate in MSPs to their full effect. Sometimes, focal points and others within the MSPs are just overwhelmed by their increasing workloads associated with the growing political interest being attached to nutrition and the limited human capacity at their disposal.
 - In the last year, the functioning of MSPs has been affected by unstable political situations and challenges with movement within national capitals or local government areas. However, SUN country government focal points report that MSP members have generally made enormous efforts to participate in meetings. They are more likely to attend when they consider that participation adds value to their work. In-country members of the UN system and donor networks have generously facilitated meetings of national MSPs and offered what is sometimes a valuable neutral space for government officials, civil society officials, business people, donors and scientists.

Follow-up

30. **SUN country government focal points have indicated that the lack of capacity within national and local MSPs limits their effectiveness.** They have proposed that specific efforts be made to strengthen both institutional capabilities and individual skills that increase inclusiveness, effectiveness and efficiency. Several countries are handling such challenges imaginatively. In Nepal, for example, training of trainers was planned for 2014 at the central and district level to improve the ability of nutrition focal points within different sectors.
31. **Improving stakeholder engagement within MSPs is of critical importance for scaling up nutrition. For instance, SUN countries have also expressed a clear interest in gaining a greater understanding of the role of business and of market-based approaches to scaling up nutrition.** Twenty-nine countries have requested support from the SUN Business Network to develop engagement strategies with the private sector at the national level. As this engagement develops, it is likely that SUN countries will request further support for developing partnerships with business and for technical assistance in working with different industries. Growing demand for this type of support will need to be reflected in SUN's communities of practice, over time.

Engaging in the SUN Movement: Preventing and Managing Conflicts of Interest

Bringing together a wide range of stakeholders to work together to deliver better nutrition for women and children could create opportunities for some involved to use their position to prioritise their own interest over the collective goal, leading to potential real or perceived conflicts of interest. Conflicts of interest can be damaging to the collective effort, and even the perception of a conflict of interest can undermine trust between stakeholders. For this reason, capacities to prevent, identify and manage conflicts of interest are integral to supporting effective and coordinated action for scaling up nutrition.

The Global Social Observatory (GSO), an independent forum for multi-stakeholder dialogue, with support from the Bill and Melinda Gates Foundation, has been working since March 2013 to support the SUN Movement's consideration of these issues. As part of its project on **Engaging in the SUN Movement: Preventing and Managing Conflicts of Interest**, the GSO undertook an exercise aimed at mapping stakeholders and key issues. The GSO worked with the SUN Secretariat and a Steering Committee to bring together representatives of governments and the SUN networks for a series of consultations that facilitated a participatory dialogue on conflict-of-interest issues. Through the interactive dialogue at each consultation event, the participants contributed to building the elements of a Reference Note for the prevention and management of conflicts of interest in the SUN Movement. An Executive Summary of the Reference Note has also been prepared. With guidance from the Steering Committee, a Toolkit on Preventing and Managing Conflict of Interest has been prepared to accompany the Reference Note and Executive Summary.

The Reference Note is primarily intended for governments that have joined the SUN Movement. It sets out key principles of engagement and identifies patterns of behaviour that will contribute to the Movement's objectives while managing conflicts of interest.

The Reference Note is a living document and will evolve in light of experience. Each country will consider how the Reference Note can be used to support efforts within their national context. A series of enhanced learning exercises that are currently taking place are intended to explore the practical application of the Reference Note and Toolkit. The first meeting took place in Ghana on 1-2 April 2014. A second meeting took place in Kenya on 29-30 May. The third meeting took place in El Salvador on 17-18 July, with a final meeting planned in Southeast Asia (October), to be followed by a concluding conference in early 2015 in Geneva.

The main objectives for each enhanced learning exercise are:

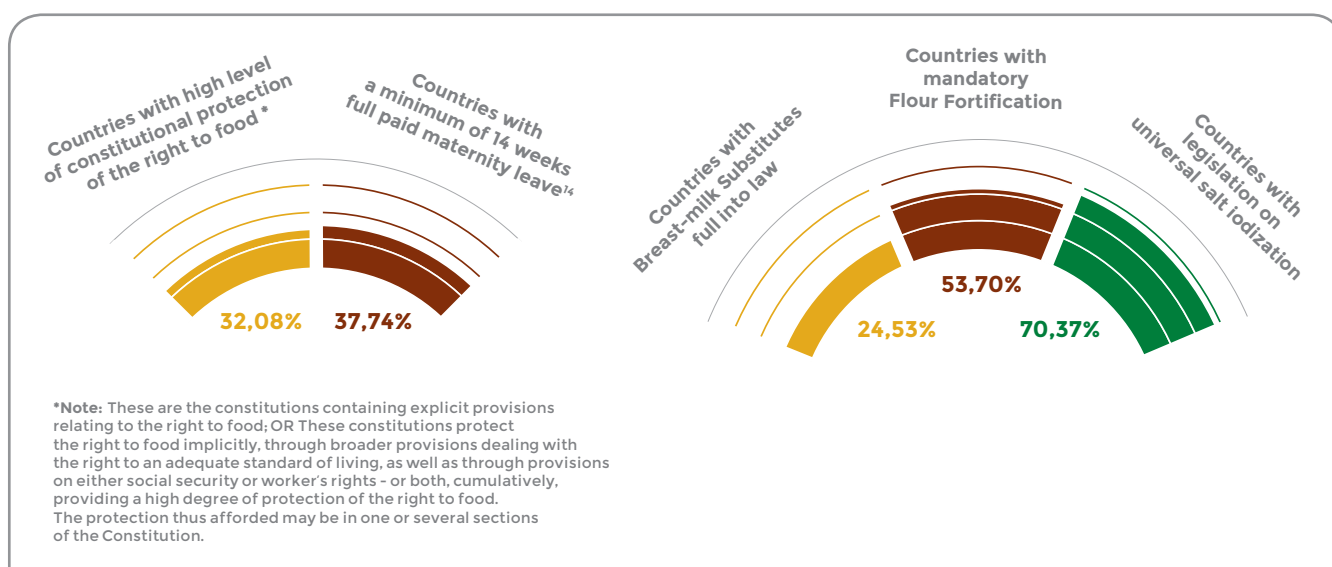
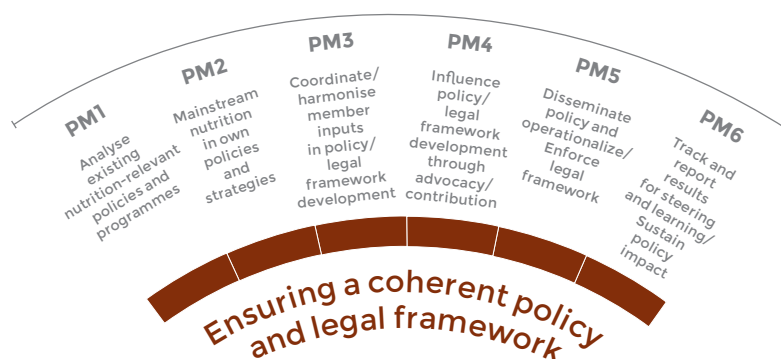
- To bring together SUN focal points and partners to discuss their experiences in relation to preventing and managing conflicts of interest;
- To assess how the Reference Note and Toolkit produced in Phase 1 of the project can be applied and used to support work in this area at the country level;
- To identify experiences and lessons learned to be consolidated into "An In-Practice Brief on Preventing and Managing Conflict of Interest".

The meetings are led by national governments (SUN focal points), with participants drawn from across all five of the SUN Movement networks.

32. **In 2014, several SUN country government focal points and their MSPs identified the capacities required at the institutional and individual levels, and efforts were made to establish the kinds of contexts within which MSPs can function the most effectively.** The focus was on finding ways to ensure the necessary engagement of sectors and stakeholders, effective coordination, alignment of programming and synergy of actions at both the national and local levels. This analysis is now making it possible to identify the skills and attributes that need to be developed among the SUN government focal points at different levels, as well as among members of MSPs.
33. **Although the principles for engagement for all actors within the SUN Movement are explicit, the potential for conflicts of interest within MSPs still exist.** For this reason, capacities to prevent, identify and manage conflicts of interest are integral to effective support and coordinated action for scaling up nutrition.
34. **The formation of a community of practice (COP) for developing functional capacities for coordinated and effective SUN actions will continue to be developed.** This COP will build on the SUN Movement MPTF pilot country-to-country exchange visits that have been organised by the PROCASUR Corporation as learning routes for the acquisition of relevant functional capacities (see Annex 3). It will also draw on the experience of a number of organisations that are dedicated to improving the coordination and operational effectiveness of multi-stakeholder actions for nutrition¹³. A key moment for advancing this COP will be the November 2014 Global Gathering of the SUN Movement.

¹³ Including UN REACH and well-established programmes being implemented by several universities, including Cornell, and consultancy organizations.

2.3 Progress with Strategic Objective Two: Endorsement of National Nutrition Policies that Incorporate Best Practices



Description

- SUN Strategic Objective 2 emphasises the establishment of national nutrition policies that incorporate best practices for both the delivery of nutrition-specific interventions and the adoption of sectoral approaches that are nutrition-sensitive.** It encourages the adoption of these policies by national legislatures and the establishment of legal frameworks that support their implementation at the national and local levels. It encourages effective implementation through the establishment of systems for technical monitoring and political accountability. Such a coherent legal and policy framework enables effective governance to scale up nutrition in line with national objectives: it does so in ways that reduce duplication and improve mutual accountability.
- The SUN Movement strategy advocates for national nutrition policies that are underpinned by the right to adequate food and nutrition,** the implementation of the International Code of Marketing of Breastmilk Substitutes, legal frameworks for maternity leave, standards for food fortification and salt iodisation and the *Codex Alimentarius*.

¹⁴ ILO Maternity Protection Convention, 2000 (No. 183).

Achievements

37. SUN countries continue to update their nutrition policies, integrating nutrition outcomes into sectoral policies, passing nutrition and food security laws and institutionalising structures to coordinate multisectoral action for scaling up nutrition.

Examples of progress reported by the governments of SUN countries include:

- **Burundi:** Ten technical groups within the multisectoral platform on nutrition have been formalised;
- **Burkina Faso:** A new Policy for Food Security and Nutrition has been endorsed;
- **Côte d'Ivoire:** A decree to establish the National Nutrition Council in the prime minister's office has been validated.
- **Democratic Republic of the Congo:** A national nutrition policy has been validated and disseminated throughout the country;
- **El Salvador:** The Food Security and Nutrition law is being revised for final endorsement;
- **Ghana:** A national nutrition policy has been developed and endorsed;
- **Indonesia:** The national Medium-Term Development Plan (2015-2019) accommodates nutrition as a cross-sector issue and will appear in the next plan;
- **Kyrgyzstan:** A national public nutrition improvement strategy (2013-2017) has been developed;
- **Madagascar:** The National Nutrition Policy is being reviewed and revised;
- **Mali:** A national nutrition policy was launched in June 2014;
- **Swaziland:** A national food and nutrition policy is being drafted;
- **Uganda:** A school health policy and school feeding guidelines are now in place;
- **Zambia:** A social protection policy that includes an explicit focus on nutrition outcomes is under development;
- **Zimbabwe:** The right to food is ensured in the new 2013 constitution. A food and nutrition security policy is now in place and provides a legal framework for a multisectoral and multi-stakeholder approach.

SUN Country Close-up

Vietnam recently passed two key pieces of legislation that protect and support breastfeeding: 1) the Advertising Law to ban the advertising of formula; and 2) paid maternity leave was extended to six months.

These legislative changes were the result of many partners and stakeholders from government, multilateral institutions and non-governmental organisations working effectively together. The process for protecting breastfeeding through legislation has multiple components, including the establishment and sustainment of partnerships, the development of an evidence base, as well as messages and audience-appropriate materials and consensus building.

Following approval and implementation of the advertisement law, the Government of Vietnam has initiated a revision of Decree 21, the national iteration of the International Code on the Marketing of Breast-Milk Substitutes to ensure that it is consistent with the articles in the advertisement law. In addition, the Ministry of Health has also included key Infant and Young Child Feeding and nutrition indicators as part of the national hospital certification criteria.



Learning and Innovation

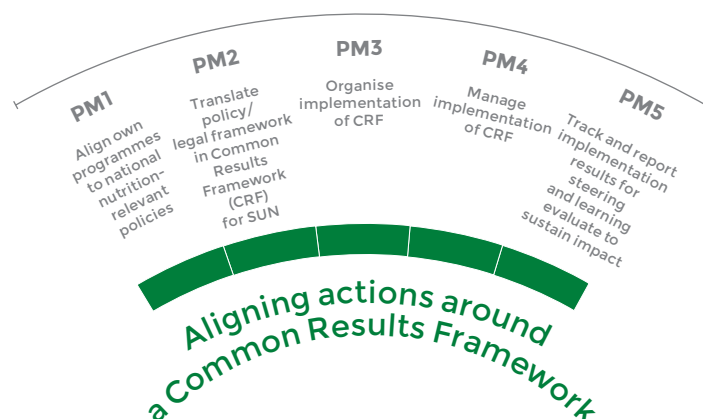
38. **The results of the 2014 monitoring of the SUN Movement's progress reveal that the longer countries are within the SUN Movement, the more likely they are to establish evidence-based nutrition policies and legislation that supports effective implementation.** Once a new national nutrition policy has been endorsed, there is a rapid adjustment of programmes in line with the new policies and associated legislation. As relevant policies and legislation are implemented, governments and other nutrition actors move quickly to ensure the widespread dissemination of policies to those who are required to implement them. They also tend to follow up with a focus on aspects of policy that need further attention and laws that need to be updated. This pattern is particularly evident in countries that have been in the Movement for more than two years. Additionally, SUN countries in Asia tended to report that they were more effective in disseminating policies, implementing legislation and monitoring progress than did countries in other parts of the world.
39. **There is increasing international recognition that women play a central role in ensuring nutrition justice for all.** However, most national policies pay relatively little attention to the significance of gender equality and women's empowerment as a determinant of people's good nutrition. The interests of women and the importance of gender equity still need to be fully integrated into the nutrition policies and plans of several SUN countries if the rate of improvement in people's nutrition is to be accelerated in line with global targets. There are examples of progress in some SUN countries: the government of **Kenya** is engaging the Ministry of Women's Affairs in the national multi-stakeholder platform for Nutrition. In **Ethiopia**, the Women's Army is engaged in the implementation of nutrition policies, and **Madagascar** has a Network of Women Parliamentarians for nutrition, and its Ministry of Population is promoting women's empowerment as a key strategy for improving nutritional outcomes.

Follow-up

40. **The community of practice for developing functional capacities for coordinated and effective SUN actions will be encouraged to explore options for intensifying the development of evidence-based policies.** The COP will also seek ways to support legislation that will contribute to people's good nutrition with a particular emphasis on policies that take account of the interests and needs of women. This will include a particular focus on the policies required to promote nutrition-sensitive and nutrition-enhancing actions within different sectors, an area that is likely to receive particular attention at the Second International Conference on Nutrition in November 2014.



2.4 Progress with Strategic Objective Three: Alignment of Actions Across Sectors and among Stakeholders



Description

41. **As the main vehicle for translating policy into action and results, national nutrition plans are vital elements of the effort to scale up nutrition.**

They should indicate:

- (a) The expected results and the roles to be played by different actors in achieving these results;
- (b) How actions within different sectors will become nutrition-sensitive and prioritise actions that tackle the major determinants of malnutrition;
- (c) The strategy for implementing these actions, the estimated costs to achieve them and the anticipated sources of funding;
- (d) How the alignment of different actors' programmes will contribute to achieving results at scale.

42. **The development of useful national nutrition plans depends on the effective engagement of different sectors of government, as well as the multiple actors who have the capacity to influence people's nutrition.**

Their engagement is best achieved if they organise their decisions, planning and actions around a single and agreed set of expected results (or common results). This set of expected results should:

- (e) Be based on the national goals and targets for people's nutrition; and
- (f) Reflect ways in which different sectors and actors can best contribute to the achievement of these targets and the results that they would expect to achieve through their individual and collective actions.

43. **Common results frameworks (CRFs) serve as the basis for useful and relevant nutrition plans, for effective systems to implement actions and for the different actors to be accountable to each other and to those who they seek to serve.** A CRF can assist with the joint planning of priority actions that will be undertaken by several different organisations in pursuit of expected results.

It can be used to show how and when different programmes are clustered together so that they operate in synergy.

44. **The use of a CRF at the national or local level can encourage the effective allocation of resources for good nutrition and reduce duplication or fragmentation of efforts.** As stakeholders become more familiar with the CRF, they are able to identify the actions in which there is underinvestment or programmes that have yet to perform at the expected level.

45. **As technical personnel from different government sectors and actors working outside government collaborate to establish a CRF, they can use it as the basis for developing and costing nutrition plans.** The CRF can also guide the development of systems to manage implementation and monitor progress.

SUN Country Close-ups

Yemen joined the SUN Movement in November 2012, after which the ministers of planning, health, agriculture and fisheries met regularly to develop their competencies and a CRF. With support from the UN Network, Yemen has been working since July 2013 to develop a multisectoral plan for nutrition. This has included reviewing the costed nutrition strategy, including the context analysis, in order to identify and enhance the potential for nutrition-sensitive interventions to benefit vulnerable individuals and households in addition to the nutrition-specific interventions already included. The recently updated CRF was developed with the full engagement of a multi-stakeholder group led by the Ministry of Planning and with technical assistance provided by the MQSUN. The costed plan now includes large-scale investment in all key sectors and aims to improve access to nutritious food, including animal and fish sources, drinking water, sanitation, hygiene, education and quality health and nutrition services. The plan recognises the crucial need for women's empowerment.



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Mali joined the SUN Movement in March 2011. The national nutrition policy that the government adopted in January 2013 under the leadership of the Ministry of Health covers 14 strategic axes and key priority interventions. Between July 2013 and April 2014, a multisectoral nutrition action plan was elaborated based on consultations with more than 100 people from various ministries and technical departments (health, agriculture, education, humanitarian action, family promotion), financial and technical partners, civil society and the private sector. This action plan was adopted by the National Council for Nutrition on 5 June 2014. The role of UN REACH and the UN System Network was pivotal in ensuring the timely finalisation of the costed plan, which also benefitted from the technical assistance of ICF International (a MQSUN partner).



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Achievements

46. **Twenty-one** SUN Movement countries now report that they have national CRFs in place, while **17** more countries are in the process of developing them (seven have started on this task since September 2013).
47. **Many SUN countries are moving on with the development or refinement of their nutrition plans.** *Twenty-three countries* have shared their nutrition plans with the SUN Movement Secretariat, and they were reviewed by experts from the Maximising Quality of Scaling Up Nutrition Network (MQSUN). Ten other countries have reported being in the process of doing their costing. Some countries request support to cost the activities that they plan to implement: there are often challenges with ensuring that once costs have been estimated¹⁵ they are incorporated into national and sub-national budgetary processes¹⁶.
48. **Five countries** report they have established nutrition multisectoral monitoring and evaluation systems or frameworks along with their plans, while 19 countries report being in the process of developing them.
49. **The SUN Movement Secretariat has also worked closely with Columbia University to refine methods for identifying potential nutrition-sensitive sector strategies that respond to the needs of households and communities whose members are at risk of malnutrition.** These approaches have been incorporated by multi-stakeholder platforms in Ghana and Yemen as they refine their CRFs.

¹⁵ Countries that have developed guidelines for national and decentralized budget allocation include, among others, Guatemala, Indonesia and Tanzania.

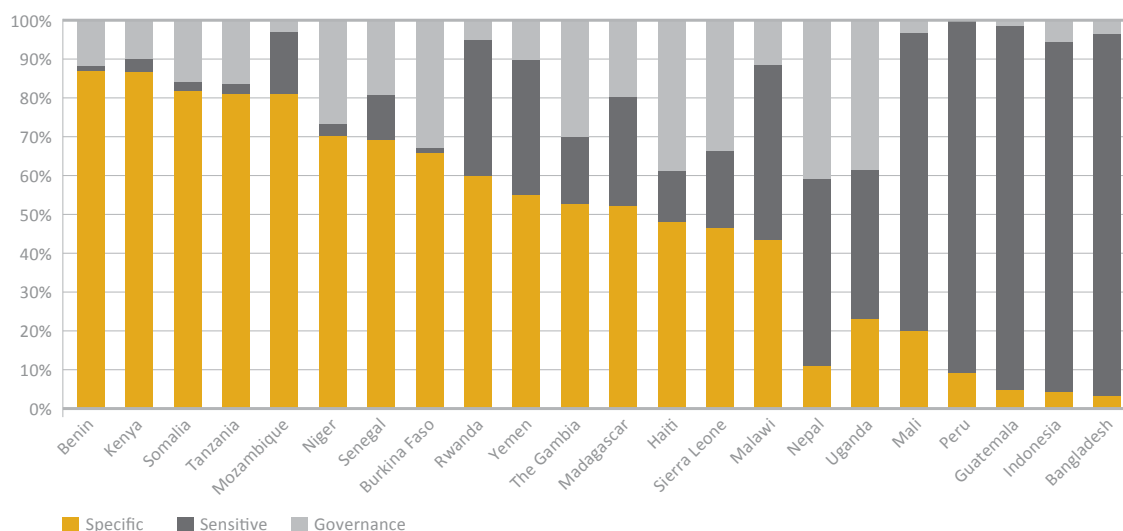
¹⁶ The cost itemization in national plans can differ significantly from the one in the budget formulation, posing significant challenges in tracking budget execution.

Learning and Innovation

50. **SUN country government focal points see the process through which a CRF is developed as a negotiation among key sectors.** An appreciation of the extent to which different sectoral strategies contribute to better nutrition outcomes requires an understanding of the ways in which underlying determinants influence nutritional outcomes. The process of developing a CRF is most successful if it takes place under the authority of the highest level of government, with clear directions given to all relevant stakeholders, a realistic timetable and a commitment by all to support the achievement of the agreed results as fully as they can, within their areas of responsibility.
51. **There are several challenges to this negotiation process.** These include:
- Ensuring that the thinking behind developing a CRF reflects the realities of people who are at risk of malnutrition and of the context within which they make choices about what to eat or how to use their time;
 - Ensuring that those developing the CRF have access to the best-possible evidence about the relative importance of different determinants of malnutrition;
 - Encouraging ownership of the CRF so that those who develop it actually use it to achieve the greatest-possible synergy from their efforts.
52. **While the development of a CRF is challenging, the 2014 SUN Movement monitoring exercise shows that SUN countries that have been in the Movement longest are more likely to be more advanced in using a CRF for the management of implementation and monitoring of progress.** Advanced tasks associated with this strategic objective¹⁷ are less commonly reported by MSPs from countries that joined the Movement after September 2012. These countries appear to be more focused on the basic tasks related to the establishment of a CRF and the organisation of systems for implementation.
53. **An agreed CRF supports those responsible for local-level implementation of national nutrition plans.** It is essential that recommendations captured in a national-level CRF be translated into prioritised local actions, reflecting nutritional determinants at local levels. The interests and needs of specific nutritionally vulnerable communities must be central to the response.
54. **The 2014 monitoring exercise also reveals some divergent views of progress in relation to alignment of actions and shared recognition of CRFs.** This reflects variations in the understanding among members of MSPs in SUN countries of what constitutes a useful CRF. These diverse understandings may change over time as members of MSPs negotiate with each other to deepen and strengthen their CRF. This may explain why there are variations in views about the CRF within the same country at different times¹⁸.
55. **Monitoring of progress between 2012 and 2014 reveals that the extent to which a CRF is used for planning, costing and the establishment of systems both for implementation and monitoring largely depends on the extent to which it is owned by members of the national MSP.** Those participating in its development need to embrace a shared vision and be in a position to commit to its implementation. They are then more likely to invest time and energy in supporting it and in using it to align their activities.
56. **Once a CRF has been established, stakeholders need to plan and cost activities to yield results. Engagement of different sectors in planning and costing is still limited.** As shown in the graph below, at least half of the costed plans analysed by the MQSUN support team reflect significant engagement by ministries of health with smaller-scale contributions from one or two additional line ministries. Plans with large nutrition-sensitive components indicate the inclusion of nutrition in national development agendas. They try to ensure that all people have year-round access to safe, affordable and nutritious food needed for full nourishment, made possible through a combination of appropriate choices, adequate income, accessible health care, drinking-water supply and education.

¹⁷ These include managing the implementation of the CRF and tracking and reporting implementation results and evaluating implementation in order to sustain impact.

¹⁸ For example, the MSP from Niger mentioned the 3N programme (les Nigériens nourrissent les Nigériens) as the CRF in 2012, but the 2014 SUN Movement monitoring exercise revealed that, in the view of MSP members, a fully functioning CRF has yet to be established.



57. **Many countries have requested help with developing and costing their plans and with improving their in-country capacities in these areas.** Initially, the SUN Movement Secretariat worked with the global networks to help them access expertise. The donor network proceeded with a major exercise enabling SUN countries to access expertise from the MQSUN consultancy consortium. At least five countries have been able to benefit from explicit assistance.
58. **Towards the end of 2013, representatives of 21 African countries met at the initiative of the UN System Network for Nutrition to share expertise in planning, costing and financial tracking.** This was the initial seed for a community of practice on planning, costing, implementing and financing multisectoral actions for improved nutrition. Through this COP, it has become evident that costing of national plans to scale up nutrition is most effective when:
- Cost estimates are based on explicit principles and assumptions that are accessible.** Costing needs to be undertaken in a way that enables all concerned to examine and replicate the underlying principles and assumptions. Assumptions and methodologies should be consistent across sectors in order to allow for a more equitable comparison of costs (and cost-effectiveness).
 - Targets for implementation and the costs of reaching these targets each year are clearly identified.** So far, the national nutrition plans of SUN Movement countries have tended to underestimate labour costs, recurring costs of utilities and existing investments. The current approach leads to an underestimation of the existing contributions to actions for nutrition by different sectors of government.
 - Cost estimates for governance (stewardship of nutrition) need to be made explicit.** The functions of government include convening all stakeholders, coordinating their engagement, providing strategic leadership and maintaining the shared ownership of planning and monitoring of implementation across sectors at the national and subnational level. Priority should be given to meeting the costs of governance across sectors so that mechanisms are available to reinforce multi-stakeholder efforts.
 - Cost estimates should incorporate expenditures by non-governmental actors, including those incurred by communities and households.** Food production, distribution and demand creation are largely business activities, and there is increasing recognition that business participation is important as part of a country-led, multi-stakeholder approach to addressing malnutrition. Food producers, businesses and consumers all have a role to play in discussions on planning and costing, assumptions need to be agreed across sectors on the type of activities and the unit costs to be included for purposes of transparency and replicability.

59. **Once plans have been developed and costed, stakeholders need to focus on implementation.** Effective implementation of national plans requires functioning information systems for nutrition. The challenges of establishing systems that provide the kinds of information that are required were discussed by the network of SUN country government focal points. The findings were reflected in the second **SUN In-Practice Brief on Information Systems for Nutrition**, which includes reports from six countries—Ethiopia, Madagascar, Namibia, Rwanda, Sri Lanka and Zimbabwe—sharing insights on how information systems are working, the data being collected and means of analysis and the interpretation and use of key findings. The SUN country government focal points all emphasized the importance of responding to the needs of decision makers by linking together existing systems for data collection and analysis, ensuring timely feedback to those responsible for programme implementation and to people who are at risk of malnutrition and who should benefit from efforts to scale up nutrition.
60. **Reports from SUN countries indicate that decision makers want to know whether investments in nutrition-related programmes are associated with changes in levels of malnutrition.** Information systems will enable officials in SUN countries to analyse and compare the potential effectiveness of different programme approaches in contributing to reduced levels of malnutrition. They will also enable comparisons between countries and permit cross-country assessments of the investments that have the greatest impact on children’s nutritional status.
61. **Governments in countries within the SUN Movement are exploring the best ways to track the progress and effectiveness of scaling up nutrition efforts across multiple sectors and with the involvement of different stakeholders.** Work under way to build a community of practice for the reliable monitoring of progress, evaluation of outcomes and demonstration of nutrition results is highlighting **recurring patterns** of four distinct and critical needs:
- Relevant information to foster accountability around the agreed CRF for nutrition (i.e. stakeholder mapping and monitoring tools, easy-to-read dashboards of trends based on key performance indicators);**
 - Database technologies** to make sense of information from multiple sources;
 - Timely and reliable information through **strengthened systems for quality data collection and management (including opportunities presented by mobile technology);**
 - Building capacity on cross-sectoral data analysis, interpretation, presentation and use** (including support in building subnational analytical capacity to triangulate and interpret data within specific and relevant contexts).



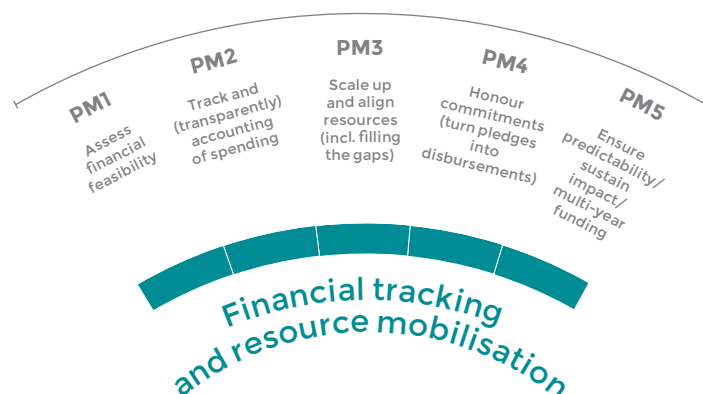
Figure XX: Management cycle of multi-sectoral actions for improved nutrition.

Follow-up

62. **The experience of SUN countries to date demonstrates that planning, costing, implementing and financing around a common results framework is part of a continuous process that requires sustained interactions by multiple stakeholders at different times and levels.** This process is based on a clear understanding of the role played by each stakeholder according to its own capability and area of expertise.
63. **National and regional costed plans, which provide generic recommendations in line with existing policies, strategies and laws are necessary but not enough to ensure effective implementation.** When planning for action, recommendations will need to be further prioritised, tailored and budgeted according to the specific context and needs. Transparent budget formulation, execution and accounting require effective local-level consultations between implementing agencies and communities.
64. **The establishment of the community of practice on planning, costing, implementing and financing multisectoral actions for improved nutrition is helping link together SUN countries, networks and scientific experts in ways that establish a shared understanding of the emerging key issues.** Work under way to build a community of practice on the reliable monitoring of progress, evaluation of outcomes and demonstration of nutrition results is establishing similar linkages and creating opportunities for donor partners to support the development of information systems that meet the needs of decision makers.



2.5 Progress with Strategic Objective Four: Increased Resources for Nutrition and Demonstration of Results



Description

65. **This strategic objective focuses on the efforts of national governments and multi-stakeholder platforms to mobilise increased financial resources.** These are directed at the implementation of national nutrition plans by multiple sectors and stakeholders in a coherent and aligned manner, addressing shortfalls and demonstrating results.

Achievements

66. **Twelve countries report the establishment of budget lines specific to nutrition in the general budget and six in the budgets of sectoral ministries.** Several countries report that domestic investments in nutrition have increased, though the volume of increase is not easy to determine, as investments in nutrition-sensitive strategies for health, water and sanitation, food and agriculture, education or women's empowerment may well not be labelled as "nutrition". This makes the tracking of funds budgeted for nutrition, as well as expenditures, particularly difficult.
67. **A methodology to increase accountability and improve the tracking of development assistance for nutrition has been agreed by senior officials of agencies in the SUN Movement donor network.** This major achievement has, for the first time, enabled donors to develop a report that sets out the resources they have provided for nutrition-specific interventions and nutrition-sensitive sector strategies. The numbers for calendar years 2010 and 2012 show increases of 24 per cent and 12 per cent, respectively¹⁹.
68. **Pilot studies to track development assistance spending within countries is being considered by those participating in the community of practice for planning, costing, implementing and financing multisectoral actions for improved nutrition.** The Donor Network will look specifically at their own disbursements at the national level. More broadly, efforts are now being explored to track spending by non-governmental organisations as a complement to the tracking of donor spending.

¹⁹ The numbers exclude spending by the United States Government, which uses a different methodology.



© MIDIS Peru



FEATURE:

SUN Donor Network Resource Tracking

Background and Aim of the Resource Tracking Exercise

In 2013, a SUN Donor Network working group on resource tracking developed a common methodology for tracking financial investments in nutrition to increase accountability and improve tracking of external development assistance for nutrition. The exercise was rooted in a decision by the SUN Senior Officials Group (January 2012) to find an improved way to track nutrition resources, primarily those resources allocated through other sectors.

Presently, the OECD DAC sector code for nutrition (12240) falls under health and is primarily used for direct nutrition interventions, as there is no common, agreed-upon approach to track resources for “nutrition-sensitive” development assistance, which aims to leverage investments in other sectors to do “something different” for nutrition. Efforts to improve nutrition in other sectors such as food security, agriculture and social protection are often not counted as nutrition investments, even if nutrition actions are incorporated. This omission results in two problems: 1) an inaccurate estimate of investments allocated towards nutrition; and 2) no incentive to innovate or identify opportunities to incorporate nutrition into activities in other sectors.

Evidence on nutrition has moved forward significantly since the 2008 *Lancet* Series on maternal and child undernutrition, and there is now consensus about the key effective nutrition interventions. In June 2013, the *Lancet* released a new maternal and child undernutrition series, providing additional evidence that reinforces the importance of scaling up both direct nutrition interventions and nutrition-sensitive actions, in line with what countries in the SUN Movement have learned.

The SUN Donor Network resource tracking working group, chaired by Canada and the European Commission, developed a methodology over the course of 2013 that includes a decision to use the OECD DAC code for nutrition (12240) to reflect spending on direct nutrition, despite its limitations, and to focus on developing a manual approach to quantifying nutrition-sensitive spending. The methodology was approved by the SUN Senior Officials Group in December 2013.

The methodology for calculating nutrition-sensitive investments is complex. As there is no single sector code for nutrition-sensitive programmes, a list of codes that relate to nutrition was combined with keyword searches to identify programmes that warranted further investigation. Each programme that *might* be nutrition-sensitive was manually assessed by checking project documents. The donor methodology states that investments can only be classified as nutrition-sensitive if a project includes a nutrition objective or indicator, contributes to nutrition-sensitive outcomes and aims to improve nutrition for women, children or adolescent girls.

Findings

For 2014, SUN Donor Network members have reported on nutrition spending (USD) for calendar years 2010 and 2012 (commitments and disbursements)ⁱ. 2010 provides the baseline for when the SUN Movement began; and 2012 provides a comparative year. Nine bilateral donors (Australia, Canada, France, Germany, Ireland, Netherlands, Switzerland, United Kingdom, United States), the European Commission, two foundations (the Bill and Melinda Gates Foundation, the Children’s Investment Fund Foundation) and the World Bank participated in this exercise, although the US has applied a different methodologyⁱⁱ.

Two categories of investments were reported on:

- Nutrition-specific (DAC code 12240); and
- Nutrition-sensitive (methodology applied).

Amounts in USD (\$1000s) - based on exchange rates used by the Organisation for Economic Co-operation and Development-Development Assistance Committee (OECD-DAC)

DONOR	Category 1: Nutrition Specific				Category 2: Nutrition Sensitive			
	2010		2012		2010		2012	
	Commitments ²⁰	Disbursements	Commitments	Disbursements	Commitments	Disbursements	Commitments	Disbursements
AUSTRALIA								
TOTAL:	-	6,672	-	16,516	-	49,903	-	114,553
CANADA²¹								
TOTAL:	61,280	98,846	163,118	205,463	49,053	80,179	76,948	90,171
EUROPEAN UNION²²								
TOTAL:	67,060	50,889	24,075	8	425,917	392,563	543,883	309,209
<i>Development:</i>	67,060	50,889	24,075	8	95,536	62,182	240,066	81,346
<i>Humanitarian:</i>	-	-	-	-	330,381	330,381	303,817	227,863
FRANCE								
TOTAL:	3,585	2,895	4,737	3,852	23,340	23,003	27,141	27,141
GERMANY²³								
TOTAL:	4,550	2,987	1,687	2,719	19,104	18,856	37,951	29,139
IRELAND²⁴								
TOTAL:	7,691	7,691	7,565	7,565	34,806	34,806	45,412	45,412
NETHERLANDS								
TOTAL:	4,487	2,661	36,314	4,007	381	2,484	80,674	20,160
SWITZERLAND²⁵								
TOTAL:	-	-	-	-	23,976	21,099	43,733	28,800
UNITED KINGDOM								
TOTAL:	20,762	39,860	12,925	63,127	164,992	302,215	246,065	412,737
<i>Development:</i>					68,068	146,140	95,778	253,192
<i>Humanitarian:</i>					96,924	156,075	150,287	159,545
UNITED STATES²⁶								
TOTAL:	414,730	(8,820)	339,879	63,380	3,259,518	TBD	3,157,153	TBD
BILL AND MELINDA GATES FOUNDATION								
TOTAL:	19,540	50,060	49,960	80,610	23,330	12,320	18,560	34,860
CHILDREN'S INVESTMENT FUND FOUNDATION²⁷								
TOTAL:	6,402	980	36,996	5,481	-	-	-	-
WORLD BANK								
TOTAL:	54,513	61,160	248,171	21,873	1,928,471	-	852,750	-

²⁰ All donors reporting to OECD DAC use the definitions for commitments and disbursements set out in paras 90-98 of the CRS reporting directives at [http://www.oecd.org/dac/stats/documentupload/DCD-DAC\(2013\)15-FINAL-ENG.pdf](http://www.oecd.org/dac/stats/documentupload/DCD-DAC(2013)15-FINAL-ENG.pdf). Multi-year projects may be committed in one year but disbursed over several years. There is some variation in how disbursements against multiannual commitments are reported. For example, the EU 2012 disbursement figure represents all disbursements made against their 2012 commitments, regardless of the year in which they are disbursed. All other donors have reported the total of their disbursements in 2012, including disbursements against commitments made in previous years.

²¹ The commitment reflects the total amount reserved for this investment. In order to determine if the amount committed is fully disbursed, disbursements for each year of the investment would need to be reviewed.

As in Canada multiple codes are used to classify investments, a small proportion of the budget for nutrition sensitive investments may be captured in the nutrition specific total. As such, these investments would not have been considered for the nutrition sensitive figures.

²² The N4G baseline covers European Union (EU) commitments only. The EU commitments are firm agreements with a partner that entail a particular budget. The reported disbursements of years 2010 and 2012 correspond to the sum of the payments made on the commitments on years 2010 and 2012 only. For humanitarian assistance, commitments are disbursed within a period of maximum 24 months.

²³ The N4G-relevant baseline covers BMZ commitment only: nutrition-specific commitments (2010)—USD 1,766; and nutrition-sensitive commitments (2010)—USD 19,104. The totals for Germany do not include humanitarian assistance.

²⁴ Ireland operates a cash year, so commitments are equal to disbursements.

²⁵ These figures for Switzerland are provisory. They include a significant proportion of nutrition-sensitive investments accounted for under "humanitarian aid" in the DAC Creditor Reporting System, such as in-kind provision of Swiss dairy products.

²⁶ For the US Government, disbursement data as reported under DAC code 12240 represents only a portion of total disbursements for nutrition specific investments and does not include nutrition investments in HIV/AIDS or school feeding. Also for the USG, data in the new area of nutrition sensitive investments is not currently available; the USG is developing a method for tracking these investments.

²⁷ Both CIFF commitments and disbursements have been included in terms of contracted (or transferred) amounts for a single year; historically CIFF did not enter into multi-year contracts.

SUN Donor Network: Investments in Nutrition, 2010 and 2012 Reporting

The numbers indicate an increase in spending from 2010 to 2012 for both categories. Total nutrition-specific investments (disbursements) among reporting donors increased from USD 325 million (2010) to USD 411 million (2012), representing 27%. For nutrition-sensitive investments, there was an increase from USD 937 million (2010) to USD 1.1 billion (2012), representing 19%. This total excludes the US figures, which used a different methodologyⁱⁱⁱ.

Investments in nutrition seem to be on a positive upward trend. With analysis only available for two years, however, it is not possible, at this point, to reach any definitive conclusions.

Challenges

As expected, the SUN Donor Network faced several challenges^{iv} with the application of the methodology and recognises its limitations^v. For example:

- Stringent nutrition-sensitive criteria sometimes excluded projects that were clearly nutrition-sensitive due to their lack of focus on actions “aimed at individuals” (e.g. advocacy and research, nutrition tracking systems, nutrition products);
- An inefficient keyword search that failed to identify significant additional spending^{vi};
- Variability among donors in the size, number and type of components within projects and whether these projects should be classified as nutrition-specific only, sensitive or have relevant portions allocated to each category. Given the wide range of challenges and unique reporting approaches of individual donors, no standard approach was applied; however, donors agreed to ensure that such projects are not double-counted and to maintain consistency in the application of the methodology.

Although partially mitigated by a detailed methodology with stringent criteria for inclusion, the approach is subjective. Furthermore, participating donors are different in their objective, organisational structure and tracking and reporting mechanisms, and therefore it is inherently challenging to create a single reporting methodology that can be universally applied.

Outcomes and Implications for the SUN Movement

This methodology represents an approach for donors to track external nutrition development assistance in a transparent, consistent/comparable manner. Improved tracking of donor spending on nutrition is important not only for accountability purposes but also to measure progress in mobilising resources and to improve the quality of nutrition aid by highlighting gaps and inspiring changes to investments in other sectors in a way that will impact nutrition outcomes. Despite methodology limitations, the Donor Network feels this is a significant step forward on tracking resources and developing a common approach.

Moving forward

The SUN Donor Network has already discussed possible revisions to the methodology: for example, potentially developing descriptions to clarify what classifies as a nutrition objective or indicator and a standardised list of types of objectives, outcomes, indicators and activities that are nutrition-sensitive to avoid inconsistent classification.

Due to the resource-heavy and time-consuming nature of the exercise, donors have also begun to discuss the sustainability of the endeavour and ways to make the process more manageable, including potentially altering the frequency of reporting from every year to alternate years.

Donors have also discussed how they can use the data to discuss the specifics of how to work together to make investments in other sectors more sensitive to nutrition.

The SUN Donor Network plans to present some of the data by country in the first Global Nutrition Report to be launched in November 2014. The Independent Expert Group working on the Global Nutrition Report will review the data before publication and may make suggestions for how to improve the methodology.

ENDNOTES

ⁱ Please see SUN DONOR NETWORK Methodology and Guidance Note to Track Global Investments in Nutrition.

ⁱⁱ The US Government was not able to follow this methodology due to the disproportionately large burden of personnel time that would be required to complete this exercise. Instead, the development of the USG nutrition-specific and -sensitive budgets was a collaborative effort and included participation by the US Agency for International Development, the Millennium Challenge Corporation and the Departments of State, Treasury and Agriculture. Based on nutrition-specific and nutrition-sensitive definitions consistent with the 2008 Lancet series, departments and agencies analysed programmes to identify resources attributable to nutrition-specific or nutrition-sensitive interventions. For nutrition-specific programming, the following funding streams were considered: USAID Development Assistance; USAID Economic Support Fund; USAID Global Health Programs; USAID Community Development Funding; USAID Food for Peace Title II/Community Development Resilience Fund; USAID Food for Peace Title II/Emergency; USAID International Disaster Assistance; Millennium Challenge Corporation; State: Global Health Programs (PEPFAR); Treasury: Global Agriculture and Food Security Program (GAFSP).

Departments and agencies also provided descriptions of activities being identified as either nutrition-specific or nutrition-sensitive to accompany resource tables. Programmes were then further reviewed by technical experts and policymakers to ensure that resources were fully consistent with the definitions.

The definitions, consistent with the Lancet 2013 Maternal and Child nutrition series, are:

Nutrition specific:

- Interventions or programs that address the immediate determinants of fetal and child nutrition and development—adequate food and nutrient intake, feeding, caregiving and parenting practices, and low burden of infectious diseases
- Examples: adolescent, preconception, and maternal health and nutrition; maternal dietary or micronutrient supplementation; promotion of optimum breastfeeding; complementary feeding and responsive feeding practices and stimulation; dietary supplementation; diversification and micronutrient supplementation or fortification for children; treatment of severe acute malnutrition; prevention and management; nutrition in emergencies

Nutrition sensitive:

- Interventions or programs that address the underlying determinants of fetal and child nutrition and development—food security; adequate caregiving resources at the maternal, household and community levels; and access to health services and a safe and hygienic environment—and incorporate specific nutrition goals and actions
- Nutrition-sensitive programs can serve as delivery platforms for nutrition-specific interventions, potentially increasing their scale, coverage, and effectiveness
- Examples: agriculture and food security; social safety nets; early child development; maternal mental health; women's empowerment; child protection; schooling; water, sanitation, and hygiene; health and family planning services

ⁱⁱⁱ Please see endnote ii above.

^{iv} Additional to the challenges listed, the following were also encountered:

- It was of interest that many programmes had nutrition analysis in the context or in the language of the project description, but it did not follow through to programme design and monitoring, suggesting that a key word search alone would be less accurate.
- It should also be noted that many programmes had one objective covering nutrition-specific work but nutrition did not always cut across other objectives; thus, the sensitive category is a combination of broader programmes with direct nutrition components as well as truly nutrition-sensitive investments that aim to do something differently.
- There are also problems with classifying all funding coded to Basic Nutrition as nutrition specific, as the definitions of the sector code and accepted interventions do not match.

^v In addition to the limitations raised, the following needs to be noted.

- This reporting does not capture core funding for UN agencies and IFIs, which support many nutrition programmes. Further, with non-governmental organizations and SUN countries also committed to reporting on their investments in nutrition, the resource tracking work presented here is just one piece of a broader picture. In addition, this was a retrospective exercise and does not include any projections or planning figures for countries, donors or others.

^{vi} Suggestions have been made to exclude this step and expand the CRS code.

Learning and Innovation

69. **While many in-country stakeholders report being able to regularly track their own spending, financial information is not shared within the multi-stakeholder platforms.** Hence, governments do not know how much development partners are spending for nutrition and vice versa. This is mostly due to the current lack of a common framework (language) to identify, categorise and attribute spending for nutrition and track changes over time.
70. **However, there are several positive signs of progress in this area.** When governments bring their countries into the SUN Movement, one of their first actions is to strengthen coordination mechanisms and broaden the membership of multi-stakeholder platforms (MSPs). Establishing these coordination mechanisms seems to take between one and two years. Once they are functioning, they increasingly focus on tasks to be undertaken collectively for scaling up nutrition. The MSPs of countries that have been in the Movement for more than two years assess that they are more likely to focus on financial-tracking and resource-mobilisation tasks than those that have been in the Movement for less than two years. More analysis is needed to appreciate the stimuli for MSPs to focus effectively on the alignment of expenditures, on systems to account for funds spent, on the mobilisation of additional resources and on demonstrating the success of efforts to scale up actions for nutrition.
71. **Results of the 2014 monitoring exercise suggest that MSPs are prepared to focus on assessing the feasibility of financing their plans and on the tracking of resources for which they are responsible quite soon after joining the movement.** This finding needs additional study during the 2014 Global Gathering, as further agreement on what constitutes an assessment of financial feasibility is required. However, **six countries²⁸** reported advancements in tracking of nutrition spending, as well as alignment of resources. These are all countries that joined prior to September 2012.
72. **The MSPs and individual in-country networks tend to differ in their assessments of the extent to which different tasks under Strategic Objective 4 have been undertaken.** Both the UN and civil society networks within several countries indicate that they are moving forward with their assessment of the financial feasibility of plans and of their systems for tracking resources, though this does not appear to be reflected in the collective assessments of the multi-stakeholder platforms. Such differences suggest that much more needs to be done to support the role of governments in coordinating activities related to resource tracking and mobilisation. The need for greater coordination is emphasised by the relatively low scores given for tasks associated with tracking and alignment of resources. This may also explain why there has generally been relatively little progress in many countries with efforts to align implementation of actions around an agreed common results framework (see the assessments of Strategic Objective 3 above).
73. **The MSPs in 11 countries²⁹ have concluded that one task where they are making good progress is the disbursement of funds that have been pledged for scaling up nutrition.** MSPs in the Côte d'Ivoire, Peru and Uganda report that multi-year funding for nutrition is in the process of being secured.
74. **Comparisons of progress in relation to all four strategic objectives within individual countries suggest that tasks related to Strategic Objective 4, specifically the tracking of funding for nutrition and the mobilisation of additional resources, needs to be preceded by progress with Strategic Objectives 1, 2 and 3.** It is inferred that advancement in relation to Strategic Objective 4 appears to be influenced by the extent and speed of success with the achievement of these preceding strategic objectives. This thesis should be examined at the 2014 Global Gathering.

²⁸ Bangladesh, Ethiopia, Madagascar, Malawi, Nepal and Peru.

²⁹ Bangladesh, Burkina Faso, Chad, Ethiopia, The Gambia, Malawi, Nepal, Peru, Rwanda, Senegal, Sri Lanka.

SUN Country Close-ups

Guatemala

Guatemala recently put in place a system that allows the tracking of domestic and external expenditure on nutrition and also monitors the impact of interventions associated with the implementation of the national Zero Hunger Plan. In 2011, the country developed an integrated Food Security and Nutrition Budget linked to the Zero Hunger Plan with a focus on the 1,000-days window of opportunity. One year later, financial investments were monitored on a monthly basis, the results of which were integrated into the national Integrated Accounting System (SICOIN), the official system that tracks the execution of the national public budget in the country. In 2014, different tools were developed in order to visualise the linkage between sectoral budgets and expected development targets. This allowed the government to verify budget execution and monitor progress in achieving nutritional targets both at the national and at the local level. The setting up of departmental and municipal Food Security and Nutrition Commissions and their institutional strengthening has been key in defining clear targets and agreeing budget allocations at the local level. It has also aided efforts to regularly monitor progress in programme implementation and budget execution.



Zambia

Some countries in Africa are putting in place funding mechanisms that facilitate donor alignment to national nutrition priorities and plans. This is the case of Zambia, which has developed a Nutrition Trust Fund that is already in the implementation phase. Four line ministries and the National Food and Nutrition Commission have signed grants to implement nutrition interventions. Non-governmental organisations can also apply for grants and have already submitted proposals for funding. The fund is initially financing interventions in two districts in which risk assessments have been conducted and will likely expand to other districts.



Follow-up

75. **The SUN Movement community of practice on planning, costing, tracking and implementing multi-stakeholder actions for nutrition is presently developing methods for tracking domestic resources allocated for, and (wherever possible) spent on, nutrition.** The first step was a study of publicly available national budgets in order to appreciate the wider fiscal context within which different sector strategies are being implemented by national governments. This indicates the potential funds within each sector that could be classified as “nutrition-sensitive”. If the national budget is disaggregated, the financial envelope for nutrition-sensitive programming can be assessed with greater precision. The national budgets of 28 SUN countries have been reviewed, but the analysis indicates that, in many cases, there is limited detail.

76. **The emerging community of practice on planning, costing and tracking implementation will also establish an approach through which governments may be able to track trends in their budgetary allocations for nutrition using the national budgets as a point of entry (see the three-step methodology described in the box below).** Establishing this approach will involve agreements among multiple actors on budgetary categories, on data sources to be used, on the documentation of analyses and on ways in which results will be presented (indicating what the budget estimates do and do not cover). The main objective for 2014-2015 is to establish a methodology in order to enable countries to track historical trends.

Three Steps for SUN Countries to Track Domestic Resources for Nutrition:

.....

- Step 1:** Identify the relevant programmes in key ministries using a keyword³⁰ search throughout the published national budget.
- Step 2:** Assess whether the programmes identified in key ministries fall into the categories of “nutrition-specific” or “nutrition-sensitive” investments. Nutrition-specific budget allocations will usually be those spent within a designated nutrition programme. To be nutrition-sensitive, a programme would need to address underlying causes of malnutrition and be assessed as yielding benefits for populations that are most vulnerable to being malnourished (including children and women). If a common results framework has been developed, it should be used to help sector specialists or members of MSPs decide which programme budgets should be included³¹.
- Step 3:** Attribute a percentage of the allocated budget to nutrition. One hundred per cent of the amount should be allocated in the case of programmes that have been categorised as “nutrition-specific”, while 25 per cent of the amount would be allocated in the case of programmes that have been categorised as “nutrition-sensitive”³².

77. **It is anticipated that, within the next year, the governments of several SUN countries will have attempted to use the agreed methodology for assessing the extent of the national budget that is allocated for nutrition as a baseline for comparison over time.** The governments of some of these countries may also attempt to go further and monitor trends in allocated investments, the effectiveness of programme implementation and changes in the prevalence of malnutrition within different populations. These efforts will be more easily undertaken if there is close cooperation between the emerging communities of practice within the SUN Movement.

³⁰ A list of keywords was tested by the consultants working with this COP: it is currently being finalized.

³¹ A list of nutrition outcomes has been shared and is consistent with the one agreed by the SUN Donor Network.

³² This is consistent with the attribution agreed by the Donor Network for programmes categorized as “nutrition-sensitive”.



2.6 Social Mobilisation, Advocacy and Communication

Description

78. **Discussions during the two monthly meetings of the network of SUN country government focal points and the 2013 Global Gathering revealed the significance that SUN country government focal points and multi-stakeholder platforms attach to effective social mobilisation, advocacy and communication to support progress with all four of the SUN Movement strategic objectives.**

The numerous examples of imaginative social mobilisation activities, the interest expressed by SUN country government focal points in accessing communications materials developed by others and the importance attached to advocacy as a means to sustain political commitment, to engage new actors and to mobilise resources has encouraged the SUN Movement Secretariat to establish a community of practice in this area. This has not proved to be straightforward given the unique nature of the SUN Movement, the range of mandates among different actors in the Movement and the specificities of different national and local settings. The steps involved in establishing this COP are described in Annex 3 of this report.

Achievements

79. Comprehensive strategies for social mobilisation, advocacy and communication (SMAC) have been established in **11**³³ SUN Movement countries: these are often used both by governments and by other actors that support the scaling up of actions for nutrition. Parliamentarians have been actively advocating for scaling up nutrition (including setting up networks with specific advocacy objectives) in **16** countries (with plans underway in nine more countries). Country-specific advocacy tools have been developed within **15** countries to raise senior decision makers' awareness about nutrition. These include PROFILES, a data-based approach to nutrition policy development and advocacy; the Cost of Hunger in Africa Study led by the African Union and the NEPAD Planning and Coordinating Agency, and the RENEW Project (Reenergizing Nutrition—Expanding Worldwide), which develops and delivers dynamic multimedia presentations to engage global partners and country-level policymakers and leaders in selected countries.

³³ Out of 42 countries for which data are available.

SUN Movement Website and Communications: Support for Movement - wide efforts to Share Experiences in Scaling up Nutrition

The SUN Movement's multilingual website (www.scalingupnutrition.org) is continually being updated to reflect developments from SUN countries and across the Movement. For the year up until 30 September 2013, there were, on average, 10,087 users per quarter. This has improved since, with the website receiving an average of 62 per cent more users per quarter. Its continued growth illustrates the importance of the website as a key point of access for the SUN Movement. Navigation features and usage functions are continually reviewed and improved to better tailor the Movement's growing audience. The website continues to grow as a portal to share and learn about scaling up nutrition.

Through social media, the SUN Movement has gained traction with 3,666 followers as of August 2014 (versus 1,058 in August 2013) and 987 Facebook page likes (versus 466 in August 2013). The SUN Civil Society and Business Networks at both the global and national level have opened Twitter and Facebook accounts and are highly engaged with discussions in these fast-moving forums.

In July 2014, a webinar to share experiences with protection of breastfeeding in Asia was facilitated by the United Nations Children's Fund (UNICEF) and Alive & Thrive. More than 100 participants from eight SUN countries in Asia took part. Two country presentations – from Vietnam and Sri Lanka – were followed by a lively discussion. The webinar assisted SUN countries in identifying gaps and requirements for support for their policies and programmes related to the protection of breastfeeding.

New communications materials have been developed to strengthen the identity of the Movement and encourage increased sharing and learning. Two new series of briefings were launched in 2014. The *In Outline* series provides an insight into various parts of the Movement and the *In Practice* series collates examples from within SUN countries to describe different thematic areas. These themes are based on SUN country requests for more information to support their efforts in scaling up nutrition.



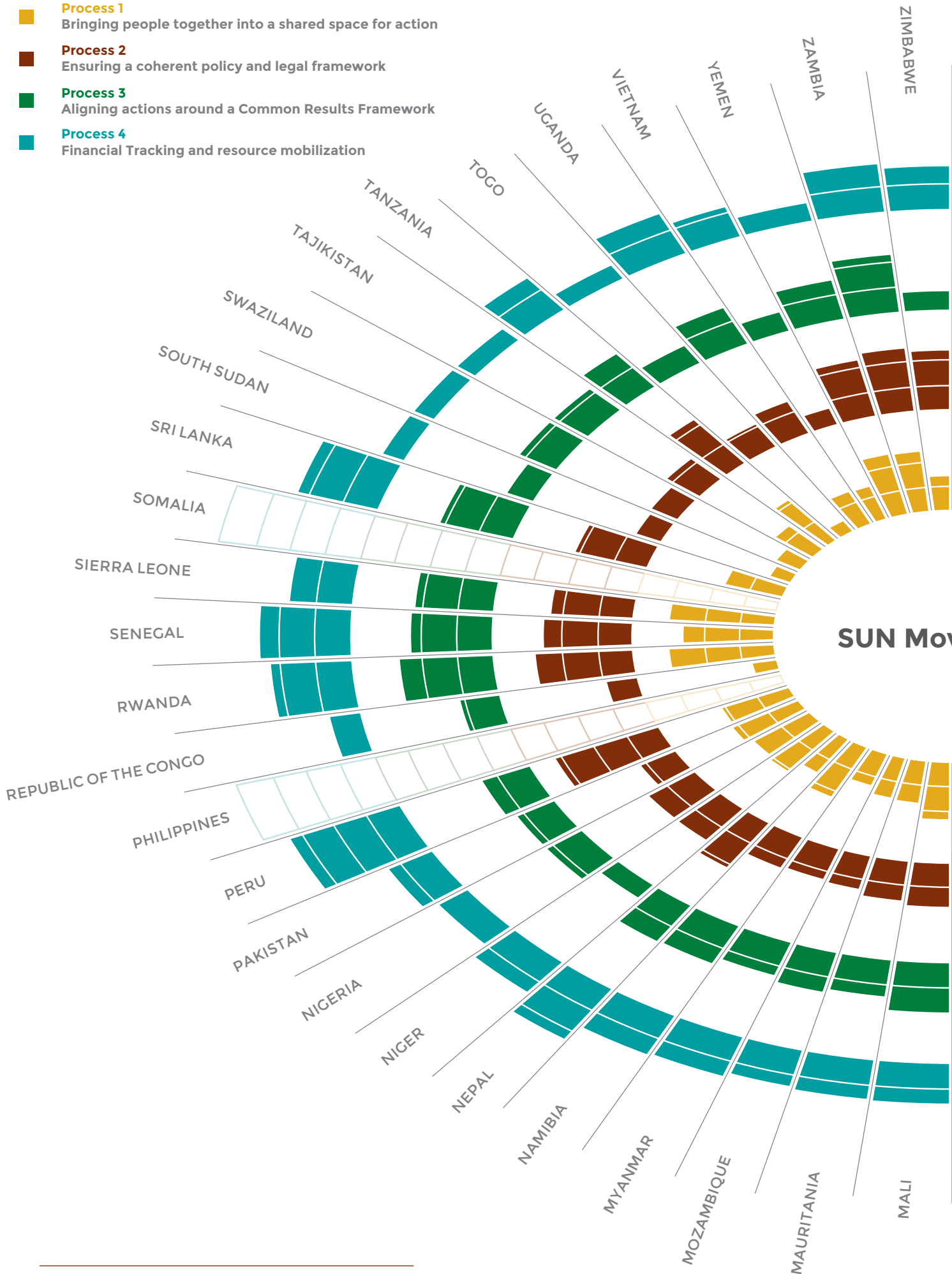
Follow-up

80. **The community of practice on social mobilisation, advocacy and communication will be launched in the second half of 2014 with the support of the SUN Movement Secretariat and an increasing number of organisations that are committed to supporting the Movement's work and personality.** It will be a major focus during the November 2014 SUN Movement Global Gathering. The work of this emerging COP is supported by a range of printed materials in multiple languages that promote the concept of multi-stakeholder movements to scale up nutrition in an effective and accountable manner³⁴. The SUN Movement website continues to serve as a regularly updated source of information and to provide resources and examples of social mobilisation, advocacy and communications undertaken within SUN Movement countries, as well as in the Movement's various networks. This increasing focus on promoting movements for nutrition responds to suggestions made by members of the SUN Movement Lead Group during its meetings in 2013 and the inspiration provided by the Nutrition for Growth Event and Global Days of Action in 2013 and 2014.
81. The following chapters describe the dedicated support that is being galvanised by the four networks of donors, civil society, United Nations and business, and examine the four emerging communities of practice in closer detail.

³⁴ Including the new logo which stresses the three words ENGAGE, INSPIRE and INVEST

2014

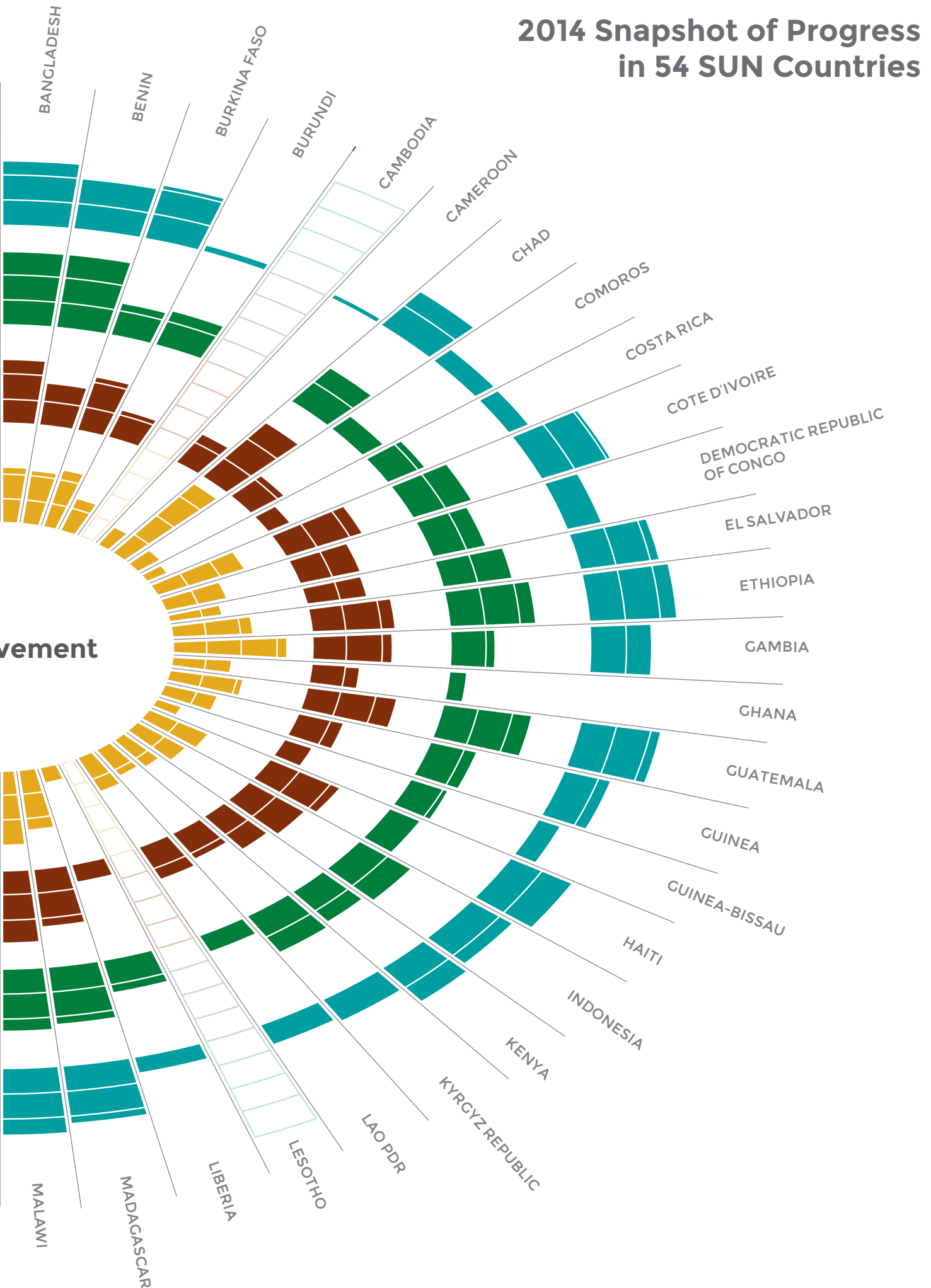
- Process 1**
Bringing people together into a shared space for action
- Process 2**
Ensuring a coherent policy and legal framework
- Process 3**
Aligning actions around a Common Results Framework
- Process 4**
Financial Tracking and resource mobilization



This graph includes all countries that joined the SUN Movement by August 2014

2014 Snapshot of Progress in 54 SUN Countries

Development

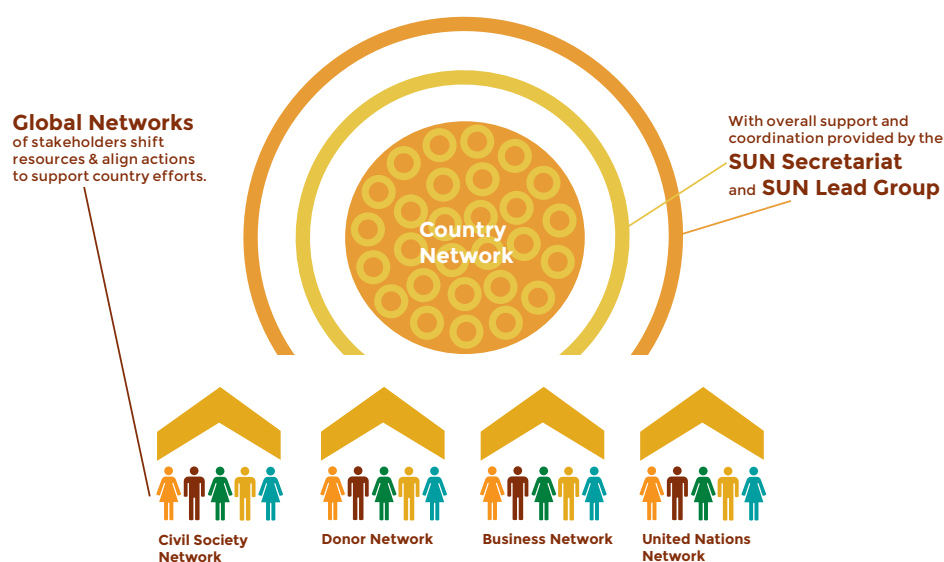




CHAPTER

3

Chapter 3: Mobilising Global Support for Effective Joint Action



82. **Just as membership of the Movement encourages behavioural change in countries, it also promotes changes in the behaviour of actors from within the global SUN networks.** At the country level, members of the SUN networks support their respective national governments by participating in multi-stakeholder platforms and aligning their activities behind national objectives through common results frameworks. The main purpose of the networks at the global level (Civil Society, Donor, United Nations System and Business) is to increase the capacity of their members for supporting SUN countries as they scale up nutrition. In addition, changes in policies and ways of working at the global level can have a significant impact on the behaviour of those within the global networks and on how countries are supported at the country level.
83. **Each network is autonomous: the evolution of the networks has been influenced by the focus and culture of the stakeholders within them.** The networks differ in terms of size, the level of formal interactions between their members and the ways in which they engage with the SUN Movement at the global and country levels. This has led to differentiated levels of progress across the networks. In 2014, the facilitators of the four networks reported that each was firmly established and was actively engaging, in a coordinated manner, within the SUN Movement. In addition, the network facilitators have indicated that there has been sustained progress in terms of advocacy for nutrition on the global stage.
84. **The progressive evolution in the contributions of the global Civil Society, Donor, Business and UN Networks to the Movement is reflected in eight progress markers that describe ways in which the networks support the achievement of the four SUN strategic objectives within SUN countries³⁵.**

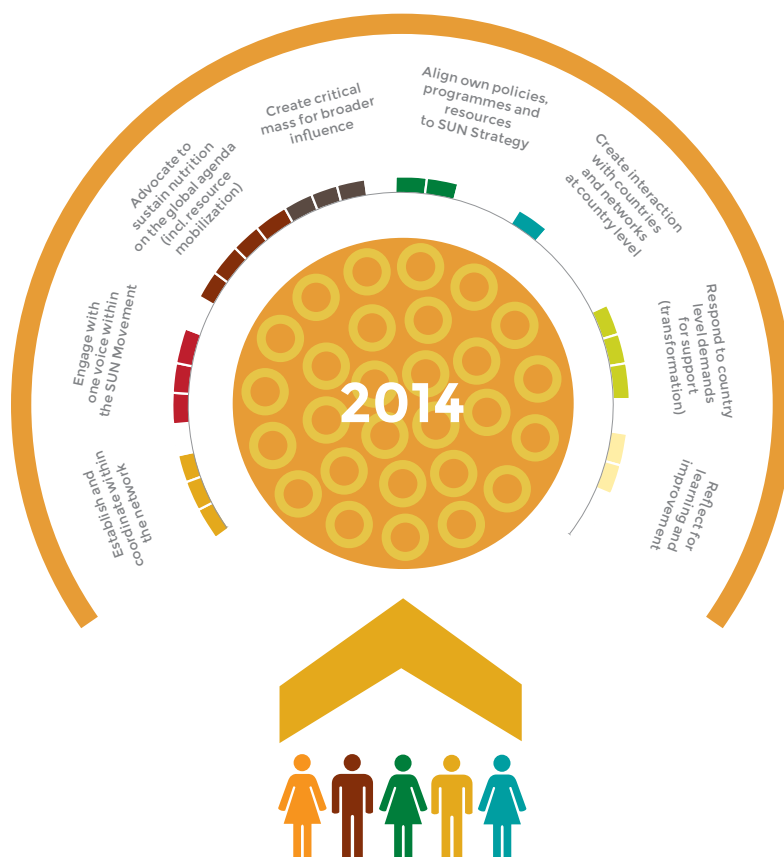
³⁵ While the global SUN networks form an integrated part of the SUN Movement, they were considered as separate actors from their country-level representations for the 2014 SUN Movement monitoring exercise, given their distinct contributions to the Movement.

SUN Networks' Progress Across Four SUN Processes



85. **The global SUN Movement networks display a remarkable similarity in terms of where more work is needed.** All networks have indicated that there is substantial scope for improvement in how their members are aligning their policies to deliver on the objectives of the SUN strategy and are establishing improved interaction between the global and country networks. It could be argued that these are linked: in order to deliver meaningful change for SUN countries, global commitments must be implemented at the country level. This effort to institutionalize the SUN approach within the networks remains a work in progress: it is an area for renewed attention and future learning initiatives.
86. **The global SUN networks will now focus on reinforcing linkages between country- and global-level actions and, in particular, on ensuring that global commitments for support to countries are actually delivered, either directly or in collaboration with others.** The global SUN networks are important sources of knowledge and expertise: all are supporting the SUN Movement Secretariat as it launches four communities of practice that consist of countries, network members, academics and experts to provide tailored responses to country needs.

The Donor Network

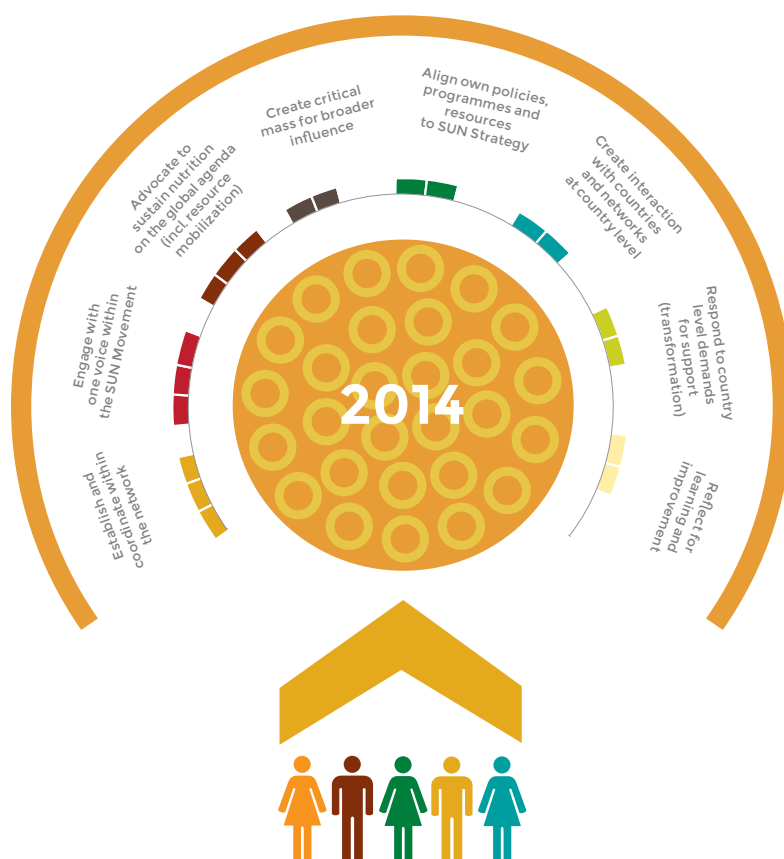


2014 Snapshot of SUN Donor Network Progress

87. **The SUN Donor Network brings together development partners, including bilateral donors, foundations and development banks, in support of SUN countries.** At the global level, the network is working to ensure that nutrition remains a key development priority in international forums, that more resources are committed for nutrition and that donor approaches to nutrition are better harmonised. The government endorses the appointment of a donor convener in each SUN country. The in-country SUN donor convener works with donor agencies to focus on increasing and coordinating financial support for national nutrition interventions. Over the last year, the Donor Network reported an expansion in its membership, with more active engagement from the Children's Investment Fund Foundation (CIFF), as well as Australia, France, Germany and the Netherlands. The membership will try to further broaden and deepen the network over the coming year.
88. **Development partner conveners have been nominated in 31 countries (a bilateral donor, the World Bank or both), while, in eight SUN countries, a UN agency is convening the development partners. This represents an improvement on the situation from 2013; however, as the number of countries within the Movement increases, the Donor Network faces the challenge of ensuring that all countries receive adequate donor coordination support.** In addition, in its 2014 self-assessment, the network recognised the need for good interaction between the global network and donor networks within SUN countries. This interaction would help to ensure that the actions of donors are better aligned in support of national plans. In order to address this challenge, the network is planning to bring together SUN country donor conveners through regional meetings in the latter months of 2014.
89. **The network is guided by a group of senior officials from donor partners.** Over the last year, the network has had a strong focus on financial tracking. The network's Senior Officials Group agreed on a common methodology to increase accountability and improve the tracking of external development assistance resources. The donor group has applied this methodology and, for the first time, is reporting on financial investments for nutrition for the years 2010 and 2012 (see Chapter 2 Feature on Donor Network Resource Tracking).

90. **Improved tracking of donor spending on nutrition is important, not only for accountability purposes but also to measure progress in mobilising resources and improving the quality of nutrition aid by highlighting gaps and inspiring changes to investments in other sectors in a way that will impact nutrition.** A common methodology will also bring greater transparency to the process of tracking investments in nutrition. This exercise is linked closely to the work being carried out in the community of practice for planning, costing, implementing and financing multisectoral actions for improved nutrition.
91. **The SUN Donor Network Senior Officials Group undertook its first joint mission to a SUN country, Zambia, in December 2013.** During the visit, the senior officials held a one-day retreat on how they can continue to best support SUN countries, undertook a number of field visits and met with the SUN networks and senior government officials. The senior officials agreed to make a sustained effort to increase the number of donor conveners in SUN countries, to coordinate on political opportunities to support nutrition in international processes, including the Post-2015 Development Agenda process and the Second International Conference on Nutrition. When they met in April 2014 in Washington, D.C., the senior officials agreed that the network would create a series of country profiles to describe donor-partner collaboration at the country level.
92. **The network is providing significant support through mechanisms such as the MQSUN; the Strengthening Partnerships, Results, and Innovations in Nutrition Globally (SPRING) Project and through support for the UN system, including through the REACH Partnership.** The network identified its role in supporting the UN system to provide more coordinated support to SUN countries as an area for further work.

The Civil Society Network

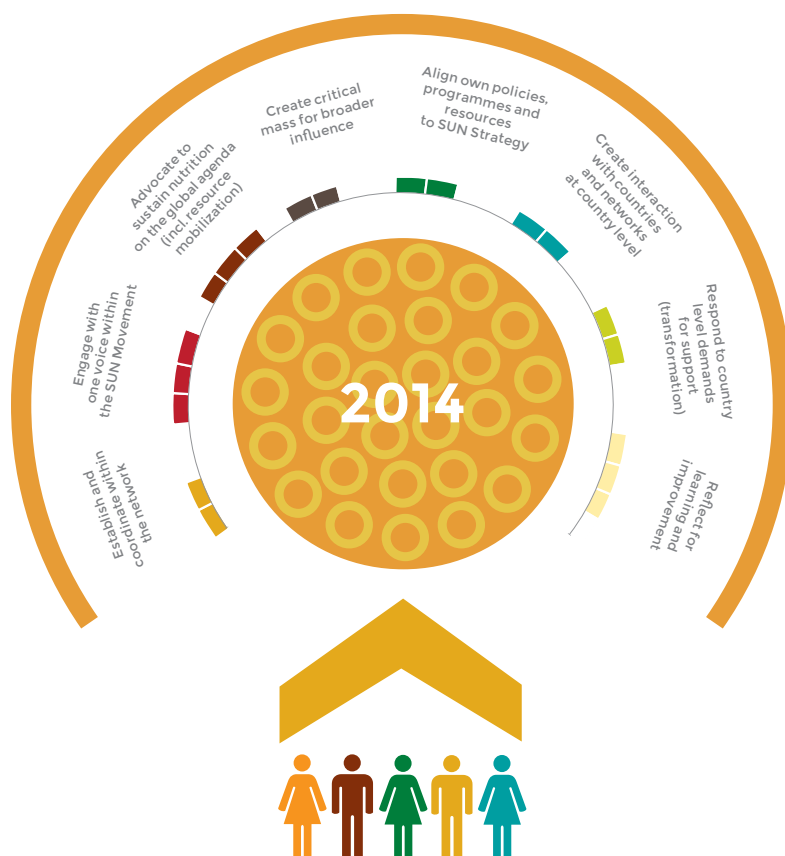


2014 Snapshot of SUN Civil Society Network Progress

93. **The SUN Civil Society Network (SUN CSN) is made up of national and international organisations working in various fields, including farmers, fisherfolk, human rights defenders, women’s groups, humanitarian-aid and -assistance agencies, research entities, consumer groups, trade unions and many others.** The network is keen to further expand its membership and, in particular, to build strong links with other groups, such as the Civil Society Mechanism of the Committee on World Food Security (CFS). At the global level, the SUN CSN leads global advocacy efforts around nutrition. At the country level, the network supports civil society’s efforts to advocate for nutrition within the national context and to align the strategies, efforts and resources of civil society with national plans to scale up nutrition. The civil society network also works to encourage grassroots contributions in the development of national plans to scale up nutrition so that these reflect and are adapted to the needs and reality of the communities suffering from multiple burdens of malnutrition.
94. **In 2014, an additional 11 national civil society alliances (CSAs) received funding from the SUN Multi-Partner Trust Fund (MPTF), bringing the total number of SUN CSAs to 31, 24 of which have received funding either through the SUN MPTF or through bilateral funding at the country level.** These alliances bring together an estimated 1,500 organisations across the SUN Movement. The SUN CSN secretariat has focused on developing relationships with CSAs in countries; however, it reports that more systematic contact is needed. With the new country support officer in the SUN CSN secretariat team, the SUN CSN is improving systems and processes through developing a country support framework in order to strengthen SUN CSN support to national CSAs. To support new CSAs, the network has developed a guidance note on establishing a CSA. It is in the process of developing a guidance note on governance practices, drawing on the lessons learned during the Engaging in the SUN Movement: Preventing and Managing Conflicts of Interest process and experiences to date. Beyond tailored support to each CSA, this guidance note will provide tips for adaptation to country contexts and improving governance structures in CSAs where issues have arisen.

95. **A SUN CSN Global Day of Action in May 2014 underlined the network's role in advocacy and accountability for nutrition, as well as the key role of civil society organisations (CSOs) in social mobilisation and awareness-raising on nutrition all the way to the household level.** The Global Day of Action captured the energy of a vibrant and active civil society community with thousands of people participating in activities across 12 countries, including public marches, concerts, football tournaments and community gardening activities, as well as parliamentary meetings, panel discussions and commitments from politicians and candidates for parliament.
96. **The network has proactively engaged in efforts to ensure that nutrition remains a priority in international processes and that global decision makers hear national voices.** The network has coordinated discussions on how the SUN Movement networks can best support the Post-2015 Development Agenda process through the development of common messages that emphasise the importance of a multi-stakeholder approach in the framework in support of adapted country-led advocacy efforts.
97. **The network reports some progress in terms of the second pillar of its work, alignment behind national plans.** There is strong evidence of the alignment of the network's policies behind SUN priorities; however, there is less evidence of individual CSOs aligning their activities behind nationally agreed nutrition plans and common results frameworks at the country level. Alignment with national plans, while ensuring that these respond and are adapted to needs on the ground, is essential for countries to successfully scale up nutrition. In addition, such a commitment positively reinforces the network's position as an active partner in implementation while at the same time advocating for programmatic change within countries. Some initial evidence of alignment at the country level is starting to emerge. The network aims to more systematically collect and share evidence of alignment in order to improve CSO support efforts. The network (both through the Secretariat and as individual organisations) is actively engaging with the communities of practice, which aim to respond to country requests for support and focus on building capacities for MSPs at the country level rather than standalone support for individual stakeholder groups. The network has been particularly engaged in (i) the development of a framework for the mapping of civil society activities as part of broader government-led initiatives; (ii) support for CSAs to contribute to national financial-tracking mechanisms, particularly in the area of budget analysis; (iii) convening advocacy and communications actors; and (iv) the development and implementation of multi-sectoral monitoring and evaluation systems.

The UN System Network



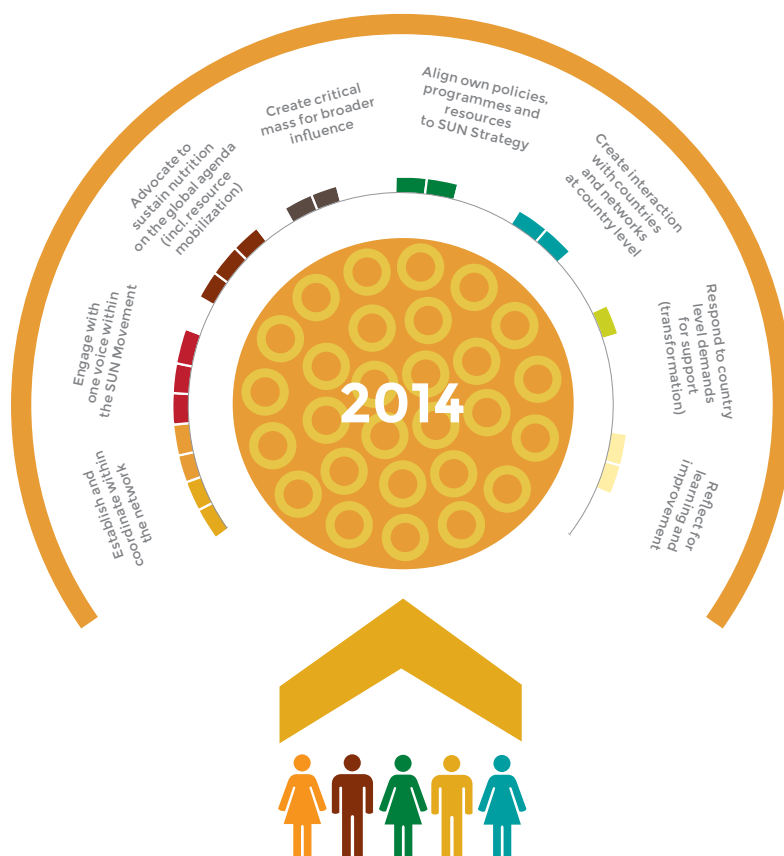
2014 Snapshot of SUN UN System Network Progress

98. **The UN System Network aims to bring together all UN agencies with an interest in nutrition with a view to helping countries accelerate their efforts to improve nutrition through more coordinated, harmonised and aligned UN action from the global to the country level.** The network is currently built around the core UN agencies responsible for nutrition (the Food and Agriculture Organization, the International Fund for Agricultural Development, the United Nations Children’s Fund, the World Food Programme and the World Health Organization) and reports having moderately increased contacts with other agencies over the last year. Opening the network up to the active involvement of all organisations that are significantly engaged with, and making concrete contributions to, nutrition should be a priority going forward, including better linkages with the Global Nutrition Cluster. The UN System Network technical group held a face-to-face meeting to help articulate a joint UN vision and discuss necessary institutional arrangements required to promote improved harmonised approaches within the UN.
99. **The Network has advocated within the UN system and beyond for nutrition and seeks to make linkages with other processes, for example through the network’s presence on the Advisory Group of the Committee on World Food Security (CFS) and the UN Interagency Task Force on Non-Communicable Diseases.** The Network has also hosted a number of side events aimed at raising the profile of nutrition, including during the 40th session of the CFS and the preparatory technical meeting for the Second International Conference on Nutrition (ICN2) in November 2013. The UN agencies have supported the process for the development of the post-2015 development agenda through the development of a joint paper on targets and indicators for food security and nutrition.
100. **There is an increased demand from national authorities for effective, well-coordinated and intersectoral support from the UN for the design and implementation of national activities to prevent people being afflicted by multiple forms of malnutrition.** In September 2013, the United Nations Standing Committee on Nutrition (UNSCN) published an internal mapping of UN agencies’ nutrition activities in 21 countries without UN REACH support. The assessment showed that some level of coordination within countries on nutrition activities is taking place, usually through the UN Development Assistance Framework (UNDAF) process. Discussions at the 2013 Global Gathering suggest, however, that coordination is not yet perceived as being good enough—by SUN country

government focal points, other stakeholders and UN staff themselves. The UN System Network reports having dedicated significant time over the last year to examining its means of working. The next steps will be to implement a network that performs in a manner that reflects the current needs of both national governments and the wider international community. The network is currently working on a UN Global Nutrition Agenda that will consider how the UN can best respond to the changing global nutrition-policy landscape and provide guidance to UN teams in countries.

101. **In order to strengthen the UNDAF process, including beyond the planning phase, a review of UNDAF nutrition guidance notes and their use by UN country teams is being undertaken.** The UN System Network, through the UNSCN, has taken stock of nutrition-sensitive national food and agriculture policies in a number of countries and reviewed country-level programming action in nutrition-sensitive agriculture by UN agencies and other actors. The findings and recommendations, which were published in March 2014, highlight some of the programmatic challenges.
102. **The UN System Network, through UN REACH, provides direct support to governments in 14 countries.** REACH aims to improve maternal and child nutrition by strengthening nutrition governance in support of integrated and well-coordinated multisectoral nutrition actions. REACH continues to explore the possibility of expanding support to additional SUN countries, with eight countries requesting support. UN country teams in UN REACH-supported countries have completed a UN Inventory and have started drafting a country-specific UN nutrition strategy in support of government actions. While the UN REACH model will not be replicable or desirable across all SUN countries, the UN Network should now endeavour to institutionalise the UN REACH approach by providing similar levels of coordinated support through existing structures at the country level in line with country needs.
103. **The UN System Network, through REACH, has produced a series of knowledge-sharing and guidance materials for countries.** These include the development of draft guidelines on national capacity-gap assessments and the development of functional capacities, a framework on scaling up nutrition planning and monitoring tool, drafting of multi-sectoral nutrition action guides and the establishment of a global knowledge-sharing portal accessible to all SUN country government focal points.
104. **The experiences of UN System Network members provide valuable contributions to the wider SUN Movement.** The UN System Network-supported, government-led stakeholder and activity mapping completed in Ethiopia, Rwanda and Tanzania, which is also ongoing in other countries, will be important an element in the development of stakeholder mapping methodologies for the Movement. The experience of UN REACH with respect to joint advocacy and communication at the country level is also contributing to broader work within the Movement on social mobilisation, advocacy and communications. The Network has actively supported a number of meetings at the regional level that have been critical to the development of emerging communities of practice within the SUN Movement, including the Nairobi Workshop on Costing and Financial Tracking and the Nairobi Workshop on Monitoring Implementation and Demonstrating Results.

The Business Network



2014 Snapshot of SUN Business Network Progress

105. **The SUN Business Network aims to mobilise and intensify business efforts in support of the SUN Movement.** The network has expanded its membership over the last year through the integration of business commitments to the 2013 Nutrition for Growth (N4G) Summit, emerging as the global platform for the 47 companies that have made global commitments to scaling up nutrition. The network has established a target of 99 companies by the end of 2015.
106. **The network is working closely with the organisers of the 2014 Global Nutrition Report to track commitments from business for the first time.** The network's first tracking exercise focuses on the public commitments made by 29 companies at the 2013 N4G Summit to develop a workforce nutrition policy. Next year will see the integration of wider business commitments to the tracking exercise, as seen on the network's website, www.sunbusinessnetwork.org.
107. **The network's Advisory Group was established in March 2014 and brings together senior leaders from the private sector, as well as SUN, the UN Network and the Civil Society Network.** The Advisory Group provides strategic advice to the network and champions the role of the private sector in scaling up nutrition with the business community and other SUN stakeholders. Membership is comprised of small and medium-sized enterprises from SUN countries, large national companies and multinationals.
108. **The network has continued to champion the role of the private sector in supporting governments' efforts to scale up nutrition through its global advocacy activities.** During the year, the network hosted a number of high-level outreach events in Washington, D.C. and at the World Economic Forum in Davos. The network is supporting, with the Committee on World Food Security's Private Sector Mechanism, inputs from business into the ICN2 conference.
109. **Throughout 2014, the network has sought to increase its capacity to support SUN countries.** *In addition to the Network's global membership, there is a business representative participating in 22 country multi-stakeholder platforms, while overall there are 80 companies or business associations actively engaged in country level activities.* The network aims to ensure greater interaction between business leaders involved in SUN country efforts and the global network to share experiences and best practices.

110. **The network undertook a review of national nutrition plans to assess the contribution of the private sector to national planning processes.** While interest within countries on engaging with business is high, there are still gaps in understanding within SUN countries regarding how to effectively do this. Currently, 27 countries have asked for support to go beyond business representation in their national platform to engaging business in their national strategies. Ongoing conversations with the SUN Secretariat and SUN donor network have helped the network develop its plan to support SUN countries.
111. **The network will publish a business engagement toolkit for SUN country governments by September 2014.** This will be rolled out through regional workshops, to take place in East and Southern Africa, West Africa and Asia by the end of 2016. The network continues to work with the SUN Movement Secretariat on how best to respond to individual requests for support.
112. **Since January 2014, the network has worked with the Government of Tanzania on the development of a multi-stakeholder roadmap to integrate business into Tanzania's National Nutrition Strategy.** The network will also support business engagement plans in Nigeria and Pakistan in 2014.



SUN Global Gathering 2013

The SUN Movement Lead Group

113. **The SUN Movement Lead Group was established in 2012 to improve coherence, provide strategic oversight, improve resource mobilisation and ensure collective accountability.** The Lead Group is made up of high-level leaders that represent an array of partners engaged in SUN—government, civil society, international organisations, donor agencies, businesses and foundations. The members are appointed by the UN Secretary-General, serve in a personal capacity and are collectively responsible for the functioning of the Movement. The group serves to improve coherence, provide strategic oversight, improve resource mobilisation and ensure collective accountability across the SUN Movement. In January 2014, the UN Secretary-General extended the mandate of Lead Group members until the end of 2015.
114. **The SUN Movement Lead Group remains committed to providing leadership and strategic direction for the Movement, ensuring alignment behind national priorities.** Since September 2013, the Lead Group has identified several areas where accelerated support for countries' scale-up plans is needed, agreeing that the nascent communities of practice that bring together expertise from within the Movement's countries and networks provide a pathway for accelerating these transformations. The summary notes of these meetings are available on the website.
115. **In the past year, they have sought to encourage greater cohesion and urgency in the acceleration of financial and technical support available for SUN countries, and to improve accountability at all levels.** The Lead Group has encouraged the members of the Movement to support the strengthening of SUN countries' capacity to deliver results at scale, improve the functioning of the networks, ensure convergence with initiatives that support the realisation of nutrition justice for all, improve the monitoring of progress and ensure accountability throughout the SUN Movement.
116. **The SUN Movement Lead Group continues to encourage women's empowerment** in approaches to achieving nutrition justice and to considering the impact of climate change on nutrition, and also to ensure that strategies for mitigation and adaptation reflect the disproportionate impact that a changing climate will have upon the nutritional status of women and children.
117. **The Lead Group has sought convergence with other initiatives with improved nutrition as a goal,** such as Nutrition for Growth and the 1,000 Days partnership, the International Year of Family Farming and the Summit on MNCH in Canada in May. They have highlighted the opportunity to help shape

intergovernmental discussions within the UN General Assembly on the Sustainable Development Goals (SDGs). It will be important that the future strategy and action plans of the Movement align to the direction provided by the SDGs and the outcomes of the International Conference on Nutrition (ICN2). This will include ensuring alignment to actions on women's empowerment and climate change. Linkages could also be strengthened with initiatives with a focus beyond the first 1000 days, such as Reproductive Maternal Nutrition and Child Health (RMNCH) that considers adolescent nutrition, inter-generational aspects and the continuum of care. Better alignment with regional cooperation frameworks, such as the CAADP 10 Year Results Framework for accelerating CAADP Country Implementation, should be encouraged.

118. **Attendance at the Lead Group meetings remains strong, with 78 per cent of the Lead Group or their senior representative participating in the meetings.** This is consistent with previous years. Lead Group members continue to advocate for nutrition and the Movement in their individual and collective spheres of influence.

The SUN Movement Secretariat

119. **The Secretariat operates under the strategic guidance of the Lead Group, ensuring that the catalytic spirit of the Movement continues and that its progress is both tracked efficiently and communicated clearly.** It has no operational role but aims to link together countries and networks in the SUN Movement to ensure that support requested to intensify actions and achieve nutrition objectives is received in a coordinated and coherent way.
120. **The Secretariat has evolved with the growth of the Movement, strengthening** its capacity and operations to respond to the evolving needs and expectations of its stakeholders. The Secretariat is headed by the SUN Movement coordinator and now includes 12 full-time policy advisors, one liaison officer within the Executive Office of the UN Secretary-General and a facilitation team. The SUN Movement Secretariat also benefits from the support of the chief of staff of the office of the Special Representative of the Secretary-General for Food Security and Nutrition. The Secretariat is fully funded to cover the staff and operational costs until December 2015, with generous support from Canada, the European Union, France, Germany, Ireland, the Netherlands and the United Kingdom, together with the Micronutrient Initiative and the Bill and Melinda Gates Foundation.
121. **In the past year, the Secretariat has dedicated particular attention** to appreciating the progress and effectiveness of the SUN Movement, to the consultation process on conflicts of interest in the Movement, to developing a comprehensive analytical framework to identify potential nutrition-sensitive investments to reduce child stunting, to supporting the costing of national nutrition plans and the tracking of financial resources, to developing a learning exercise between SUN countries and to managing and updating the SUN Movement website. It convened meetings between SUN countries and networks, including the first SUN Movement Global Gathering (New York, September 2013). Work is ongoing to develop a system to enhance the Movement's capacity to support the delivery of results. The Secretariat is exploring ways in which the Movement can establish and finance communities of practice by bringing together those who request support from within individual countries with experts drawn from other SUN countries and from across the SUN Movement networks.
122. **Following the recommendations of the Independent Comprehensive Evaluation, the Lead Group asked that the SUN Movement Secretariat be extended,** in its current format, to the end of 2016. This will enable the Secretariat to continue to support countries and the Movement's strategic objectives, whilst being in a position to support the Lead Group as they decide on the future direction of the Movement. The management response to the ICE and the new strategy should address the administrative arrangements, function, size and capacities needed by the Secretariat.

The SUN Movement Multi-Partner Trust Fund

123. **To date, the SUN Movement Multi-Partner Trust Fund (MPTF) has disbursed USD 8.9 million for 26 approved projects.** The MPTF has three funding windows: 1) it supports initial actions within SUN countries; 2) it provides support for civil society mobilisation in SUN countries; and 3) it is dedicated to the development and outsourcing of strategic pieces of work. The UK Department for International Development, Irish Aid and the Swiss Agency for Development and Cooperation have contributed across the three windows since March 2012. Window 1 has been utilised to support a pilot project led by PROCASUR to improve sharing and learning initiatives between national SUN multi-stakeholder platforms. Window 2 is providing financial support to civil society actors in 26 countries across Africa, Asia and Latin America. Grants to each civil society group range between USD 200,000 and USD 535,000 and cover project cycles of 18 to 33 months. Support has also been granted to the SUN Civil Society Network's secretariat. Window 3 has been used to support the development of the SUN Movement M&E framework.
124. **The 2013 SUN Movement MPTF Progress Report was published in May 2014 and can be found in English, French and Spanish on the SUN Movement website.** As of the end of August 2014, approximately USD 628,000 remains available in the MPTF. The MPTF's Management Committee agreed that the SUN Movement Secretariat would explore options for the allocation of these funds in 2015. The Management Committee has also agreed to align discussions regarding the future focus and replenishment of the MPTF within the broader context of evaluation.



CHAPTER

4

Chapter 4: Evaluating the SUN Movement, Overall Lessons and Moving Forward

4.1 The SUN Movement Independent Comprehensive Evaluation (SUN ICE)

125. **In September 2013, the Lead Group requested an independent comprehensive evaluation (ICE) to focus on the Movement's relevance, effectiveness, efficiency and sustainability.** The evaluation will be evidence-based, testing assumptions and the Movement's theory of change. It is not an impact evaluation, nor will it be an expert review: it is very difficult to separate out the impact of the SUN Movement from that of other determinants of nutrition outcomes. The evaluation will focus on inputs, outputs and intermediate outcomes (such as the expansion of coverage of nutrition-related programmes) to assess that impact indirectly, and it will ask what would not have occurred in the absence of the Movement. It will reflect the aspirations and concerns of all of the Movement's stakeholders.
126. **The evaluation will be both summative, looking back and assessing the strengths and weaknesses of what has been done to date, and formative, looking forward, examining needs, gaps, changes in overall context.** It will consider all aspects of the SUN Movement—its institutional structure, objectives, working model(s), decision-making processes and role within the wider architecture of international development. It will examine the extent to which SUN is helping national governments and other stakeholders to contribute to transformations in the way nutrition is being addressed. It will assess the role of the Movement in increasing attention to women's empowerment and gender equality and in launching nutrition-sensitive approaches to agriculture, health care, water and sanitation and other sectors. It will suggest options for the future. Its findings, conclusions and recommendations will be directed at the Lead Group and all stakeholders for their review and action.
127. **The Lead Group has strived to ensure that the evaluation is independent, as well as comprehensive, following generally agreed international standards.** The terms of reference were developed by independent consultants in consultation with the Movements members, and quality-assurance advisers are in place to assure us of the quality and the independence of the process. In keeping with international best practices, three quality-assurance advisers are working to assure the Lead Group of the independence, adequacy, methodological soundness and overall quality of the evaluation. Their responsibility is to help assure that the comprehensive evaluation is carried out in accordance with accepted principles of evaluation and takes account of lessons of experience of comprehensive evaluations of global partnerships. The quality-assurance advisers reviewed bids for the evaluation, while the Lead Group decided which company was awarded the contract. The Bill and Melinda Gates Foundation has taken fiduciary responsibility for the contract. The time frame for the evaluation will be from mid-June 2014 until the end of December 2014.

128. **The Lead Group considered the findings of the Interim Progress Report of the evaluation at their meeting on 22nd September.** They asked that the evaluation outline possible future directions for the Movement for discussion with SUN countries and other stakeholders at the SUN Global Gathering in November 2014. The Lead Group has tasked a Visioning Sub Group to lead the process of developing a vision for the future of the Movement after 2015. This work will begin in earnest after the evaluation is completed at the end of 2014. A management response from the Lead Group, compiled from responses from the different components of the Movement, will complement the work of the ICE. In April 2015, the Lead Group will seek to agree on actions to set out the parameters for the next phase of the SUN Movement and during a short transition phase, recommended changes will be put in place.
129. **The SUN Movement is young, but not without experience, and it is hoped that the evaluation will capture many of the positive achievements that have been made since 2010, while also reflecting potential criticisms:** these will make the Movement stronger and more effective. The lessons learned from this evaluation will be invaluable for others that have been inspired to work in multiple sectors and with multiple stakeholders.

4.2 Overall Lessons for the SUN Movement

130. **Four years after the inception of the Movement, the energy released by the thousands of actors who work alongside the governments of the 54 countries in the Movement is palpable.** In particular, the countries that came into the Movement towards the beginning of this period now find themselves leading a worldwide transformation in which governments and other actors are committing to sustained action so that all people can enjoy good nutrition as rapidly as possible.
131. **The countries that have been in the Movement for more than two years are likely to have their multi-stakeholder platforms in place and to have government-endorsed national nutrition policies.** Many of them have developed common results frameworks and some have either developed, or are close to finalising, national multisectoral nutrition plans, often with support from actors within the SUN Movement. Governments and other actors within these countries are intensifying efforts to implement their plans but frequently seek financial and technical support to do this rapidly so that they can achieve the targets they have set. They seek help with establishing information systems for nutrition, for establishing multi-stakeholder platforms at the provincial and district levels and for ensuring that different programmes work in synergy. The demands on national officials continue to increase, especially with regard to coordinating and integrating actions across different sectors, and in-country capacities are stretched.
132. **There has been substantial progress with the achievement of SUN Movement Strategic Objectives 1 and 2** (Sustained Political Commitment and Establishment of Functioning Multi-Stakeholder Platforms and the Endorsement of National Nutrition Policies That Incorporate Best Practices, respectively). This has enabled countries to exercise leadership and to inspire governments and supporting organisations within and beyond the Movement. These leaders give the Movement its character, harnessing the very best each actor has to offer for scaling up nutrition. This is made clear through the endorsement of **comprehensive** national nutrition policies, the enactment of **strong and relevant** legislation, the increasing focus on **nutritional justice for women** and the **rising number of connections** between countries that encourage sharing, learning and innovation.
133. **There is widespread appreciation that the alignment of a broad range of in-country actors around a common results framework is not an easy task and requires continuous efforts by all concerned.** It is the ultimate test for all working within the Movement, as they aim to reflect the interests of people who are threatened by the risk of malnutrition. But when focus, alignment and synergy do occur and can be maintained, it represents a profound transformation in the ways that institutions and stakeholders work and contribute substantively to collective accountability.
134. **There are now early signs that as countries progress in relation to the Movement's first two strategic objectives, they start to see an increase in the resources available for nutrition** through the increased nutrition sensitivity of various sectors and through intensifying the delivery of specific interventions to those who need them the most. In some countries, shortages of critical resources are hampering progress, and catalytic funds—particularly those needed for capacity-building across a range of sectors—are lacking. There has been a promising trend of more predictable access to necessary finance from both domestic and external sources within SUN countries. This should be encouraged and reinforced.

135. **The 2014 SUN Movement monitoring exercise undertaken by national multi-stakeholder platforms in 37 countries and the baseline assessments of seven newer SUN countries are further signs of the increasing confidence of all engaged in the Movement.** This also reveals just how much work is still to be done to ensure that political commitment does not waiver, to improve the functioning of multi-stakeholder platforms and to translate policies and legislation into results. In order to advance the institutional transformations that are necessary for the achievement of the four strategic objectives, the governments of SUN countries (together with all members of the multi-stakeholder platforms) are aiming to develop their functional capacities for coordinated and effective nutrition actions, and to strengthen efforts for social mobilisation, advocacy and communication.
136. **The results of the 2014 SUN Movement monitoring exercise suggest that when the four global SUN networks are able to provide dedicated support for the advancement of the strategic objectives, progress is accelerated.** This is particularly the case where there are coordinated inputs from the UN system network, proactive efforts by the donor network or strong engagement of the civil society and business networks, and even more so when the efforts of the networks are complementary. Examples include the countries that have received intensive and coordinated support through the UN System Network: Malawi, where significant donor support has been given to support nutrition governance; Benin and Guatemala, where national governments have prioritised and empowered nutrition governance mechanisms; all the countries that have established strong civil society alliances; and Tanzania, which sought the advice and support of the business network.

SUN Movement Priorities for Support to SUN Countries in 2014–2015

- Accelerate the pace and scale of support through the Communities of Practice;
- Improve evidence, and access to advice, on effective nutrition sensitive programming;
- Continue to share experiences, and identify effective approaches for social mobilisation, advocacy and communication in order to launch, accelerate and sustain institutional transformations;
- Encourage countries to lead engagement in the annual Movement-wide monitoring exercise in order to steer individual and collective efforts to scale up nutrition;
- Encourage all stakeholders within the Networks to align and accelerate their financial and technical support to government plans and continue mobilising resources, through all networks, and work to ensure that tracking strengthens accountability and effective decision making;
- Encourage the integration of nutrition across all humanitarian activities from preparedness planning, to response capacity, to recovery; address acute malnutrition and mainstream responses to chronic under nutrition; and encourage national nutrition plans to integrate planning for crises; and
- Explore options to highlight national mobilisation efforts, recognising that countries that invest in their own nutrition are more likely to attract external investments.

4.3 The Way Forward

137. **The use of outcome mapping as the basis for the monitoring of progress by stakeholders within SUN countries has offered an opportunity for them to appreciate what is being achieved, to learn from their experiences, to share solutions and challenges and to steer the Movement as it evolves.** These efforts should be supported and reinforced at both the global and national levels in order to help in-country actors measure up to their commitments. Regular tracking against prioritised progress markers can enable actors in multi-stakeholder platforms to report on their own contributions.
138. **New countries are encouraged to explore learning opportunities with countries that have been in the Movement for some time, particularly in relation to Strategic Objectives 1 and 2** (Sustained Political Commitment and Establishment of Functioning Multi-Stakeholder Platforms and the Endorsement of National Nutrition Policies That Incorporate Best Practices, respectively). Countries that have made substantial gains in this area should embrace the leadership roles they can play.
139. **As their Movement evolves, those who work within it and with it learn more about the complexity of rising to the challenge of aligning a broad range of in-country actors around a common results framework.** The emerging communities of practice will help to institutionalise the transformations required so that they become normal practice in all efforts to enable people to enjoy good nutrition at all times.

140. **Resource mobilisation presents challenges, but there is a promising trend** of more predictable access to necessary finance from both domestic and external sources within SUN countries. The work by the Donor Network to track their spending is encouraging, and identifying ways to overcome the challenges acknowledged in this exercise will be essential. At the country level, as much support as possible should be aligned behind establishing an agreed methodology in order to enable countries to track historical trends in nutrition spending.
141. **Political commitment is high but also fragile, as shown by the visible gaps between the policies being articulated and actions under way.** Social mobilisation, advocacy and communication are critical in launching, accelerating and sustaining institutional transformations required to bridge these gaps. Governments and those supporting their efforts need to be able to communicate both the importance of action and the results being achieved. They must be able to engage the different sectors of government whose actions can influence underlying determinants of people's nutrition and to involve the full range of actors that are needed from the scientific community, civil society, business, donor partners and both regional and international organisations. Building a Movement-wide effort to identify and encourage effective approaches for social mobilisation, advocacy and communication should be a priority over the coming year.
142. **Building national capacities for improved multi-stakeholder nutrition governance is key to achieving results in a sustainable manner.** Efforts should be focused on enhancing institutional performance and developing skills for enhanced coordination, accountability and results-based management.
143. **Progress in all areas of scaling up nutrition can be accelerated through intensified efforts to learn and share.** The emerging communities of practice are already generating a global repository of knowledge and consensus that are proving invaluable in unlocking bottlenecks, particularly in relation to planning, costing, implementing and financing multisectoral actions for nutrition, as well as the reliable monitoring of progress, evaluation of outcomes and demonstration of nutrition results.
144. **The global SUN networks have been critical to the success that has occurred up until now, and their role in the emerging communities of practice reinforces their value to the Movement.** Networks should focus their efforts in exploring ways for their members to *align their policies to deliver on the objectives of the SUN strategy and create better interactions between the global and country networks*. The global SUN networks are encouraged to focus on reinforcing linkages between country- and global-level actions and, in particular, on ensuring that global commitments for support to countries are actually delivered, either directly or in collaboration with others.
145. **The consequences of inaction are damaging.** Political and financial commitments by countries will not be fulfilled if policies do not translate into implemented actions that are regularly monitored and accounted for in terms of disbursements (budget allocation), results and impact. This requires the most urgent concerted response from global nutrition actors.
146. **A number of SUN countries are affected by humanitarian crises.** Stronger joint action is needed, by all stakeholders in the Movement, to influence the integration of nutrition across all humanitarian activities and to encourage a comprehensive response. Responding to humanitarian needs can be an entry point for nutrition in crises-affected countries. This means ensuring that nutrition is integrated into preparedness plans, in improving immediate response capacity, recovery plans, and in building resilience in vulnerable communities. This will require the action of leaders of humanitarian and development agencies. National nutrition plans could integrate planning for crises alongside other key aspects of development. Capacity strengthening is required. Resources for scaling up nutrition should not be diverted to crises situations. All crises will have an impact on nutrition, but nutrition will also have an important role in recovery.
147. **The results of the Independent Comprehensive evaluation (ICE) of the SUN Movement will be released in December 2014.** The evaluation will provide an opportunity to reflect upon the most effective ways forward and will enable the Movement to improve its relevance, efficiency, effectiveness and sustainability in catalysing significant improvements in realising people's right to good nutrition. The Lead Group will steer a process of visioning for the future of the Movement in early 2015, starting with a composite management response to the evaluation from the different stakeholders groups within the Movement and assessing options for the strategic direction for the Movement. The Lead Group has reiterated that the SUN Movement will remain an inclusive, multi-stakeholder, multi-sectoral Movement open to all countries committed to achieving nutrition justice for all and ending malnutrition in all its forms. A new strategy for the Movement will be in place by the end of 2015. The strategy will seek to ensure effective ways of working and significant improvements in people's nutritional status.

Annex 1:

Governments Committing to the SUN Movement

#	Title	Joining Date	Signatory
1	Bangladesh		See additional comments
20	Benin	9 December 2011	Minister of Agriculture, Livestock and Fishery
17	Burkina Faso	28 June 2011	Minister of Health
35	Burundi	26 February 2013	2nd Vice-President of the Republic
53	Cambodia	26 June 2014	Deputy Prime Minister
34	Cameroon	18 February 2013	Minister of Health
37	Chad	2 May 2013	Minister of Health
45	Comoros	3 December 2013	President
40	Côte d'Ivoire	7 June 2013	Prime Minister
43	Congo-Brazzaville	7 October 2013	Minister of State, Director of the Office of the President
39	Congo, DR	29 May 2013	Minister of Public Health
50	Costa Rica	13 March 2014	Dra. Daisy Maria Corrales Diaz. MSc., Minister of Health
30	El Salvador	24 September 2012	Minister of Health
2	Ethiopia		See additional comments
10	Ghana	25 March 2011	Minister of Health
4	Guatemala	7 December 2010	Deputy Minister of Health
38	Guinea	28 May 2013	3 Ministers: Health, Agriculture, Social Welfare
49	Guinea-Bissau	12 March 2014	Minister of Health
28	Haiti	11 June 2012	First Lady
24	Indonesia	22 December 2011	Minister of Health
29	Kenya	30 August 2012	Minister of Public Health and Sanitation
23	Kyrgyzstan	7 December 2011	Deputy Minister of Health
11	Lao, PDR	25 April 2011	Minister of Health
54	Lesotho	2 July 2014	Prime Minister
47	Liberia	3 February 2014	Minister of Health and Social Welfare
27	Madagascar	28 February 2012	National Coordinator - Office of National Nutrition
7	Malawi	15 March 2011	Permanent Secretary
9	Mali	24 March 2011	Minister of Health
13	Mauritania	19 May 2011	Minister of Economic Affairs and Development
19	Mozambique	31 August 2011	Deputy Minister of Health
36	Myanmar	24 April 2013	Union Minister for Health
21	Namibia	16 September 2011	Prime Minister
12	Nepal	5 May 2011	Secretary/Ministry of Health and Population
6	Niger	14 February 2011	Minister of Public Health
22	Nigeria	14 Novemeber 2011	Minister of Health

#	Title	Joining Date	Signatory
33	Pakistan	26 January 2013	Senior Chief Nutrition, Planning & Development Division, Prime Minister's Office
3	Peru	19 November 2010	Director General, National Public Budget Office
51	Philippines	20 May 2014	Secretary of Health, Chair, National Nutrition Council
25	Rwanda	22 December 2011	Minister of Health
15	Senegal	6 June 2011	Prime Minister
26	Sierra Leone	16 January 2012	Minister of Health and Sanitation
52	Somalia	20 June 2014	Director General, Ministry of Health and Human Services
41	South Sudan	26 June 2013	Vice-President
31	Sri Lanka	4 October 2012	Secretary to the President
44	Swaziland	28 November 2013	Minister of Health
42	Tajikistan	5 September 2013	Minister of Health
14	Tanzania	5 June 2011	Prime Minister
18	The Gambia	18 July 2011	Vice-President
48	Togo	11 March 2014	Minister of Finance and Economy and Acting Prime Minister
8	Uganda	17 March 2011	Chairperson of the National Planning Authority
46	Vietnam	6 January 2014	Director of the National Institute of Nutrition
32	Yemen	1 November 2012	Prime Minister
5	Zambia	22 December 2010	Minister of Health
16	Zimbabwe	6 June 2011	Director, Food and Nutrition Council

Annex 2: Evolution of the SUN Movement

1. **The purpose and personality of the SUN Movement have evolved over the period from 2010 to the present.** The Secretariat has identified six phases in the evolution of the Movement and the years in which these phases became evident to members of the Transition Team and Lead Group, and then the Secretariat. These phases generally coincide with what is reflected in the annual SUN Movement progress reports prepared by the Secretariat.
2. Phase 1 (emerging and explicit in 2010): **a worldwide movement for nutrition** — a new space is established. This enables governments of countries whose people are affected by malnutrition and the actors that support them to work together for rapid improvements in the nutrition of their people (especially pregnant women and children under the age of 2). In this space, national governments are enabled to work together to: (a) establish conditions necessary for accelerating and maximising progress within their countries; and (b) advocate for nutrition to receive appropriate attention within global strategies for equitable social development and economic growth (the worldwide “big tent” of governments and supporting-actor networks).
3. Phase 2 (emerging in 2011 and explicit in 2012): **national movements for nutrition** — governments of countries committed to ensuring the good nutrition of their people are establishing spaces within which different sectors can work together in an integrated way and be supported by other actors who align their efforts and work in synergy with a view to accelerating and maximising progress (a collection of national movements, i.e. “big tents” within individual countries).
4. Phase 3 (emerging in 2011 and explicit in 2012): **decentralised movements within countries** — national governments and other in-country actors encourage the establishment of spaces for integrated multisectoral work and synergized support from other actors within their provinces and districts (a collection of decentralized movements, i.e. “big tents”, at the provincial and district levels within SUN countries).
5. Phase 4 (emerging in 2011 and explicit in 2012): **four strategic objectives** — all in-country stakeholders are involved in transforming the ways in which they (and their institutions) work so as to create the conditions under which people are enabled to enjoy good nutrition by focusing on four strategic objectives and on the pursuit of processes that contribute to realization of these objectives. The strategic objectives were crystallised in the SUN Movement strategy and revised road map developed by the Lead Group in September 2012, based on lessons learned by the early countries in the Movement in 2011 (the strategic objectives encourage the direction and collective functioning of stakeholders within the “big tents” at the national and local levels).
6. Phase 5 (emerging in 2012 and explicit in 2013): **strengthening essential capacities within SUN Movement countries** — international attention to nutrition is on the rise, and new commitments are made by national leaders. SUN country government focal points and other actors within SUN Movement countries increasingly request technical support to enable them to strengthen their capacities for prioritising, planning, costing, financing, implementing, monitoring and evaluating multisectoral actions for improved nutrition. The Lead Group encourages the Secretariat to facilitate prompt and effective responses to these requests. The SUN Movement global networks reorganise themselves to provide more effective and tailored responses within the context of the Capacity to Deliver Initiative, which is made explicit at the 2013 SUN Movement Global Gathering. (Activities within the “big tents” are increasingly structured around the expression of needs by SUN countries, offers of support from the networks and matchmaking between those who need support and those who have expertise to offer. Several gaps are quickly identified, for example, in availability of support for Francophone countries. Networks become increasingly engaged in responding to requests. New arrangements for accessing expertise are established by the networks and, in some cases, facilitated by the Secretariat.)

7. Phase 6 (emerging in 2013 and explicit in 2014): **communities of practice involving SUN country governments, networks, scientists and nutrition professionals start to emerge throughout the Movement** — the SUN Movement global networks organise regional meetings of SUN country government focal points and technical specialists from SUN Movement countries to consider options for rapid improvements in capacities that help them realise their four strategic objectives. With a grant from the SUN MPTF, PROCASUR starts to organise intercountry learning routes. Several governments UN organizations and civil society groups sponsor exchanges between countries with a focus on nutrition, many outside the orbit of the SUN Movement. These initiatives stimulate the spontaneous emergence of communities of practice. The Secretariat, sensing widespread enthusiasm for this way of working, facilitates the emergence of four such communities that will be a focus of attention in the 2014 Global Gathering. (The COPs enable more focused interaction between all stakeholders in the Movement, provide a new opportunity for researchers and nutrition professionals to be increasingly engaged and enable the experiences of some to be quickly shared with, and appreciated by, others. At this time, they are starting to emerge, and both the Secretariat and global networks are learning how best to support them.)



The Honorable Beth Mugo (former Minister for Public Health and Sanitation) launching the National Nutrition Action Plan

Annex 3: Strengthening Capabilities for Delivering Results – Building Sustainable Communities of Practice for Scaling up Nutrition

1. Since the inception of the SUN Movement, governments of SUN countries **have identified capacities that need to be developed if they are to implement effective multisectoral actions to scale up nutrition**. When they themselves have been unable to access the resources needed to build capacities, they have turned to the Secretariat and expressed various needs and requests for support.
2. **In response to requests from SUN country government focal points, the SUN Movement Secretariat developed a framework for capacity-building (Capacity to Deliver, or C2D)**, which is a systematic approach for bringing together the needs identified by countries that cannot be met at the country level and sources of technical and practical support that exist across the Movement. This support can come from other SUN countries, SUN networks or other external partners, such as international NGOs, universities or professional associations. Overall, the process of matching support with requests can be quite lengthy, varying according to the reactivity of country governments and partners and the availability of the providers of support.
3. Within the framework, **four areas of support have been identified** and currently constitute the main streams of the Capacity to Deliver framework. It is expected that **new areas may emerge** as the needs of the countries in the SUN Movement continue to evolve.

Key Principles of the Capacity to Deliver System of Response

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- a) The response system responds to national governments, which determine the support they need;
- b) Support is first requested in each SUN country through dialogue within national multi-stakeholder nutrition platforms;
- c) External support is provided in a way that helps with the development of sustainable in-country capacity.

4 Main Streams of the Capacity to Deliver Framework

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- 1. Planning, costing, implementing and financing multisectoral actions;
- 2. Social mobilisation, advocacy and communication for scaling up nutrition;
- 3. The reliable monitoring of progress, evaluation of outcomes and demonstration of nutrition results; and
- 4. Functional capacities for coordinated and effective SUN actions.

4. In the past year, 78 requests for additional support to increase capacity beyond the capacity available in-country to deliver scaled-up nutrition efforts have been identified by the SUN Movement Secretariat. A breakdown of the status of these requests can be detailed as follows:
 - (a) In total, 28 % (22) of the 78 requests for support have been either fully addressed by providers (14 requests) or are in the process of being so, according to terms of reference agreed upon by the parties (8 requests);
 - (b) Suppliers have been identified for another 19 requests (24% of total requests) for which 6 SUN country government focal points are currently negotiating terms of reference. The remaining 13 are yet to confirm if they still need external support.
 - (c) Finally, 21 requests (26,9 %) are still in the process of being formalized while suppliers are actively sought but not yet identified for 13 requests.
 - (d) 3 requests have been closed as a solution has been found within the country.
5. The process of grouping these requests by the SMS stimulated the emergence of the four main thematic streams. The 78 requests are grouped as follows: 15% are for improving information systems to monitor and evaluate their performance (COP 3), 27% are related to social mobilisation, advocacy and communications (COP 2), 28% are in the area of costing (COP1) and 30% fall under functional capacity (COP 4).
6. **The response to requests for capacity-building has not met the expectations of SUN Movement countries.** To expand the opportunities for sharing and learning across the Movement, the SUN Movement Secretariat aims to encourage consortiums of SUN countries and organisations that have a range of experience, expertise and skills available to provide speedy and tailored responses to specific requests for support as needed. One example is the MQSUN consortium offering expertise on planning, costing and financial tracking. The engagement of the consortiums is contributing to the formation of **communities of practice (COPs)**, which serve as a focus, within the Movement, for the development of needed technical capacities in countries. The Secretariat aims to institutionalise a system that enables countries to access this support. In April 2014, the SUN Movement Lead Group endorsed the establishment of these COPs as a potential mechanism for ensuring that countries can more easily access technical support and that best practices can be shared.
7. Beyond the four areas of support identified as the main streams of work for the Capacity to Deliver framework, **many countries have emphasised the need for additional financial resources to scale up their nutritional activities**, and some of them requested financial support for the realisation of specific projects.



SUN Learning Route Senegal, 2014

Community of Practice (COP) One: Planning, Costing, Implementing and Financing Multisectoral Actions for Improved Nutrition

Statement of Purpose

8. This community of practice focuses on the efforts being made by governments and supporting partners in the SUN Movement to cost national plans for nutrition in order to guide coordinated efforts by stakeholders and to mobilise the required resources to address gaps and sustain results.

Requests to Date

9. At least **10 countries**³⁶ have mentioned the need for support in different areas of planning, costing, implementing and financing (i.e. resource tracking and mobilisation). **Five countries have made specific requests** to the SUN Movement Secretariat that are being addressed through the UK Aid-funded MQSUN network³⁷.
10. Countries are at **different stages in prioritising financial tracking of nutrition-related resources**. Many countries have mentioned this as a need to be addressed in the near future but only a few have taken action³⁸.

Key Existing and Potential Contributions to COP 1

11. To date, a number of international partners are recognised as having the technical expertise to respond to countries' requests in different areas of planning, costing, implementing and financing, including the **World Bank, FANTA, the UN OneHealth Costing Team**³⁹, **the MQSUN Network and FAO/CAADP, Results for Development and the Development Initiative**. **All four of the global SUN networks** are actively involved in COP 1.

Key Milestones and Outputs for Planning and Costing in 2013-2014 Nutrition for Growth Event

12. Initial support from the MQSUN Network in the areas of planning, costing, implementing and financing was inspired by the resource mobilisation opportunities presented by the Nutrition for Growth event, co-hosted on 8 June 2013 by the Governments of Brazil and the United Kingdom and by the Children's Investment Fund Foundation. MQSUN has been working since 2013 with at least 25 countries to analyse the costs of their nutrition-related plans, using a tool that allows information from multiple plans to be collated and classified into three broad categories: nutrition-specific interventions, nutrition-sensitive approaches and governance. In 2014, three additional countries have finalised and costed their plans using a common results framework to align contributions from sectors and key stakeholders.

³⁶ Chad, Democratic Republic of the Congo, El Salvador, Ghana, Malawi, Mali, Nepal, Nigeria, Togo and Yemen.

³⁷ Chad, Ghana, Malawi, Nepal, Yemen.

³⁸ Malawi is currently being supported by MQSUN in the establishment of a comprehensive tracking system to look at both nutrition-specific and nutrition-sensitive investments. The National Planning Commission of Nepal is considering what type of support is required to establish a finance tracking system related to the implementation of their Multi-sector Nutrition Plan.

³⁹ The OneHealth Costing team is a multi-partner initiative that is supported by the WHO Head Office.

Workshop on Costing and Tracking Investments in Support of Scaling up Nutrition

13. In November 2013, UNICEF, on behalf of the UN System Network for SUN and supported by the SUN Movement Secretariat, organised a **workshop in response to requests for capacity-building needed to accelerate progress with scale-up**. Eighteen African SUN countries were represented by the offices of heads of state, ministries (finance, health, agriculture, etc.), SUN country government focal points and national nutrition bodies (43 in total). Donors, implementing partners and global experts also contributed (36 in total).

Synthesis Report: Planning and Costing for the Acceleration of Actions for Nutrition – Experiences of Countries in the Movement for Scaling up Nutrition

14. In preparation for a meeting of SUN Movement senior donor officials in Washington in April 2014, a **synthesis report** was prepared with support from the MQSUN Network to **summarise the findings from the experience of countries undergoing costing** and from the analysis of the plans that were shared by 20 countries. The synthesis report includes insights from consultations with governments and external development partners. This work provides a practice-based reference on how investments have been planned and costed in these countries to cover nutrition-specific, nutrition-sensitive and governance actions.

Tracking of Domestic Resources: A Priority for 2014-2015

15. In order to move work on tracking of domestic resources forward, the SUN Movement Secretariat commissioned a consultancy during May-June 2014 to review published national budgets as the main economic policy documents available within SUN countries.
16. The main objectives of this two-phase consultancy were: 1) to support a comprehensive review of 28 published national budgets to identify allocations for nutrition in key sectors such as health, agriculture, water and environment, education, gender and social protection; 2) to develop and later finalise key parameters of a categorisation framework to serve as a guide to track budget allocations on nutrition in key sectors, depending on what is most feasible. Based on the review of published data from 28 national budgets, a three-step methodology is emerging as the most acceptable and feasible way for countries to track resources for nutrition.
17. The main objective for 2014-2015 is to establish a methodology in order to enable countries to track historical trends and be able to explain the parameters that have been used for transparency and comparability. As budgets are tracked on a regular basis, these will be more closely scrutinised, and accountability will improve. In particular, categorisation (step 2) and attribution (step 3) are likely to require consultations among representatives of key ministries. In this regard, country multi-stakeholder platforms would constitute the ideal forum to come to a consensus on what should be included or excluded, especially if agreed common results frameworks are already available.

Challenges

18. As countries develop and finalise their nutrition plans, further requests for support to cost the planned activities continue to emerge across the Movement. For most governments, the main challenge ahead is to ensure that national and subnational budgetary processes⁴⁰ are informed by the costs estimated⁴¹.

⁴⁰ Cost itemization in national plans can differ significantly from the one in the budget formulation, posing significant challenges in tracking budget execution.

⁴¹ The countries that have developed guidelines for national and decentralized budget allocation include Guatemala, Indonesia and Tanzania.

Way Forward for Community of Practice 1

National planning, costing, budgeting and resource tracking

19. By December 2014: set up and manage a repository space on the SUN website for national plans, costed components (an online version of the aggregated costing tool), national budgets and existing guidelines.
20. By December 2014 and throughout 2015: facilitate experience sharing across countries to address key identified challenges and bottlenecks.
21. Two workshops are foreseen using a similar format to the 2013 Nairobi workshop on costing and financial tracking: one in Benin for Francophone countries and one in Asia.
22. Throughout 2015: ensure timely and coordinated responses to countries' requests in the areas of planning, cost estimation (national and subnational), alignment of costed plans with national budgets, budgeting (national and subnational) and resource tracking.
23. Special focus: tracking of government budget allocations.
24. By November 2014: final consensus on the methodology and categorisation framework to enable governments in SUN countries to track their budget allocations for nutrition and better coordinate with efforts undertaken by non-state partners.
25. By December 2014: selection of the consultancy company to support governments in SUN countries to conduct a data-gathering exercise.
26. January-May 2015: data-gathering and analysis exercise in countries within the SUN Movement.
27. June-July 2015: data presentation and sharing through the 2015 SUN Progress Report, the SUN website and the 2015 Global Nutrition Report.



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Conflict of Interest Learning Exercise Kenya July 2014

Community of Practice (COP) Two: Social Mobilisation, Advocacy and Communication for Scaling up Nutrition

Statement of Purpose

28. This community of practice focuses on efforts being made by governments and supporting partners in the SUN Movement to mobilise societies to play their part in working together for improved nutrition, to secure and maintain high-level political commitment and to ensure that evidence and experience of best practices are shared.

Introduction

29. Across the SUN Movement, significant efforts are under way to build, maintain and translate political will into sustainable progress for nutrition. SUN country government focal points and their multi-stakeholder teams are taking a broad approach to building a commitment for scaling up nutrition, and sharing their progress and lessons learned. The approach encompasses **social mobilisation, advocacy and communication (SMAC)**.

Stakeholders in SUN countries are:

- **Mobilising society** behind a common narrative and ownership for scaling up nutrition. By empowering individuals to take action and change their behaviour, the four SUN strategic objectives can be advanced and better nutrition achieved. Changes in behaviour among individuals, communities, staff and organisations can directly and indirectly contribute to improved nutrition.
- **Advocating** for action to advance the four strategic objectives⁴² of the SUN Movement. They are using different methods and approaches to convince those who can play a productive role in scaling up nutrition to:
 - Create an enabling political environment, with strong in-country leadership, and a shared space (multi-stakeholder platforms) where stakeholders align their activities for scaling up nutrition;
 - Establish best practices for scaling up proven interventions, including the adoption of effective laws and policies;
 - Align actions around high-quality and well-costed country plans, with an agreed results framework and mutual accountability;
 - Increase resources, directed at coherent, aligned approaches;
- **Communicating** their experience and practice in advancing the four strategic objectives and the impact achieved by sharing their lessons learned both within and across countries.

⁴² See SUN Movement Strategy.

30. All SUN countries have revised or are in the process of revising nutrition policies and plans. In some countries, nutrition SMAC strategies have been developed to support part or all of the national nutrition policy and plans. These strategies are sometimes multi-stakeholder with the roles of different nutrition actors set out. In other cases, particular interest groups — often civil society organisations—have developed their own SMAC strategies, which may or may not align with national nutrition policies. National nutrition SMAC policies can act as the starting point for multiple stakeholders to rally their efforts in support of national nutrition priorities and contribute to accelerations in scaling up nutrition.

Requests to Date

31. In total, 15 requests from SUN countries⁴³ were made for some form of support for SMAC from July 2013 until June 2014. Responses have been provided or are ongoing in six cases. The remaining nine requests are pending.
32. Requests vary by country, ranging from support to develop or finalise a national SMAC strategy for nutrition to assistance in developing materials or tools and SMAC training for raising awareness about the importance of nutrition at the household level.

Key Existing and Potential Contributions to COP 2

33. There are a number of international non-governmental organisations and agencies that specialise in supporting countries in advocacy and communication for development. These provide a potential pool of providers with the appropriate technical expertise and resources to respond to countries' requests related to different aspects of social mobilisation, advocacy and communication, including Action Contre La Faim, Action, Alive & Thrive, GMMB, Graca Machel Trust, PATH, UN REACH and UNICEF.

Key Milestones and Outputs for Social Mobilisation, Advocacy and Communication in 2013-2014

34. A three-streamed approach is being taken to strengthen the capacity of countries in relation to social mobilisation, advocacy and communication. The streams are not consecutive and overlap.

Stream 1: Defining demands and identifying supply to strengthen SMAC

35. As stated above, a total of 15 requests were made for some form of support for SMAC from July 2013 until June 2014. Responses were provided in six cases. The remaining nine requests are pending.

Stream 2: Holding a series of convenings to bring together demand and supply

36. The first-ever SMAC workshop for scaling up nutrition will be held in Tanzania during late September for around 10 Anglophone countries from Southern and East Africa. Around 30 participants (three from each country) will take part in the workshop. These will include government and civil society actors and other interested groups (e.g. from United Nations agencies, the business or science community). An additional 15 international participants will be invited, including SUN Movement stakeholders and agencies that have expressed an interest in providing tailored support in nutrition SMAC to SUN countries.

⁴³ Benin, Democratic Republic of the Congo, El Salvador, Haiti, Indonesia, Mali, Mozambique, Kyrgyzstan, Laos, Madagascar, Myanmar, Pakistan, Tanzania, Yemen and Zimbabwe.

37. The overall purpose of the workshop is to strengthen the capacity of SUN countries in nutrition SMAC. The specific objectives are to provide a forum for actors in SUN countries to:
 - (a) Present the nutrition SMAC goals, strategies and actions in their country;
 - (b) Identify gaps and specific national needs for SMAC support;
 - (c) Promote country-to-country learning and sharing of successful SMAC practices;
 - (d) Provide direct support to countries from service providers on identified needs at the workshop, including a specific follow-up plan for action.
38. Expected outcomes of the workshop will include:
 - (a) Creation of a nutrition SMAC community of practice in Africa;
 - (b) Comprehensive mapping of SMAC goals, strategies, actions and gaps in countries at the workshop;
 - (c) On-site, tailored support and guidance for specific SUN countries from one supplier and a commitment to sustained support from that provider if needed.
39. The workshop will be organised by World Vision Tanzania under the umbrella of Partnership for Nutrition in Tanzania (PANITA) in conjunction with the Prime Minister's Office, the Tanzania Food and Nutrition Council and UN REACH.

Stream 3: Formalising arrangements and forming a community of practice

40. The community of practice for SMAC is still at a very early and conceptual stage. Individual initiatives and agency efforts must be galvanised into one collective force. Many of the SUN countries know what they want to achieve through SMAC and are engaged in various activities. They are requesting support, however, in certain specific areas and want to know more about what other countries are doing and how they achieved their goals.

Challenges

41. There are many organisations and initiatives involved in SMAC in SUN countries. These organisations often have a particular approach to SMAC and work on specific areas with a short-term perspective. Bringing disparate entities together to provide a holistic and agreed approach presents a challenge. It will involve setting out the key principles of the SUN approach to SMAC, i.e. it will be multi-stakeholder, multisector, aligned behind national priorities, based on empowering individuals and appropriate for decentralised levels.

Way Forward for Community of Practice 2

42. There are four main ways in which the community of practice on SMAC needs to advance over the coming year. Each of these will require consultation and support from actors across the Movement:
 - (a) **Replication of SMAC workshops.** Further workshops in West Africa and Asia run on similar lines to the workshop for countries from Southern and East Africa in September 2014 will help to develop the community of practice in these regions.
 - (b) **Development of agreed SMAC framework for scaling up nutrition.** This will help to bring diverse actors and agencies together around a common framework or understanding.
 - (c) **Collation and access to resources and tools.** Country and global resources (SMAC strategies, plans of action and tools) will be collated and made easily accessible through the SUN website.
 - (d) **Consolidation of the SMAC community of practice.** Building the community of practice into an accessible set of resource agencies that can speedily respond to country requests for support and that can work cooperatively and in a coherent way will be a major achievement for the coming year.

Community of Practice (COP) Three: The Reliable Monitoring of Progress, Evaluation of Outcomes and Demonstration of Nutrition Results

Statement of Purpose

43. As recommended by the SUN Movement Lead Group during its fifth meeting in April 2014, this community of practice aims to support the establishment and use of information platforms at national and subnational levels that can help to achieve the following objectives:
- (a) Monitoring progress in reducing malnutrition;
 - (b) Determining associations between changes in malnutrition and domestic and external financial investments in nutrition;
 - (c) Building plausibility arguments on the (cost-) effectiveness of different interventions, programmes and approaches in reducing malnutrition, especially stunting prevalence; and
 - (d) Strengthening mutual accountability of government and development partners in meeting commitments made.

Introduction

44. Governments in countries within the SUN Movement are exploring the best ways to track the progress and effectiveness of scaling up nutrition efforts across multiple sectors and with the involvement of different stakeholders.
45. During the January 2014 SUN country network series of bimonthly conference calls, 42 SUN countries and over 240 participants contributed to a discussion on nutrition information systems. SUN country government focal points agreed that information for nutrition should be relevant, timely, reliable and actionable so that there is transparency and accountability on what is being done, what is working, at what cost and with what result.

Requests to Date

46. While there have been few concrete requests from individual SUN countries in relation to COP 3, recurring patterns of three distinct and critical areas of need are emerging across the Movement.
- (a) **Area 1:** Relevant information to foster accountability around the agreed common results framework for nutrition;
 - (b) **Area 2:** Timely and reliable information by strengthening **systems for quality data collection and management;**
 - (c) **Area 3:** Actionable information by building capacity on cross-sectoral data analysis, interpretation, presentation and use.

Key Existing and Potential Contributions to COP 3

47. Across the three areas of need identified above, various actors are either already supporting countries' efforts or are in a position to make significant contributions as the community of practice evolves. For example, the MQSUN Network and UN DevInfo are currently supporting countries with Area 1. In-country offices of UN agencies, universities, NGOs and the SUN Business Network are either already working with countries or have great potential to support efforts in relation to Area 2. UN DevInfo can also play an important role in responding to Area 3.

Key Milestones

Kick-off Discussion

48. As part of the response to requests for capacity-building, a **Workshop on Monitoring Implementation and Demonstrating Results** was organised in Nairobi on 12-13 May by UNICEF (on behalf of the UN Network) with the support of the SUN Movement Secretariat. The two-day workshop involved 72 participants, including 43 people from 14 countries in East and Southern Africa and 29 people representing regional and global partners.
49. The workshop represented a key milestone to kick-start the discussion on how national, regional and global partners can respond and build capacities around the three broad areas identified above.

The Global Nutrition Report

50. A **global report on nutrition** is being launched for 2014 and will provide the framework for global accountability on all forms of malnutrition. The country profile will provide a reference on the type of indicators relevant for nutrition and also highlight data gaps and limitations (the Global Nutrition Report is a multi-stakeholder initiative).

The Emergence of a Concerted Response to Countries' Needs: National Information Platforms for Nutrition and Networked Information Systems

51. While efforts are under way to respond to the three areas of need identified above, true transformation of nutrition information systems will only be possible if concerted efforts are made to establish coherent links between each element of data collection, analysis and use. As part of their efforts to provide a concerted response to countries' needs in these three areas, **a group of donors, UN agencies and universities is currently developing an initiative to strengthen national information platforms for nutrition.**
52. The main client and user of the national information platforms will be decision makers from key government sectors, programme implementers, civil society organisations, the private sector working in support of government plans, bilateral donors and parliamentarians. The process will be managed by a technical team comprised of professionals from national statistics offices, research institutions and from external technical assistance, when required. User-friendly information will be made available to the public using different media, including websites, radio, newsletters and through the involvement of local leaders, civil society organisations, schools and other information channels.
53. Once a number of countries have functioning national information platforms for nutrition, it will then be possible to analyse overall trends in malnutrition reduction, nutrition financing and programme effectiveness. This will be the basis to ensure that a **global networked information system** on nutrition effectively builds upon country-level systems. Once the quality and comparability of data is improved at country level, they can then be aggregated to the regional and global levels to assess if countries are collectively on track to meet the global 2025 targets. UNICEF, the WHO and the FAO, to name just a few, are recognised global leaders on statistics for children, health and agriculture, respectively.

Challenges

54. As described above, most countries already have multiple systems in place that collect data at different times and from different samples. A significant amount of information is held across various institutions yet has hardly been analysed.

Way forward for Community of Practice 3:

55. By November 2014: final consensus on the core minimum information to be captured in the stakeholder mapping and monitoring tool to be expanded by countries based on their additional requirements (led by UN REACH).
56. By December 2014: work with partners to build a collective repository system of available M&E frameworks, guidelines for data collection, definition of indicators, dashboards, etc. This will provide a platform to ensure increased harmonisation of existing efforts around nutrition information systems (SMS with Country Network, with the Global Nutrition Report Independent Expert Group and with REACH on behalf of the UN Network; note: this could be hosted on the Global Nutrition Report website).
57. Throughout 2014 and 2015: ensure timely and coordinated responses to countries' immediate requests in the following specific areas: stakeholder mapping and monitoring, development/ refinement of monitoring and evaluation frameworks, development of dashboards, definition of national parameters for cost-effectiveness assessments, strengthening national capacity for management, analysis, dissemination and use of data on nutrition based on existing database technologies such as DevInfo.
 - (a) Providers include: the UN Network for Nutrition, MQSUN, the World Bank, the Community System Foundation, the SUN Civil Society Network, and the SUN Business Network and academia (i.e. Johns Hopkins University);
58. In relation to the ongoing development of national information platforms for nutrition (NIPNs): presentation of the results from consultations with select countries on the feasibility of NIPNs by November 2014. In addition, alignment of technical and financial resources to initiate support in selected countries is foreseen by mid-2015.



Growth monitoring in Rumphi District, Northern Malawi

Community of Practice (COP) Four: Functional Capacities for Coordinated and Effective SUN Actions

Statement of Purpose

59. Governments of SUN countries coordinate multiple efforts for scaling up nutrition through various mechanisms, **across different sectors, among multiple stakeholders and between many levels of government**. SUN countries have been increasingly expressing the need to optimise the functioning of these multi-stakeholder mechanisms for scaling up nutrition, and therefore the overall aim of COP 4 is to build the capacity of groups and individuals to function effectively across sectors, among multiple stakeholders and between many levels of government.

Introduction

60. Strengthening **functional capacities** involves the establishment of operating policies, procedures, frameworks, administrative arrangements and staff with sufficient capacity to work effectively together to scale up nutrition. These capacities enable countries to plan, lead, manage and sustain initiatives across different sectors, among multiple stakeholders and between many levels of government.

Requests to Date

61. A number of countries have informally expressed interest in receiving support to improve certain aspects of their multi-stakeholder governance mechanisms. In the case of three countries, official requests have been submitted: two requests⁴⁴ have been matched, and efforts are under way to identify a source of expertise for the third request⁴⁵.

Key Existing and Potential Contributions to COP 4

62. Different organisations have been identified as potential suppliers for COP 4. The REACH Partnership and Cornell University have developed frameworks and tools that can allow countries to assess the most functional capacity needs for improved multi-stakeholder nutrition governance, which will set the basis for the provision of a capacity development response. Other potential suppliers with expertise to support countries in strengthening specific functional capacities and that are being approached as the community of practice takes shape are the SUN Civil Society and Business Networks (which can contribute to strengthening engagement of their respective groups of stakeholders), the United Nations Development Programme (which can help countries improve decentralised governance mechanisms), PROCASUR and Sight and Life (which can help strengthen national capacities for knowledge sharing and learning), the Global Social Observatory and Transparency International (which can help enhance the capacities of countries to better prevent and manage conflicts of interest) or the Partnering Initiative and Save the Children (which could contribute to improving organisational change management of multi-stakeholder mechanisms). COP 4 will encourage peer and regional learning between SUN countries and regional organisations.

⁴⁴ Cameroon and El Salvador.

⁴⁵ South Sudan.

Key Milestones

63. The initial focus of COP 4 will be to comprehensively categorise SUN countries' needs and to identify a number of suitable agencies with a range of expertise and skills that can provide appropriate responses and actions across these categories of need. This is being done through a three-streamed approach.

Stream 1: Determining areas of capacity that need to be strengthened

64. While the specific needs of countries in this area can vary greatly, the SUN Movement Secretariat has analysed the information shared by SUN Movement country government focal points and their multi-stakeholder platforms and observed that there are **three distinct levels** where functional capacity can be strengthened. These three interdependent levels are:
- (a) **Institutional capabilities** that foster trusting and respectful interactions, based on mutual understanding, transparency, clarity of roles and the acceptance of responsibilities among their members;
 - (b) **Individual skills** to be able to engage and work together effectively, including a sound understanding of the operating context, effective management, leadership, knowledge management and accountability; and
 - (c) A sound grasp of **the external environment**, which includes factors such as political will, policy, legal and economic frameworks, governance mechanisms, power relationships, and social norms that affect the performance of multi-stakeholder platforms.
65. Working at the three interdependent levels of multi-stakeholder engagement creates the potential for conflicts of interest, and thus capacities to prevent, manage and identify conflicts of interest are integral to supporting effective and coordinated action for scaling up nutrition. See Engaging in the SUN Movement: Preventing and Managing Conflicts of Interest in Chapter 3.

Stream 2: Identifying specific needs of countries and potential providers of support

66. Requests for external support by SUN countries, the results of national SUN monitoring workshops and additional contact surveys will be examined to formulate a comprehensive understanding of country needs. Potential sources of support will provide tailored responses for the different types of needs identified through specific interventions, responses and information sharing.

Stream 3: Forming a community of practice and provision of support in response to country needs

67. The aim is to build a broad network of agencies and resources in countries and regionally into a community of practice to support effective and coordinated work for scaling up nutrition. The community of practice will provide sustained support to SUN countries and institutionalise a system that enables countries to access this support.

Way Forward for Community of Practice 4

68. The SUN Movement Secretariat is in the process of gaining a better understanding of the needs of countries to strengthen cross-government capacities for managing the effective implementation of actions by multiple stakeholders and of identifying and engaging potential providers of support that can respond to these needs.
69. Meanwhile, the SUN Movement will continue to conduct initiatives that contribute to strengthening the functional capacities of SUN multi-stakeholder platforms, namely the organisation of enhanced learning exercises for the identification, prevention and management of conflicts of interest in El Salvador (17-18 July) and Indonesia (October) and of the learning route in Peru (September) with a focus on sharing knowledge on multi-sectoral coordination and alignment between national and local nutrition governance and implementation levels.

70. The SUN Movement Secretariat will start to explore synergies between SUN and CAADP processes in selected countries in Africa. A thematic discussion on the contribution of agriculture and food systems and social protection to scaling up nutrition has helped identify the needs of countries for stronger coordination between agriculture and nutrition processes. Based on an expression of interest by SUN countries, a limited number of them will be selected in coordination with NEPAD and the FAO for improved alignment of SUN and CAADP processes. This will entail support for improved cross-sector coordination and alignment for scaling up nutrition.

Strengthening the Capacity of SUN Countries through Learning Routes

One clear message coming from SUN countries has been the urgent need to support countries so they can learn from each other's experiences. In order to respond to this need, the SUN Movement MPTF Management Committee provided support to the SUN Movement Secretariat to partner with the PROCASUR Corporation to develop a pilot programme called "Strengthening the Capacity of SUN Countries to Scale Up Nutrition through Learning Routes". The programme aims to improve sharing and learning initiatives between national SUN multi-stakeholder platforms. The routes are a planned journey with training objectives geared towards capacity-building, which will also help host countries strengthen their capacities for knowledge management, learning, networking and promotion of South-South cooperation.

At the agreement of the MPTF Management Committee, the preparations for this project included a survey that was carried out by the SUN Movement Secretariat from June through August 2013. The survey mapped SUN countries' specific thematic interests for learning and sharing activities. Twenty-eight countries took part in the survey. In most cases (23), the SUN government focal point was the primary respondent. This survey allowed the SUN Movement Secretariat to map the availability of examples of best practices across countries, and also helped to identify the main areas of interest to SUN countries.

A proposal for USD 600,000 (plus 7 per cent indirect cost recovery) was presented to, and approved by, the SUN MPTF Management Committee in November 2013 for this pilot project, which will run for 12 months (February 2014 to January 2015).

From 26 May to 1 June 2014, Senegal hosted teams (2-3 people each) from Benin, Burundi, Ghana, Guinea Niger and Sierra Leone and Peru. For this learning route, government representation ranged from the offices of the president and the vice president and national planning authorities to the ministries of health and agriculture. Almost every participating country included civil society in their teams. Peru hosted Guatemala, Madagascar, Sri Lanka and Tanzania and Senegal from 8 to 14 September 2014.

Annex 4: Details of SUN Countries' Achievements Identified in Chapter 2

COUNTRIES	Leaders made commitments at the 2013 Nutrition for Growth event	Have reported the appointment of donor/development partner convener	Have reported the nomination of a SUN country government focal point	Have reported the establishment of an MSP for nutrition	Receive REACH support
Bangladesh	■	■	■	■	■
Benin	■	■	■	■	
Burkina Faso	■	■	■	■	
Burundi	■	■	■	■	■
Cambodia			■	■	
Cameroon		■	■		
Chad		■	■	■	■
Comoros			■		
Congo-Brazzaville					
Congo, DR	■	■	■	■	
Costa Rica			■	■	
Côte d'Ivoire	■	■	■	■	
El Salvador	■		■	■	
Ethiopia	■	■	■	■	■
The Gambia	■	■	■	■	
Ghana		■	■	■	■
Guatemala	■	■	■	■	
Guinea	■	■	■	■	
Guinea-Bissau					
Haiti	■	■	■	■	
Indonesia	■	■	■	■	
Kenya		■	■	■	
Kyrgyzstan	■	■	■	■	
Laos		■	■	■	
Lesotho					
Liberia	■			■	
Madagascar	■	■	■	■	
Malawi	■	■	■	■	
Mali	■	■	■	■	■
Mauritania	■		■	■	■
Mozambique		■	■	■	■

COUNTRIES	Leaders made commitments at the 2013 Nutrition for Growth event	Have reported the appointment of donor/development partner convener	Have reported the nomination of a SUN country government focal point	Have reported the establishment of an MSP for nutrition	Receive REACH support
Myanmar		■	■	■	
Namibia	■	■	■	■	
Nepal		■	■	■	■
Niger	■	■	■	■	■
Nigeria	■	■	■	■	
Pakistan		■	■	■	
Peru		■	■	■	
Philippines					
Rwanda		■	■	■	■
Senegal	■	■	■	■	
Sierra Leone	■	■	■	■	■
Somalia			■		
South Sudan			■	■	
Sri Lanka	■		■	■	
Swaziland		■	■	■	
Tajikistan		■	■	■	
Tanzania	■	■	■	■	■
Togo					
Uganda	■	■	■	■	■
Vietnam			■	■	
Yemen	■	■	■	■	
Zambia	■	■	■	■	
Zimbabwe	■	■	■	■	

COUNTRIES	Report that MSP includes parliamentarians	Report that MSP includes business	Report decentralised MSP	Report CRF in place	Shared costed plans
Bangladesh		■			■
Benin	■	■		■	■
Burkina Faso	■		■		■
Burundi					
Cambodia					
Cameroon	■	■			
Chad	■				■
Comoros				■	
Congo-Brazzaville					
Congo, DR	■	■			
Costa Rica		■			
Côte d'Ivoire					
El Salvador			■	■	
Ethiopia				■	
The Gambia					■
Ghana					

COUNTRIES	Report that MSP includes parliamentarians	Report that MSP includes business	Report decentralised MSP	Report CRF in place	Shared costed plans
Guatemala	■	■	■	■	■
Guinea	■				
Guinea-Bissau					
Haiti	■		■		■
Indonesia		■		■	■
Kenya					■
Kyrgyzstan					
Laos					
Lesotho					
Liberia					
Madagascar	■	■	■	■	■
Malawi	■	■	■	■	■
Mali				■	■
Mauritania		■	■	■	
Mozambique			■	■	■
Myanmar	■				
Namibia		■	■	■	
Nepal			■	■	■
Niger	■	■	■		■
Nigeria		■	■	■	
Pakistan		■	■		
Peru		■	■	■	■
Philippines					
Rwanda			■	■	■
Senegal			■		■
Sierra Leone	■		■	■	■
Somalia					■
South Sudan		■			
Sri Lanka		■	■	■	
Swaziland					
Tajikistan					
Tanzania	■		■		■
Togo					
Uganda		■	■	■	■
Vietnam		■			
Yemen		■			■
Zambia	■	■	■	■	
Zimbabwe		■	■	■	

COUNTRIES	Report M&E framework in place	Report general budget line for nutrition	Report budget lines for nutrition in ministries	Report the development of advocacy tools	Report SMAC policy or strategy(ies) in place	Report the establishment of a CSA alliance (info from CSN)	Shared information regarding a high-level nutrition event
Bangladesh				■	■	■	■
Benin		■			■		■
Burkina Faso		■				■	
Burundi						■	■
Cambodia							
Cameroon		■		■		■	■
Chad		■	■				■
Comoros							
Congo-Brazzaville							
Congo, DR		■				■	
Costa Rica							
Côte d'Ivoire							
El Salvador	■					■	
Ethiopia	■			■		■	■
The Gambia				■	■		
Ghana				■		■	■
Guatemala	■		■			■	
Guinea						■	■
Guinea-Bissau							
Haiti		■			■		■
Indonesia			■			■	■
Kenya			■	■		■	■
Kyrgyzstan						■	■
Laos						■	
Lesotho							
Liberia						■	
Madagascar		■				■	■
Malawi	■	■		■	■	■	■
Mali		■		■		■	■
Mauritania				■			
Mozambique					■	■	
Myanmar						■	■
Namibia							■
Nepal			■		■	■	■
Niger		■			■	■	■
Nigeria				■	■	■	
Pakistan						■	■
Peru	■					■	
Philippines							
Rwanda			■	■		■	■
Senegal		■		■		■	
Sierra Leone		■				■	■
Somalia							

COUNTRIES	Report M&E framework in place	Report general budget line for nutrition	Report budget lines for nutrition in ministries	Report the development of advocacy tools	Report SMAC policy or strategy(ies) in place	Report the establishment of a CSA alliance (info from CSN)	Shared information regarding a high-level nutrition event
South Sudan							
Sri Lanka			■			■	
Swaziland				■			
Tajikistan				■			
Tanzania		■				■	■
Togo							
Uganda				■		■	■
Vietnam					■		
Yemen					■		■
Zambia						■	■
Zimbabwe						■	■

List of Abbreviations and Acronyms

ARNS	African Union African Regional Nutrition Strategy
CIFF	The Children's Investment Fund Foundation
CSA	Civil Society Alliance
CSN	Civil Society Network
CSO	Civil society organisation
CFS	Committee on World Food Security
COP	Communities of practice
CAADP	Comprehensive Africa Agriculture Development Programme
NAFSIPs	CAADP National Agriculture and Food Security Investment Plans
CRF	Common results framework
EU	European Union
FAO	Food and Agricultural Organisation of the United Nations
ICE	Independent comprehensive evaluation of the SUN Movement
MQSUN	Maximising Quality of Scaling Up Nutrition Network
MSPs	Multi-stakeholder platforms
NEPAD	New Partnership for Africa's Development
NGO	Non-governmental organisation
N4G	Nutrition for Growth
OECD-DAC	Organisation for Economic Co-operation and Development Development Assistance Committee
SUN	Scaling Up Nutrition
SBN	SUN Business Network
MPTF	SUN Movement Multi-Partner Trust Fund
ICN2	The Second International Conference on Nutrition
UN	United Nations
UNDAF	UN Development Assistance Framework
UNICEF	The United Nations Children's Fund
USG	United States Government
UNSCN	United Nations Standing Committee on Nutrition
WHO	World Health Organisation
ZHC	UN Secretary-General's Zero Hunger Challenge



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