

7<sup>th</sup> meeting of the SUN Movement Lead Group  
**Strategic Decisions on the future of the SUN Movement after 2015**

This note sets out key decisions that are being sought from the SUN Movement Lead Group at their 7<sup>th</sup> meeting on 5<sup>th</sup> May 2015, based on the recommendation from the Visioning Sub Group (VSG) that the SUN Movement continue past 2015 with a renewed sense of ambition to achieve results.

**The VSG requests that the Lead Group:**

- 1) Acknowledge the significant and ongoing achievements of the SUN countries in raising the profile of nutrition, and in promoting multi-sectoral and multi-stakeholder efforts for achieving nutrition justice;
- 2) Clarify a process that defines the role of the SUN Movement beyond 2015, to ensure that momentum does not stall with the expiry of the current SUN Movement strategy and mandate of the Lead Group; and
- 3) Receive the conclusions and recommendations made in the final report of the Independent Comprehensive Evaluation (ICE), the insights provided from the Movement-wide response to the ICE, and the consultation, hosted by His Excellency President Kikwete of Tanzania in Dar es Salaam from April 9-11th, on options for the visioning of SUN beyond 2015, and act with the urgency that is required to ensure weaknesses across the Movement are immediately addressed.

For the **Stewardship of the Movement, during the transition period (May-December 2015) and beyond 2015**, the Lead Group is requested to task the VSG to appoint and empower a Transitional Stewardship Team that will have the delegated authority, through the Chair of the Lead Group to:

- 4) Oversee the setting up of strengthened Stewardship arrangements and to continue oversight of the process to update the strategy;
- 5) Prioritise the recruitment of a new SUN Movement Coordinator to be appointed by the UN Secretary General (UNSG) as soon as possible;
- 6) Recommend a process for proposing to the UNSG a refocused Lead Group of Champions to set the overall guidance for the Movement and lead high-level advocacy for the period 2016-2020; and
- 7) Appoint a multi-stakeholder Executive Committee responsible for oversight of the functioning and accountability of the Movement.

In terms of **Strategic Approach and Priorities of the Movement beyond 2015**, the VSG recommends:

- 8) The development of a new strategy for SUN for 2016-2020 and the Lead Group to request the Transitional Stewardship Team to establish a process through which the strategic framework will be developed, including resources, milestones and accountability mechanisms.
- 9) That the new strategy is located within the wider nutrition landscape- acknowledging evolving global agendas, ongoing nutrition governance mechanisms, current UN System competencies, and renewed efforts to report on global progress through the Global Nutrition Report;
- 10) That the new strategy a) builds upon current successes with greater ambition for results and impact on stunting in all countries committed to scaling up nutrition, and b) continues to inspire the unique qualities that has made the Movement a success, namely that it remains

- country-led, inclusive, multi-stakeholder, and multi-sectoral, and continues to catalyse, broker, convene, boost and leverage country capacities to address under nutrition;
- 11) That the new strategy prioritise the following: a) Effective advocacy for better nutrition; b) Increased facilitation and coordination of efforts for achieving impact; c) Strengthened accountability of all stakeholders at all levels; d) Improved quality of support provided to countries to strengthen capacities; and e) More effective use of available funds and a more strategic approach to leveraging increased external resources for scaling up nutrition; and
  - 12) To safeguard and embolden the Principles of Engagement that anchors the Movement's members to the strategy and ensure that these acknowledge the unique role of empowered women, a changing climate and a continued struggle for equity.

**Operational Modalities:** In pursuit of these outcomes, the VSG recommends that the Lead Group ensures that the strategy encompass ways to:

- 13) Reinforce and adequately resource the SUN Movement Secretariat, and the SUN Networks' Secretariats, with human and financial capacity, acknowledging that the work plans needed for each element will require alignment with the new strategy and form the basis of an operational Road Map; and
- 14) Professionalise the 'Communities of Practice' approach, refined as required by country demands, aligned with the strategic priorities; and utilised effectively to ensure the transference of knowledge and best practice throughout the Movement.

Regarding the **Strategy Development Process and Timeline** the VSG recommends that the Lead Group:

- 15) Request that the Transitional Stewardship Team present an update of progress and additional recommendations for discussion and endorsement at the final Lead Group meeting of the current strategy in September 2015. This should include a status update on development of the 2016-2020 Strategy, the establishment of the new stewardship structures, progress towards a functioning operational plan or Road Map due to be completed by the end of December 2015; the recruitment of the Coordinator and the establishment of the Executive Committee;
- 16) Ensure that the spirit of constructive collaboration, consultation and transparency continue, recognising that whilst this may be time consuming it is essential to vitalise the energy, ambition and ownership of the strategy and more importantly the shared responsibility of the outcomes; and
- 17) Safeguard the existing efforts by members of the Movement as they seek to align their efforts in support of SUN countries that are scaling up nutrition. Whilst the strategic development continues, there must be no let-up in our efforts to deliver results, now.

**Finally, the VSG recommends that:**

- 18) The Lead Group request that the United Nations Secretary General, under whose auspices the SUN Movement is convened, receive the final updated strategy 2016-2020 by the end of December 2015, and request regular updates on the Movement's progress - and challenges - so that the SUN Movement's unique experiences may contribute to the wider pursuit of social and economic development.

## Recommendations for the SUN Lead Group

**Background:** The recommendations stem from a visioning process initiated by the Lead Group at their meeting in September 2013, where the decision to commission an Independent Comprehensive Evaluation (ICE) was made. The evaluation began in June 2014 and was concluded in January 2015. From January to April 2015, SUN countries, networks and secretariat provided their response to the evaluation's findings overseen by a team tasked by the VSG. Over 100 responses were received - with 50% of SUN countries providing input.

On 9<sup>th</sup> to 10<sup>th</sup> April 2015, President Kikwete of Tanzania, a SUN Lead Group member, hosted a multi-stakeholder meeting in Dar es Salaam to enable consideration of options for the future of the Movement. A Task Team reflected on the input provided by participants, framed by the recommendations of the ICE and the Movement-wide response to its findings, captured in synthesis by the Secretariat, and an options paper developed by independent consultants. They proposed the following:

- 1. The SUN Movement should continue with a renewed sense of ambition to achieve results.** The SUN Movement has been very successful but there is no room for complacency: there are a number of weaknesses that need to be addressed as a matter of urgency.
- 2. An updated strategy should be developed to cover the period from 2016 to 2020.** The process for developing the revitalised strategy for the SUN Movement is already well underway: it is a living process that should evolve with iterative and ongoing consultations and not delay ongoing support for SUN countries committed to scaling up nutrition.
  - a. The strategy should build upon the Movement's strengths and address weaknesses identified by the ICE. Following strategic guidance from the Lead Group, a detailed strategic framework will be developed, incorporating feedback from the Movement's countries, and the network facilitators (on behalf of their networks) as appropriate.
  - b. This strategic framework should be ready for the SUN Lead Group meeting in September 2015 and become live in January 2016 when the present 2012-2015 strategy has run its course; and
  - c. An operational roadmap will be an essential component of the strategy ensuring that each element of the Movement (including the networks and the communities of practice) are aligned, accountable to the Movement's stewardship and working together to deliver results. This will be finalised by December 2015.
- 3. The updated strategy should be located within the wider nutrition landscape and reference:**
  - a. The ongoing challenges caused by the multiple burdens of malnutrition;
  - b. Global progress being made to address the impact of under nutrition;
  - c. The added value of the SUN Movement relative to global agendas such as the Sustainable Development Goals (SDG's), the follow-up to the Second International Conference on Nutrition (ICN2) and the commitments made at the Nutrition for Growth event;
  - d. The differentiation between: a) global *governance* for nutrition, embodied in the mandates of the Committee on World Food Security (CFS), the World Health Assembly (WHA), and other UN bodies; and b) *stewardship arrangements* for the SUN Movement

which derives its mandate from the UN Secretary General and is discharged through the SUN Movement Lead Group; and

- e. The important role of the normative UN system agencies responsible for setting standards on nutrition, as a distinct complement to the SUN Movement.

**4. There should be continuity in the overall strategic approach for the SUN Movement.** The Movement should remain inclusive, multi-stakeholder, multi-sectoral, and decentralised - open to all countries committed to achieving nutrition justice for all and ending malnutrition in all its forms. This includes:

- a. Maintaining a focus on country-ownership, political commitment, advocacy, transparency and alignment;
- b. Retaining the principle of inclusivity to reflect the commitments of governments and the multiple stakeholders and sectors they engage;
- c. Continuing to reflect both nutrition specific and nutrition sensitive approaches to achieving impact;
- d. Maintaining a focus on stunting and other forms of undernutrition, whilst facilitating support to countries on issues of obesity and related non-communicable disease as requested;
- e. Being adaptable and avoiding complexity and the setting up of parallel structures;
- f. Maintaining the Movement's unique character to catalyse, broker, convene, boost and leverage. The Movement is not implementing scaled up actions, though its members are;
- g. Managing for results: focus on outcomes and impact;
- h. Improving accountability through strengthened transparency and restating the Movement's principles of engagement;
- i. Sharing lessons and improving knowledge management; and
- j. Remaining relevant: link to the SDGs and ICN2, build upon the right to nutrition justice gender and women's empowerment, climate change and ending inequity.

**5. The strategic priorities for the Movement after 2015 should focus on:**

- a. Strengthened advocacy for better nutrition at global, national and sub-national levels;
- b. Increased facilitation and coordination of efforts for achieving impact;
- c. Strengthened accountability of all stakeholders at all levels;
- d. Leveraged opportunities for domestic and external financial resource mobilisation in ways that provide more money for nutrition, and more nutrition for the existing money; and
- e. Improved quality of support provided to countries to strengthen capacities.

**6. The operational modalities to ensure that the strategic priorities are delivered should build on existing structures.** These modalities include:

- a. Strengthened and accountable networks of stakeholders; and
- b. Professionalised 'Communities of Practice', refined as required by country demands, with clear Terms of Reference, management arrangements and deliverables.

**7. The stewardship arrangements for the Movement should be refreshed to ensure that the Movement can strengthen accountability and impact.** This necessitates a refocusing of the roles

and responsibilities of the Lead Group, and, as recommended by the ICE and the Movement-wide response, a strengthening of accountability functions by an Executive Committee.

- a. **Lead Group of Champions (LGC):** The LGC's membership should be smaller, equally high-level, and well resourced. Their refined responsibilities should focus on overarching strategic guidance and advocacy. Their appointment should continue to be by the UN Secretary General (UNSG) - with the refreshed LGC in place by Jan 1<sup>st</sup> 2016.
- b. **Executive Committee (ExCom):** An ExCom should be established to provide practical oversight of the SUN Movement. This includes oversight of the networks, Secretariat, and professionalised communities of practice. Its 10-15 members should reflect the multi-stakeholder composition of the Movement, in particular from SUN countries. It should be appointed by, and report to, the LGC, with members serving in a personal capacity;
- c. **SUN Movement Coordinator (SMC):** The SMC should be appointed by the UNSG for a 5 year term. The SMC should report to the Chair of the LGC and serve as an 'ex-officio' member of the ExCom. The SMC will coordinate the work of the Networks, the Communities of Practice, the SUN Movement Secretariat and support the advocacy efforts of the LGC. The recruitment of the SMC should be prioritised.

**8. Transitional stewardship arrangements should be put in place and prioritised to ensure stability and maintain momentum.** The Movement is entering into a period of instability, with a number of changes in its stewardship and operational modalities being proposed. Momentum towards impact in SUN countries must be maintained. It is recommended that:

- a. The Visioning Sub Group (VSG) be replaced by a Transitional Stewardship Team (TST) that will, on behalf of the Lead Group, oversee the renewal of stewardship arrangements and the development of the new strategy. The TST would reflect the multi-stakeholder nature of the Movement, be formed by active members of the Task Team and Visioning Sub Group, and be chaired by the SUN Movement Coordinator *a.i.* The Coordinator would continue to report on progress of this transitional phase to the Lead Group Chair.
- b. The TST be empowered to draft its Terms of Reference (TORs) and oversee an agreed process of establishing the Executive Committee. It would act until the ExCom is formally established; and
- c. The TST will establish TORs for the identification and recruitment of a full time SUN Movement Coordinator (SMC). The SMC position will be prioritised through an executive search where appropriate and appointment made by the UNSG upon recommendation by the Lead Group chair on behalf of the Lead Group.

**9. Adequate resources should be mobilised to ensure that SUN Movement's supporting elements have the capacity to fulfil the ambitions of the Movement after 2015.** Whilst mobilising domestic and external resources for SUN country actions to scale up nutrition remain a Movement-wide priority, the Movement's supporting functions need to be appropriately resourced so as to allow a seamless transition into the updated strategy. This includes ensuring that key capacities required to support the Movement after 2015 are identified and resourced accordingly, including:

- a. The current SUN Movement Secretariat;
- b. The Secretariats of the Networks- with priority given to the Civil Society Network;

- c. The professionalised Communities of Practices, with clear TORs, work plans, coordination arrangements and accountability lines;
- d. A stocktake of the current budgets for the different Secretariat elements of the SUN Movement are included below. This currently comes to approximately \$11.5m for 2015, and will require a minimum of approximately \$14m from 2016 to meet the current requirements of support to the Movement. Further funds will be required in addition to this \$14m to match the ambition for the 2016-2020 strategy; and
- e. Funding is required after 2015. It is recognised that donors will likely require stewardship arrangements to be in place, the strategy set and roadmaps developed before additional funds are released; and
- f. Assurances to enable potential funders to commit resources past 2015 need to be established. The SMS already has an extended mandate agreed by the Lead Group to 2016 and can, for example, start the transition of human resource arrangements if grant agreements covering 2 years of salary are in place. The network secretariats will also likely request similar assistance to sustain their activities.

#### 10. Timeframe:

Milestone	Date	Action
Lead Group meeting	<b>5 May</b>	<ul style="list-style-type: none"> <li>• Lead Group makes decisions and provides guidance for developing the 2016-2020 strategy;</li> <li>• Lead Group delegates authority to a Transitional Stewardship Team (TST) to oversee Movement and strategy development.</li> </ul>
Stewardship	<b>May</b>	<ul style="list-style-type: none"> <li>• The final ICE report published on the SUN website after endorsement by the Lead Group;</li> <li>• Start process of recruitment of new SUN Movement Coordinator.</li> </ul>
Stewardship	<b>June</b>	<ul style="list-style-type: none"> <li>• Initiate process for establishing the Executive Committee</li> </ul>
Strategy Development	<b>June - Sept</b>	<ul style="list-style-type: none"> <li>• Develop high-level strategy;</li> <li>• Include process for consultation.</li> </ul>
Final Lead Group meeting	<b>September</b>	<ul style="list-style-type: none"> <li>• Executive Committee presents update on progress on strategy development.</li> </ul>
Strategy Development (operational)	<b>Sept to Dec</b>	<ul style="list-style-type: none"> <li>• Develop more detailed actions to underpin the strategy including the strengthening and harmonisation of network plans for accountability and impact;</li> <li>• Preparation of supporting budgets and resource mobilisation</li> <li>• Continue to strengthen Secretariats, recruitment, TORs;</li> <li>• Adapt strategy in response to executive leadership and new SUN Movement Coordinator.</li> </ul>
Consultation	<b>October</b>	<ul style="list-style-type: none"> <li>• Proposal for new LG members ready and submitted to the SG for nomination in January 2016;</li> <li>• SUN Global Gathering to fine tune with focal points.</li> </ul>
Finalisation	<b>December</b>	<ul style="list-style-type: none"> <li>• End of 2012-2015 strategy, finalisation of process to develop 2016-2020 strategy.</li> </ul>

#### 11. Current indicative costs of supporting the Secretariats of the SUN Movement: \$11.5m/year

		Current yearly budget (USD million)		Post 2015 estimated yearly budget (USD million)			
				<i>Minimum</i>		<i>Fit for purpose-to be defined by the new strategy</i>	
<b>SUN Movement Coordinator</b>	Full-time ASG <i>(budgeted included in SMS)</i>	Part-time Coordinator a.i in 2015	0.5m	Full-time ASG	0.5m		0.5
<b>SUN Movement Secretariat</b>	<b>Staff</b>	17 professional Staff + Administrative Team (Mostly yearly contracts without benefits)	3.5m	Same capacity with multi-year contracts with UN benefits	7m	Increased capacity to be fit for purpose, with multi-year contracts with UN benefits	Up to?
	<b>General operations</b>	ad hoc consultancy, travels (incl. for coordinator), communication, interpretation and translation, global gathering, office rent	2.5m	Same capacity	2.5m	Adjusted capacity to enable support to the updated strategy and the professionalization of the Communities of Practice	Up to?
<b>TOTAL (USD)</b>			<b>6.5m</b>		<b>10m</b>		<b>?</b>

<b>Civil Society Network Secretariat</b>	Global secretariat (2 staff), travel etc	155k		155k		tbd
<b>Business Network Secretariat</b>	Global secretariat (5 staff)	1m		1m		tbd
<b>Global Donor Coordination</b>	1 staff	200k		200k		tbd
<b>UN System Network for Nutrition</b>	Up to 6 staff being counted	2.9m	includes SCN and REACH secretariats	2.3m		tbd