



Terms of Reference for the global SUN Donor Network

Introduction

The global SUN Donor Network is part of the [Scaling Up Nutrition \(SUN\) Movement](#). These Terms of Reference (ToR) describe the purpose, structures, activities and ways of working of the global SUN Donor Network (SDN). They do not provide a ToR for national donor networks for nutrition, though the global SDN does provide guidance for developing or strengthening ToRs of national networks and national donor convenors on the [SDN Knowledge Platform](#).

SUN Strategic Objectives

The global SDN conducts its core work in alignment with **four objectives** that are **shared across the SUN Movement Global Support System**:

1. Strengthen and sustain strong policy and advocacy environments at the subnational, national, regional and global levels to position nutrition outcomes as a key maker and marker of sustainable development.
2. Develop and align shared country priorities for action.
3. Build and strengthen country capacity to develop, prioritise, finance, implement and track country actions through strengthened technical assistance and knowledge management.
4. Ensure governance of SUN that promotes country leadership and responsibilities of government, aligns the resources of all Movement stakeholders behind country priorities, strengthens mutual accountability between Movement stakeholders and to those most at risk of malnutrition, with robust mechanisms to encourage and ensure such promotion, alignment and mutual accountability is realised.

SDN Goals & Activities

The global SDN provides a space at global level where donors can work together and in collaboration with other SUN Movement stakeholders to support implementation of the SUN strategy aimed at improving nutrition and access to healthy diets for all. It does this through a range of activities aimed at promoting high-level political commitment for nutrition and against all forms of malnutrition, evidence-based policies and actions, more and better financing, aligned implementation, monitoring of progress and impact, and the sharing of lessons learnt.

- ✓ **ADVOCATING FOR NUTRITION AT GLOBAL LEVEL:** SDN members work together and with all other SUN Movement stakeholders to strengthen **strategic exchange, enable change and enhance the impact of policies, programmes and investments** in various sectors and within global processes and institutions aimed at improving nutrition, fighting against all forms of malnutrition, ensuring healthy diets and more sustainable and resilient food and health systems. This includes supporting sustained political engagement, commitment and communication on nutrition at global and national levels and within the SUN Movement on a range of issues including global food and nutrition security; climate, food systems;; sustainable financing for nutrition; women's and girls' nutrition; and more. SDN members particularly ensure that gender equality and the empowerment of women and girls are at the core of all nutrition-specific and nutrition-sensitive policies and activities.
- ✓ **COLLABORATING WITHIN THE SUN MOVEMENT:** The SDN helps strengthen the functioning and effectiveness of the SUN Movement, e.g. by facilitating technical assistance and peer learning; through financial support to global and regional support structures, including to capacity development -, processes and events; and/or by promoting the measures of results and tracking of investments;
- ✓ **SUPPORTING SUN MEMBER COUNTRIES:** Together with the SMS and its regional hubs, and UNN, the global SDN supports relevant country-level donor networks and/or coordination mechanisms in SUN countries (such as [SUN Donor Convenors](#) or co-Convening between a country-level SDN member and a UN agency) to enhance donor coordination, alignment and effectiveness of policy implementation and programme delivery, in support of national, multi-sectoral nutrition policies and actions. For instance, this entails sharing of guidance and advice, facilitating learning exchanges between country-level donor networks/coordination mechanisms, encouraging high-level donor engagement on nutrition at country level etc. The SUN Donor Network also focuses on galvanizing more and better financing for nutrition, including strengthening the capacities of SUN countries to plan and advocate for expanded domestic and external resourcing for nutrition, as well as, strengthening reporting on nutrition financing among donors and governments.
- ✓ **SHARING SUN MOVEMENT LEARNINGS AND BEST PRACTICES:** The SDN helps ensure that lessons from across the SUN Movement and other relevant initiatives (e.g. related to food systems initiatives, Nutrition for Growth, climate, nutrition financing, etc...) inform and strengthen wider global and regional processes. This includes through strategic engagement and empowerment of SUN Donor Convenors at the national and regional levels, and through coordination with other networks in the GSS.

Guiding principles

Members of the SDN are encouraged to emulate the hallmarks of effective partnerships as described in the [Good Nutrition Donor Partnership Principles \(Annex 1\)](#) agreed by global SDN members in Ottawa in 2010, as well as the [SUN Movement Principles of Engagement \(Annex 2\)](#).

Membership

The Network is open to any of the following types of donor organization providing nutrition related funding in SUN countries:

- ✓ bilateral donor
- ✓ multilateral government donors
- ✓ international development bank
- ✓ private foundation

Other types of organizations that are both recipients and providers of nutrition-related funding in SUN countries (e.g. UN agencies) are not eligible to be members of the global SDN but may be invited to participate in global SDN events and processes on an ad-hoc basis, or observer basis, and may play roles in country-level SDNs. Depending on the chosen donor coordination mechanism at country level, UN agencies are welcome in a co-convening role alongside the national SUN Donor Convenor.

Donor agencies and representatives from a country-level donor network/coordination mechanism that are interested in becoming SDN members should send an expression of interest to the SDN Facilitator (sdn@scalingupnutrition.org) or their global donor member in the case of donor representatives at country level.

The global SDN is comprised of both technical-level representatives and senior-level officials.

The core of the work on the SDN is taken on by technical-level representatives who exchange and make progress on objectives set in the work plan (i.e. via their engagement in working groups on SO 1-3) and actively participate the monthly SDN calls to discuss ongoing topics, events and debates in the nutrition community from a donor's perspective.

Senior-level officials operate on a higher political level and are thus able to lead the SDN and the SUN movement by providing guidance and oversight.

Responsibilities of global SDN members

By joining the SDN, member organisations commit to:

- ✓ emulate the Good Nutrition Donor Partnership Principles (Annex 1) and the SUN Movement Principles of Engagement (Annex 2)
- ✓ engage proactively and regularly to support the SDN activities.
- ✓ contribute towards achieving the SUN strategic objectives and SDN goals.
- ✓ as appropriate, explore opportunities for enhancing and tracking agency commitments and contributions to nutrition and healthy diets.

Senior Officials

The roles of Senior Officials from SDN member organisations are to:

- ✓ provide strategic steer and oversight to the SDN and support the strategic positioning of the overall SUN Movement.

- ✓ ensure the active engagement of their organisation in the SDN and the overall SUN Movement.
- ✓ use political dialogue and harness engagement in high-level global and regional events and initiatives as well as multilateral organizations to promote better nutrition and healthy diets and reinforce the fight against hunger and all forms of malnutrition.
- ✓ encourage senior officials in multilateral and bilateral organizations and at country level, within their own agencies, to elevate and maintain nutrition as a priority in country strategies across various sectors (health, agriculture, social protection...).
- ✓ explore opportunities to reinforce the importance of gender equality and the empowerment of women and girls in nutrition interventions.
- ✓ and to enforce and alleviate the efforts, where relevant, Senior Officials shall encourage governments of SUN countries and other stakeholders to do likewise in their national policies.

Facilitation

The work of the SDN is facilitated by a lead facilitator supported by one or more co-facilitators. The lead facilitator can be hired by an SDN member or funded and contracted by one or several members of the SDN as agreed amongst the membership. The selection of co-facilitators is ideally linked to the donor agency representing the SDN on the SUN Movement Executive Committee. This allows for a close exchange and collaboration of the ExCom representatives and the co-facilitators. The role and ways of working of the lead facilitator and the co-facilitators are described in the SDN Facilitation ToR approved by SDN members.

Ways of working

The global SDN develops an annual or biennial *work plan* describing how the SDN will work towards the purpose and objectives outlined in this Terms of Reference.

Strategic Objective Leads facilitate the activities under each SDN Strategic Objective in the work plan.

Working groups may be established by *Strategic Objective Leads* to enable the participation of SDN members

At technical level, the SDN holds monthly virtual *meetings* and at least one face-to-face meeting per year to review progress against and revise work plans. Other calls or meetings may be held on an ad hoc basis.

The SDN and SMS will aim to hold at least two *Senior Officials meetings* per year, with the possibility of one being a face-to-face meeting.

Decisions are taken by consensus. Silence through participating or absent members will be taken as approval.

The primary mean of *sharing information* amongst SDN members is through the SDN email list where all relevant documents shall be shared as annex. Additional documents can be also shared on the [SDN Knowledge Platform](#).

Engagement with other parts of the SUN Movement at global level

SUN Movement Executive Committee

The global SDN selects the donor representative (and alternate representative) for the [SUN Executive Committee](#) from within its membership. The ExCom acts on behalf of the SUN Movement Lead Group to oversee the implementation of the Movement's strategy for SUN 3.0 (2021-2025) and provide guidance to the SUN Movement Coordinator. The ExCom representative and its alternate are expected to share information and consult with members of the networks with which they are associated.

SUN Movement Global Support System (GSS)

The SUN GSS consists of the SUN Movement Secretariat (SMS) and the global SUN Movement Networks (the SUN Donor Network, UN Nutrition, SUN Civil Society Network, and the SUN Business Network). All components of the SUN GSS, including the SDN, align their activities with the SUN 3.0 Movement Strategy. At the annual GSS retreat, progress is discussed against the GSS Action Plan. When relevant, the SDN, in form of their members and facilitators, engages with parts and in processes of the GSS. The SDN receives regular updates on the GSS through the SMS. The latter shall support SDN engagement with GSS processes as required.

Safeguarding

It is acknowledged that agencies represented in the SUN Donor Network already have their own policies and/or code of conduct. Each SDN member is required to act with the highest integrity with regards to their employee policies and/or code of conduct, and the SDN expects members to demonstrate this integrity throughout their work of the SDN.

Accountability

Progress in the implementation of the work plan is reviewed during [SDN calls](#). Progress is also reviewed during SDN face-to-face meetings during the SUN Global Gathering and the annual [SDN Retreat](#). The work plan is shared with others in the SUN Movement Global Support System and progress reported to the SUN Executive Committee in the context of the GSS Collaboration Framework and the Mutual Accountability Framework.

Annex 1

Good Nutrition Partnership Principles

Derived from the Senior Officials meeting on nutrition held in Ottawa November 30 and December 1, 2010, between donors and development partners, these principles highlight what is needed to emulate the hallmarks of effective partnerships to ensure successful roll-out of SUN and achievement of results.

- **Strengthening Country Ownership and Leadership:** Country-level ownership and leadership are the single most important determinants of success. Buy-in at the sector level as well as by governments as a whole is critical for ensuring the higher prioritization of nutrition at the country level, a clear commitment to results and enhanced capacity to deliver. Partners (donors, civil society, private sector) must work in alignment with and support local systems and nutrition strategies.
- **Focusing on Results:** Recognizing the exceptionally high development returns that will be achieved through direct nutrition specific interventions and comprehensive nutrition-focused development, the demonstration of results through rigorous evaluation and real-time monitoring is key. Building the evidence base and the demonstration of results will facilitate greater global and countrylevel advocacy and mobilization for addressing undernutrition.
- **Adopting a Multi-Sectoral Approach:** Priority integration of nutrition across sectors will accelerate action on the determinants of undernutrition, result in effective and innovative pro-nutrition actions in other sector programmes, and increase policy coherence by addressing the unintended consequences of sector specific programming on nutrition. Building the knowledge base on how to effectively integrate nutrition considerations across sectors will be key and help to ensure county-level roll-out is coordinated, aligned within country systems and implemented in such a manner so as to reduce transaction costs.
- **Focusing on Effectiveness:** The need to optimize the use of existing resources to achieve nutrition outcomes through more effective and innovative direct nutrition specific interventions and nutrition focused development should be prioritized. Consideration should be given to how partners can work better and more effectively together to achieve nutrition results. Country-level scale up of proven, effective interventions should be fast-tracked.
- **Fostering Collaboration and Inclusion:** The engagement of all interested stakeholders – from governments, to CSOs, to private sector entities – is critical for sustaining country-level roll-out and the achievement of results. The promotion of inclusive partnerships will serve to further strengthen country-level commitment and leadership and act as a check to monitor progress and ensure accountability.
- **Promoting Accountability:** High level commitment from donors and development partners to the roll-out of the SUN Framework and Roadmap is critical for ensuring success. Donors and development partners need to be mutually accountable for achieving development results including through global and country level political leadership and commitment, and alignment, predictability and sustainability of support at the country level.

Annex 2:

SUN Movement Principles of Engagement

1. Be transparent about intentions and impact

All stakeholders will engage in transparent behaviour and commit to establishing rigorous evaluations of the impacts of collective action and the contributions of individual.

2. Be inclusive

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

3. Be rights based

Act in accordance with a commitment to uphold the equity and rights of all women, men and children.

4. Be willing to negotiate

Stakeholders will seek to resolve divergences in approaches or interests whenever they arise.

5. Be predictable and mutually accountable

Support collective responsibility of stakeholders towards shared outcomes, but uphold and strengthen accountability of individual actors vis-à-vis their commitments and actions.

6. Be cost-effective

Pursue and support evidence-based priorities that will achieve the greatest sustainable impact for the cost.

7. Be continuously communicative

Learn and adapt through regular sharing of relevant lessons on what works and what does not, across countries, sectors and stakeholders.

8. Act with integrity and in an ethical manner

Manage personal and institutional conflicts of interest with integrity.

9. Be mutually respectful

Collaborate in a way that builds trust and respects the contributions and perspectives of other stakeholders.

10. Do no harm

Act in a way that contributes to improving the nutrition and the well-being of all people, with careful consideration about negative consequences to people and planet, and clear mitigation strategies.