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Changing behaviours in SUN Countries

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The SUN Movement exists as a manifestation of the belief that, only by working together – across the diversity of sectoral approaches, stakeholder interests and institutional mandates – will it be possible to achieve the progressive realisation of the right to adequate food and nutrition justice for all.

David Nabarro, Special Adviser to the United Nations Secretary-General on the 2030 Agenda for Sustainable Development and Climate Change and SUN Movement Lead Group Member

This chapter examines how countries in the SUN Movement, and the specific change agents within countries, are changing their institutional behaviours to create an enabling environment for nutrition – fit to ensure mothers, children, adolescent and families thrive.

It draws from:

- The 2016 SUN Movement Joint-Assessment exercise which reflects on the period from August 2015-August 2016
- Three meetings of the SUN Country Network
- Country-to-country exchanges, such as regional workshops
- Bilateral communication and technical assistance discussions with the SUN Movement Secretariat
- And efforts underway through the SUN Communities of Practice.

This chapter analyses the inspiration and action unfolding across the Movement. It looks at progress toward the Movement’s strategic objectives, complemented with country case studies and guidance, in an effort to be a one-stop-shop for how countries in the Movement are, in practice, working to end malnutrition.

There is a growing demand for stories of what has worked well and what has not. Case studies of successful approaches for designing, implementing, scaling up, and sustaining an appropriate mix of nutrition-relevant actions are increasingly called for in global nutrition research and operations. The SUN Movement seeks to mobilise the knowledge required to meet this challenge, which is as much about experience as it is about evidence.



Reaching the SUN Movement's strategic objectives

Backed up by increasing political commitment, countries in the SUN Movement are increasingly bringing together a diverse collection of stakeholders from across key sectors to deliberate and take joint actions for improving nutrition. They are developing a supportive policy and legal environment through passing of pro-nutrition legislation, including measures that reflect the provisions of the International Code of Marketing of Breast-milk Substitutes and maternity protection laws. Actors are aligning around common nutrition results, implementing, monitoring impact, adjusting and learning by doing. Increasingly, strong investment cases for nutrition are being made with marked improvements in country capacity to track and cost nutrition spending, and advocate for more and better spending.

SUN Countries, supported by all stakeholders in the Movement, [are committed to creating an enabling environment for scaling up nutrition](#) by strengthening four strategic processes as set out in the SUN Movement Strategy and Roadmap 2016-2020:



1. Expand and sustain an enabling political environment



2. Prioritise and institutionalise effective actions that contribute to good nutrition



3. Implement effective actions aligned with Common Results



4. Effectively use, and significantly increase, financial resources for nutrition

3.1 Expand and sustain an enabling political environment



In the SUN Movement, this means:

- Strong in-country leadership translates commitment into action and inspires collective political and social momentum.
- A shared space (multi-stakeholder platforms) at national and local levels paves the way for collective action, where nutrition change agents take joint responsibility for scaling up impact.

Overview

The first strategic objective of the SUN Movement covers two crucial and mutually reinforcing elements for scaling up nutrition: leadership and the convening of all actors relevant to nutrition. Throughout 2015-16, SUN Countries demonstrated how effective collaboration is helping to build and sustain political commitment for improving nutrition. In turn, political backing is paving the way for enhanced coordination across sectors.

Actors in SUN Countries are working together to demonstrate the links between improved nutrition, increased productivity and economic growth. This framing is helping them to position nutrition as a priority issue on their national agendas. The case for making nutrition a political priority has been backed up by evidence from scientific research, national nutrition and health surveys, economic analyses communicated through high-level events, which have provided launch pads to get the facts out in the public domain.

This combination of evidence and outreach has helped to secure the commitment of high-level political leaders such as Presidents and Prime Ministers. SUN Countries also report that global and regional initiatives are helping to sustain commitment. Framed by the 2030 Agenda for Sustainable Development, their membership in the SUN Movement, involvement in the World Health Assembly, follow up to the Second International Conference on Nutrition and the recently launched 2016-2025 UN Decade of Action on Nutrition, are all contributing to sustained country-level ambition and momentum.

Through high-level positioning of Multi-Stakeholder Platforms (MSPs) for nutrition and SUN Government Focal Points, the development of nutrition policies and the integration of nutrition into sectoral policies has been increasingly possible, which has advanced multi-sectoral implementation and resource mobilisation. Regardless of the positioning, SUN Countries have unanimously reported that MSPs are essential for facilitating dialogue and action across sectors.

SUN Countries have stated that kick-starting political commitment and bringing the right people together have been supported through advocacy of different actors – particularly civil society, parliamentarians, United Nations agencies, donors, academia, business, the media and local and religious leaders. In SUN Countries, this strategic engagement has been channelled through advocacy and communication strategies, which have helped multiple stakeholders to align behind a common vision, set joint advocacy objectives, establish advocacy targets and speak in a common voice.



SUN Countries are proving that high-level political commitment is a critical ingredient for galvanising concerted action across government and across society. It has long been an issue too difficult to grasp, it is fast becoming an issue too big to ignore.

Nina Sardjunani, Team Leader of the SDGs Secretariat, Government of Indonesia and SUN Movement Lead Group Member

Key trends

21 SUN Countries have nominated one, or several, high-level political or social champions for nutrition – from First Ladies, Presidents, Prime Ministers and parliamentarians to sports stars and celebrities. These individuals are high-profile advocates who work with the Networks to win hearts and minds.

High-level events continued to be key for sustaining political attention to nutrition with landmark moments taking place in:



Botswana's Vice-President declares nutrition a national priority at a regional conference

From 24 to 26 November 2015, a nutrition advocacy conference, “Nutrition partnerships and investments: an imperative towards sustainable development”, brought together local, national and global partners to discuss multi-sectoral approaches to nutrition and the necessary investments needed from each sector.



The Prime Minister of the Democratic Republic of the Congo signs a Decree to establish the country's platform for nutrition

On 21 December 2015, Prime Minister Augustin Matata Ponyo Mapon of the Democratic Republic of the Congo, signed a Decree to formalise the establishment of the national Multi-Sectoral Platform for nutrition.



The Minister of Health launches Niger's first Multi-Sectoral Nutrition Strategy

On 15 January 2016, the Government of Niger launched its first Multi-Sectoral Nutrition Strategy entitled “Politique nationale multisectorielle de sécurité nutritionnelle”, which focuses on the engagement of various stakeholder groups in the fight against malnutrition. The launch concludes over six months of development, including consultations held regionally and across ten ministries, facilitated by REACH.



Myanmar's Union Minister for Foreign Affairs, Daw Aung San Suu Kyi, meets with Heads of United Nations agencies

On 11 May 2016, a meeting with Union Minister for Foreign Affairs, Daw Aung San Suu Kyi focused on the cooperation with the UN and other international organisations, and the new context of the Sustainable Development Goals.



A huge launch for Nepal's Golden 1,000 Days awareness campaign

The Government of Nepal with the support of the European Union and UNICEF launched the national “Golden 1,000 days” public awareness campaign. Led by the National Planning Commission (NPC), the campaign aims to raise the awareness of the unique window of opportunity between a women's pregnancy and her child's second birthday, to shape a healthier and more prosperous future.



Tanzania's Vice President becomes a nutrition champion

The Civil Society Network, PANITA, arranged the launch of the 2016 Global Nutrition Report on 20 July in Dar es Salaam, Tanzania, with support from REACH and other partners. This event was attended by the Vice President of Tanzania, Chair of the Parliamentary Group on Nutrition, the Minister of Health, Tanzania Food and Nutrition Centre and development partners, among others. As a result of this event, the Vice President agreed to become a nutrition champion and committed to advocate for an increase in nutrition funding.

Throughout 2015-16, there was a significant increase in the extent in which SUN Countries were able to bring together key stakeholders, demonstrating the wide recognition of the multi-stakeholder and multi-sectoral approach needed to improve nutrition. In 2016, SUN Countries continued to report increasing levels of engagement within their multi-stakeholder platforms. The SUN Movement's ability to unite stakeholders and strengthen country partnerships, is a key achievement of the Movement, however SUN Countries recognised the need to continue supporting coordination, and sustaining and deepening the engagement of stakeholders.

It is also clear that while SUN Countries all recognised and are actively ensuring they have the right mix of stakeholders involved in their collective effort, more needs to be done on accountability for collective results. Most SUN Countries report that nutrition stakeholders are tracking and reporting on their own contributions and achievements, and this is generating good practices and rich experiences that can be shared across the Movement. Increasingly, SUN Countries are organising learning exchanges with fellow SUN Countries so they can see what is working to scale-up nutrition in their own contexts.



Ghana visits Japan

In June 2016, an 11-member Ghanaian team was hosted by the Government of Japan to learn about how Japan is mainstreaming nutrition as a development agenda. The programme was sponsored by the Japanese International Cooperation Agency (JICA).



Tajikistan visits Nepal

On 9 May 2016, a delegation from Tajikistan were welcomed by colleagues in Nepal to embark on a six day "Tajikistan Study Tour".



Lao PDR visits Vietnam

On 15 August 2016, a study tour on strategic behaviour change communication and young child feeding began in Vietnam for 24 Ministry of Health officials from Lao PDR. The event was hosted by Alive & Thrive in partnership with Vietnam's National Institute of Nutrition.



Sierra Leone and Liberia's Civil Society Alliance visit Senegal

On 17 November 2015, the Sierra Leone SUN Secretariat held a four-day workshop in Dakar, Senegal, with civil society representatives from Liberia to share best practices and lessons learnt to inform the establishment of a SUN Civil Society Platform in Liberia.

The SUN Movement is breaking down silos, engaging multiple sectors and multiple stakeholders at national and sub-national levels. Governments are uniting their nutrition communities with 49 countries now having an active Multi-Stakeholder Platform (MSP) at the national level. In 26 countries, these platforms also work at sub-national levels, supporting local actions and implementation.

39 countries now have a Civil Society Alliance, with over 2,000 international and national non-governmental organisations advocating for improved nutrition and implementing nutrition actions across a range of sectors at national and sub-national levels. 29 MSPs now include private sector representatives, acknowledging their unique contribution to the food sector, but also increasingly with innovation in the mobile and digital communications field. 26 countries are establishing SUN Business Networks and, with their over 300 members, they plan to reach 166 million consumers by 2020. The UN Network is taking shape in 57 SUN countries, bringing together United Nations agencies with a view to strengthening national nutrition governance capacity, scale-up of nutrition actions while increasing UN Network effectiveness. As of 1 September 2016, 35 countries have appointed chairs, while all 57 SUN Countries have nominated UN Network nutrition focal points. REACH (Renewed Efforts Against Child Hunger and undernutrition) has been actively supporting 17 countries. 35 countries have an appointed donor convener who is responsible for the harmonisation and alignment of donor support behind government-led nutrition plans. 30 MSPs are now actively working with scientists and academics to better support evidence-based decision-making and improve coordination between government and research institutions. 29 MSPs are now leveraging the budgetary, legislative and political powers of parliamentarians – helping to cement nutrition as a national priority. 27 MSPs are working with the media to spearhead nutrition awareness as part of behaviour change communication campaigns, and through advocacy to increase the salience of nutrition as a political priority.

Globally, the SUN Movement is building linkages with key partnerships and alliances recognising the crucial linkages between good nutrition, sustainable food systems, women's empowerment health care, water and sanitation and education. Official partnerships have been established with Sanitation and Water for All and Women Deliver – along with collaboration with Every Woman, Every Child, the Global Partnership for Education, the Zero Hunger Challenge, the Global Panel for Agriculture and Food Systems on Nutrition, the NCD Alliance, the Early Childhood Development Action Network and the EAT Forum.



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Learnings from SUN Countries

Countries across the SUN Movement are sharing effective approaches for bringing people together and the key success factors that are helping them to get the right mix of stakeholders around

the table and aligning their efforts. The following are some practical lessons of how countries and SUN Networks are making collaboration a reality.

SYNTHESIS 1: Nutrition champions at all levels – Leading from where you are

The nomination of nutrition champions at political levels has proven to be a key tactic for effective advocacy. [Chad](#) has nominated political and sectoral champions across ministries and [Mozambique](#) has elected five high-profile public figures comprised of First Ladies (current and former), famed musicians, government ministers and religious leaders, in a process facilitated by REACH. The emergence of First Ladies as ideal nutrition champions has been taken up by an increasing number of countries such as [Malawi](#), [Ethiopia](#), [Guinea](#) and [Kenya](#). Following their nomination, terms of reference for nutrition champions were elaborated in Guinea and Chad with REACH support.

The nomination of regional champions for nutrition has also shown to be a strong strategy to raise high-level awareness. The former President of [Cape Verde](#), Mr. Mascarenhas Monteiro, has been a champion for the West Africa region between 2011 and 2014 and the former First Lady of [South Africa and Mozambique](#), Ms. Graça Machel, has been actively advocating for women's rights and nutrition over the last years. The King of [Lesotho](#), King Letsie III, has also been nominated as the African Union's Nutrition Champion and over 21 SUN Countries have officially appointed high-level nutrition champions.

The role of nutrition champions in advocating for nutrition, formulating policies, and coordinating and implementing action in nutrition have increasingly been recognised in such countries as Peru, Brazil, Thailand, and the Indian states of Tamil Nadu and Maharashtra. And initiatives such as the Scaling Up Nutrition (SUN) Movement, the African Nutrition Leadership Programme, and the European Nutrition Leadership Platform have invested in building capacity for leadership among national governments, civil society, and the private sector. And increasingly, celebrity chefs such as Jamie Oliver are campaigning to improve the quality of the food we can afford, have access to, and are influenced to purchase.

At a working level, nutrition champions are proving that building on what is already in place and improving institutional structures, undertaking proactive and strategic advocacy and outreach and building effective nutrition leadership at all levels, is making a difference. SUN Countries stress the importance of informal contacts and networks, to reach high-level leaders. In [Burkina Faso](#), one Member of Parliament made direct contact with the President to advocate for the creation of a specific budget line for nutrition and subsequently led to the creation of a parliamentary network for nutrition.

While such examples of charismatic leadership are something that a few may be born into, most types of leadership can be built up and supported. This has been nurtured through initiatives such as the Transform Nutrition Consortium who have nominated 10 champions that are leading from where they are. Leaders that inspire broad-based momentum have been key, but making nutrition resonate through storytelling is driving home nutrition messages. *"This real-life evidence clicks into their brains faster and helps bring life to the statistics you are showing them,"* said Christine Muyama, Graça Machel Trust, Uganda, and Transform Nutrition Champion.

More case studies describing the impact of individual champions on nutrition success stories are needed. Going forward, the SUN Movement will support an increasingly interconnected network of nutrition champions who will sustain their efforts to position nutrition as an issue worthy of national political prioritisation.



SYNTHESIS 2:

Bringing people together

– Where and how coordination is working

Across the SUN Movement, there is a myriad of different ways of uniting nutrition communities, from national to decentralised levels. The SUN Government Focal Points across the Movement have been integral to fostering an inclusive approach to working with civil society, UN agencies, business and donor partners. In the experiences of SUN Countries, the placement of coordination mechanisms for nutrition can have a significant bearing on their ability to convene and align efforts of key sectors and stakeholders.

In the Movement's experience, SUN Government Focal Points who occupy senior positions in coordinating offices such as the President and Prime Minister's Office, or in key sectors such as planning, are well placed to convene the sectors crucial for improving nutrition. However, there is no one-size-fits all approach. Several of the MSPs from SUN countries have been announced in Presidential or Prime Ministerial Decrees: this gives them clear legal status and it enables them to take the initiative and bring stakeholders together. When MSPs are legally endorsed they are more likely to withstand political transitions.

Malawi has brought different groups together by creating a coordinating framework which links nutrition with HIV and AIDS. The Department of Nutrition, HIV and AIDS (DNHA) has been based in the Office of the President and Cabinet since 2004 and chaired by the Permanent Secretary of the DNHA. By doing this, nutrition has been given the highest level of political support and continues to receive considerable attention at national and district levels, supported by seven technical working groups.

In **Uganda**, the Policy Implementation and Coordination Department in the Office of Prime Minister was assigned the responsibility of oversight and national coordination of the implementation of the Uganda Nutrition Action Plan (UNAP). The ministries of education, agriculture, health, trade and industry, gender, community and social development, local government and finance are involved with the implementation of the UNAP. Together, these ministries have prioritised the role of District Nutrition Coordination Committees in implementing the UNAP.

Pakistan is a Federal State with autonomous provinces and territories and its scaling up nutrition efforts are coordinated at both national and provincial levels. At the national level, the Ministry of Planning, Development and Reform houses the National Nutrition Committee and SUN Secretariat due to its ability to convene effectively across sectors. At the provincial level, 10 SUN Secretariats

have been established by Planning and Development Departments under the guidance of the Ministry of Planning, Development and Reform as part of their efforts to decentralise national nutrition platforms and to reinforce national level efforts.

In **Senegal**, the Fight Against Malnutrition Unit (CLM) is attached to the Prime Minister's Office and coordinates the activities of the Multi-Sectoral Platform. This placement of nutrition has helped high-level ownership of nutrition as a key development issue, the integration of nutrition across sectors, the inclusion of national budget line for nutrition and enabled multi-sectoral implementation. However, the down side of this placement is instability due to changes in Government and resistance from sectors traditionally responsible for nutrition actions. CLM has conducted a comprehensive nutrition governance capacity gap assessment together with support from REACH, UNICEF and the World Bank in a bid to strengthen the coordination capacity of the country.

No matter the placement of MSPs for scaling up nutrition, the following functions have emerged from SUN Countries' experiences of high-performing MSPs:

- **They can be effective forums for strategic oversight of nutrition issues.** They are spaces to define a truly multi-sectoral approach aligned behind national goals.
- **They support joint planning to coordinate actions.** Actors can come together to strengthen multi-sectoral coordination, reinforce sectoral planning and implementation and harmonise legal frameworks.
- **They help the cycle of monitoring, evaluating, accountability and learning.** Jointly, stakeholders can strengthen information systems to better inform programming, hold each other accountable for results and exchange experiences and lessons which inform emerging priorities
- **Advocacy and communication.** Actors can raise a united voice, determine their goals and target audiences and align advocacy for resources (financial and institutional) and make nutrition a political and public priority with supporting Networks (Donor, United Nations system, Civil Society and Business).
- **Budgeting and reporting.** A space for tracking and following-up nutrition-related budgets and spending.
- **Preventing and managing conflict of interest.** Supporting the management of effective multi-stakeholder action and seeking to prevent conflicts of interest and take prompt action to manage any conflicts of interest that might arise.

Learning from SUN supporters

SYNTHESIS 3:

The SUN Business Network’s pathway to engaging business in nutrition



We have to work with business, they’re the ones with the machines.

Jakaya Kikwete, Former President of Tanzania and SUN Movement Lead Group Member

The SUN Business Network’s rationale for, and pathway, to engaging business is captured below. National SUN Business Networks are designing strategies to engage national companies of all sizes, with the aim to increase the accessibility and affordability of nutritious food and services to low income consumers.

| BY ADDRESSING THESE CHALLENGES | WITH THESE SOLUTIONS | WE CAN ACHIEVE | AND DEMONSTRATE THIS IMPACT |
|---|--|---|--|
| <ul style="list-style-type: none"> Limited business investment Unclear role for business in nutrition strategies Business has little awareness of nutrition issues No consensus amongst stakeholders about 'value-add' of business Few public sector incentives for business Low consumer education | <ul style="list-style-type: none"> Identify potential entry points in national strategies Consult with key stakeholders to build consensus around entry points Analysis of how to leverage existing programs /commitments, infrastructure, finance Develop roadmap for action Develop detailed investment plan Partnerships brokering Harmonised messaging to consumers | <ul style="list-style-type: none"> Clear policies and strategies on role of private sector in nutrition Increased investment from public sector incentivise investment from business Increased business investment into nutrition solutions Improved consumer education | <ul style="list-style-type: none"> Access to nutritious food Awareness of/demand for good nutrition Improved nutrition outcomes |

Engaging business in national nutrition strategies can lead to improving access and demand for nutritious food, which can help achieve country strategies to improve nutrition.

Across the SUN Movement, countries are learning by doing when it comes to engaging business. In [Tanzania](#), the SUN Business Network (SBN) worked with the Government, the Tanzania Food and Nutrition Centre (TFNC) and its members, to ensure a role for business is articulated in the government’s new National Multi-Stakeholder Nutrition Action Plan. Working with the SUN Government Focal Point, three working groups are helping to deliver the new National Nutrition Strategy, prioritising interventions and forming new partnerships in food fortification, agricultural value chains and further engaging business to build consumer demand for nutrition. The SUN Business Network in [Pakistan](#) has formed an Executive Committee involving the SUN Focal Point, SBN conveners and the private sector. It has created a strategy where business leads on the development of 6 thematic roadmaps to support Pakistan’s national nutrition strategy, across food fortification, water, sanitation and hygiene and agriculture.

National companies which join the SBN commonly report two challenges preventing greater investment in nutrition: that the cost of nutrition is high, and that consumer demand is low. In recognition of the need to de-risk new investments for business in nutrition, the SBN in [Mozambique](#) has worked with a national donor to establish an investment fund for business. This will be a match funding vehicle that will work with a number of companies that can improve the availability of nutritious food and services at scale.

Driving consumer awareness about nutrition is a key feature of the SBN’s work at the country-level. In [Zambia](#), the SBN is developing the first front-of-pack logo in Africa that will help consumers identify foods that are good for them and their families within the retail setting. The logo will strengthen the portfolio of local food companies that are committed to nutrition and help them to differentiate their products. This further links to SBN Zambia Consumer Preferences research conducted in 2015 on consumer decision making around food products that claim to

have health or nutritional benefits. In 2015, SBN Zambia also worked with the Zambia Bureau of Standards to develop a guide on food compliance standards. A key take away

from all these SUN Country experiences, is to build consensus on how business can support national nutrition strategies.

Key principles for planning

Recognise the mutual benefits from working with business

A wide range of businesses can play a direct role in supporting the goals of national nutrition strategies, from food companies through to the non-food sector, such as technology and communications sectors. SUN Countries are developing business engagement strategies with all stakeholders through a transparent and inclusive dialogue.

In the SUN Movement's experience, all stakeholders should be involved in developing an engagement strategy with business. Developing an approach that involves civil society, donors, government and academia, with business, will allow all partners in SUN Countries to play a role in developing a strategy to scale-up their engagement with business.

Identify how business can contribute to country nutrition priorities

Effectively engaging businesses will require identifying the sectors and industries most relevant to the national nutrition strategy. By starting with government priorities, the business engagement strategy can develop in a way that will seek to align business activ-

ities in the areas where government requires most support for its national nutrition goals.

In the SUN Movement's experience, a high-level meeting, convened by government to begin a business engagement process will attract many, and a variety, of businesses.

Identify business leaders to be champions of SUN

Securing senior leadership engagement is key to highlighting successful partnerships and good practices, and demonstrating the role of business in supporting national nutrition strategies. Business leaders will react to a call to action from the highest level of government.

Guidance for developing national business engagement strategies

The box below provides a framework for establishing a national SUN Business Networks. Each SUN Country develops a strategy and structure in its country context. Tools for each of these steps in designing a national network are available for all SUN Countries. National networks share their experience and best practice through regular country calls, an annual retreat, and in-country study visits.

Guidance for a SUN Business Network (SBN) national strategy



PRINCIPLES

Advocacy, Accountability, Multi-Stakeholder approach, identifying and preventing conflicts of interest, Monitoring & Evaluation

SYNTHESIS 4: Putting partnership into practice – Connecting nutrition with water, sanitation and hygiene (WASH)

Strong scientific evidence on the relationship between poor WASH conditions and nutritional implications have emerged over the past years. Numerous countries already acknowledge the importance of adequate WASH in their nutrition strategies and call for WASH interventions to be scaled up along with nutrition actions.¹¹ And there is growing collaboration in many countries between the government departments implementing WASH and those implementing nutrition programmes, and among the partner organisations supporting them.

According to the WHO, up to 45 per cent of all under-5 child deaths globally are related to malnutrition. Out of these cases, it is estimated that approximately 50% are WASH-related and associated with fecally transmitted infections (FTIs) like diarrhoea or intestinal worm infections caused by unsafe drinking water and/or poor sanitation and hygiene.

A recent report “The missing ingredients: are policy-makers doing enough on water, sanitation and hygiene to end malnutrition?”, compiled by WaterAid, SHARE and Healthy Start highlights why water, sanitation and hygiene (WASH) are essential for nutrition. Through an analysis of nutrition and WASH plans and policies in 13 countries, gaps and ways of working have been identified. Rather than just making demands for more integration, the research highlights where this is already being done well at policy level and where and how improvements must be made. A holistic approach is needed that addresses both the basic and underlying causes of undernutrition, which include the education, health, agriculture, and WASH sectors. The development of nutrition-sensitive approaches within these sectors is vital to end malnutrition. At the same time, this offers unique opportunities to achieve each sector’s goals.



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¹¹ German WASH Network: WASH ePaper, issue no. 05, 2016.

Principles and approaches for nutrition and WASH collaboration

| WASH-sensitive nutrition | Nutrition-sensitive WASH |
|---|---|
| <p>Multi-sectoral nutrition action plans, by their very nature, require coordination with multiple sectors. Enhancing the WASH-sensitivity of plans includes a variety of approaches:</p> <ul style="list-style-type: none"> • Including specific WASH-related objectives, activities, targets and indicators. • Prioritising multiple components of WASH, including quality infrastructure and uptake of services through demand creation and behaviour change. • Integrating hygiene behaviour change into nutrition-specific interventions. • Combining behaviour change interventions to enhance coverage and effectiveness through using multiple delivery channels, while pooling expertise and resources. • Innovative methods for behaviour change, such as the ‘Evo-Eco’ approach, which incorporates insights from human motivation, habit and disgust, could be explored to gain a better understanding of whether nutrition and hygiene behaviours have similar motivations. | <p>Designing WASH interventions through the lens of nutrition may encourage more innovation, reach and breadth through:</p> <ul style="list-style-type: none"> • Including specific nutrition objectives and focusing on nutrition outcomes in plans, so WASH programmes can be designed to maximise their impact on nutrition. • Targeting interventions at nutrition vulnerable populations, age groups or geographical areas, offering unique opportunities to drive progress on WASH goals, not only in terms of delivering on equity and the fulfilment of universal human rights but also through the potential to deliver better quality and more comprehensive programmes. • Using WASH programmes as a delivery platform for nutrition-specific interventions (such as promoting exclusive breastfeeding in hygiene programmes). • Increasing the focus on children by targeting child-related behaviours and risk factors, such as safe disposal of child faeces, complementary food hygiene. |

To accelerate this partnership approach, the Scaling Up Nutrition (SUN) Movement and Sanitation and Water for All (SWA) have begun to shape their work together to help ensure SUN Countries are equipped with evidence and the know-how to leverage WASH’s crucial contribution to improving nutrition.

1. Create further Evidence on the Impact of WASH Interventions on Nutrition
2. Address synergies between WASH and nutrition
3. Use the SDGs to create an umbrella for sector integration
4. Use the global WASH and Nutrition platforms for scaling-up
5. Identify quick wins and synergies between WASH and nutrition
6. Collaborate on effective behaviour change.

To find out more and access the report developed in collaboration with WaterAid, SHARE and Healthy Start, please go to:

<http://scalingupnutrition.org/nutrition-wash2016>

3.2 Prioritise and institutionalise effective actions that contribute to good nutrition



In the SUN Movement, this means:

- Proven high impact nutrition interventions to reduce stunting, increase breastfeeding, reduce anaemia, and reduce wasting are scaled up
- Sectors such as agriculture and food systems, education, social protection, health and women's empowerment incorporate a focus on nutrition and contribute more to nourishing people's lives and futures
- Policies and laws which help make good nutrition a reality are put in place, which put women and girls at the centre and strengthen community action and inclusive participation.

Overview

Throughout 2015-16, SUN Countries continued to build strong policy, legal and regulatory environments for nutrition.

SUN Countries continued to establish 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. Multiple stakeholders, including civil society, encouraged the adoption of these policies by national legislatures and the establishment of legal frameworks that support their implementation at the national and local levels.

The SUN Movement Strategy and Roadmap 2016-2020 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 Breast-milk Substitutes, legal frameworks for maternity protection and leave, standards for food fortification and salt iodisation and the *Codex Alimentarius*. The Movement continues to advocate for implementation of all provisions outlined in the International Code of Marketing of Breast-milk Substitutes and the ratification of the International Labour Organization's Maternity Protection Convention, 2000 (No. 183) on maternity leave protection and other workplace support, and monitor and report on workplace policies for continued breastfeeding and child care.



We all need to change the way we work, at all levels. Let us stop working in silos. We must all champion a collaborative approach. If we continue to work alone, we will not have impact.

Joy Phumaphi, Executive Secretary, African Leaders Malaria Alliance and SUN Movement Lead Group Member

Key trends

The results of the 2016 Joint-Assessment demonstrate 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. 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. 20 SUN Countries have facilitated this through the development of advocacy and communication strategies, with a further three countries developing theirs.

Countries also tend to follow up with a focus on policy aspects 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.

SUN Countries are learning by doing and are taking the legal steps needed to ensure good nutrition for all. 44 SUN Countries have in place some form of legal measure related to the International Code of Marketing of Breast-milk Substitutes. Out of which, 20 SUN Countries have comprehensive legislation or regulations reflecting all or most provisions of the Code. 42 countries have legislation on universal salt iodisation, 46 countries have legislation on mandatory flour fortification, 18 countries have a high level of constitutional protection of the right to food and 22 countries have a minimum of 14 weeks' full paid maternity leave.

To be effective, commitments leading to action needs to be implemented and enforced. The implementation of policies, laws and regulation depends on converting political commitment to practical action. The section below demonstrates how SUN Countries are putting in place pro-nutrition policies and working with parliaments to create a strong legal and regulatory environment for improving nutrition. It also looks at efforts of SUN Networks to support effective advocacy and accountability across the SUN Movement.

Learning from SUN Countries

SYNTHESIS 5: Harnessing the power of parliamentarians

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We need to make a lot more noise about nutrition. Everybody needs good food and nutrition- but our noise is still too low. And other people overpower us. We need to make more noise.

Juliana Lunguzi, Member of Parliament, Malawi

Increasingly, SUN Countries are tapping into the potential of working with Parliamentarians to advance their national nutrition agendas. This involves a strong policy and legislative environment which can support everyone's right to good nutrition.

Parliaments possess the power to make laws and regulations, to influence the shape of national development plans, to determine the design and allocations of national budgets, to monitor and oversee governments' implementation of commitments to nutrition and hold them to account, and to use their platform as opinion leaders to draw attention to key development challenges such as nutrition and educate constituents on healthy practices.

Parliamentarians have a vital role to play in improving nutrition outcomes. They are representing the interests of mothers and their babies and by acting as opinion leaders and champions of breastfeeding and optimal nutrition. They are also instrumental in securing the adoption of effective laws to implement the International Code for Marketing of Breast-milk Substitutes, the ILO Maternity Protection Convention, 2000 (C.183) and the recommendations on marketing of foods and non-alcoholic beverages to children. Indeed, Parliamentarians are already engaging in the battle to end malnutrition in 29 SUN Countries, including through collaborative efforts with government and civil society. They are:

- Probing national budgets from a nutrition perspective and identifying sectors which can ramp up their allocations to nutrition

Nutrition aspects that require legislative action and policy

- Food safety and food quality
 - Food labelling and food marketing
 - Consumer protection
 - Nutrition of school age children
 - Household Food security
 - Micronutrients (food fortification)
 - Breastfeeding (including social policies to enable women to breastfeed, also at work)
 - Water and sanitation.
- Directing questions to government during budget debates and injecting an emphasis on nutrition as a cross-cutting budgetary priority
 - Monitoring the implementation of the budget
 - Leveraging data and analysis
 - And taking leadership, raising public awareness and drawing attention to this issue - which is so fundamental to the life of every child.

However, SUN Countries are proving that meaningful engagement is essential for success. Their experiences reveal that more analyses should be made available to Members of Parliament to give them the relevant elements needed to lead budget debates. For example, significant work has been undertaken across the SUN Movement to estimate budget allocations for nutrition and ensuring this information is succinctly packaged to support Parliamentarians.

Once the budget is adopted, parliaments should go a step further to monitor their impact on children by setting up the appropriate institutional mechanism. Various best practices have already proven their effectiveness in this regard. They include:

- The establishment of a parliamentary committee that would follow and monitor the implementation of the budget and how it is contributing to improved nutrition

- Working through an institution of an ombudsman for children who would be appointed by Parliament and accountable to it, and who would follow the budget's impact on children

- Holding of an annual debate in Parliament on progress made and constraints.

Individual members of parliament should be encouraged to publicly discuss with their constituencies the role of good nutrition in achieving social and economic change.

“

PANITA (Partnership for Nutrition in Tanzania) has a long-term engagement with members of Parliament. We undertake education around nutrition, awareness on the state of nutrition in Tanzania and strategic planning to guide our relationship.

Tumaini Mikindo, Executive Director of PANITA and SUN Movement Executive Committee Member during the 23rd SUN Movement Country Network teleconference meeting in May 2016.



Juliana Lunguzi, Member of Parliament, Malawi

© SUN Movement Secretariat

SUN Civil Society Alliances in [Tanzania](#) and [Zambia](#) have made significant steps towards supporting political parties to include nutrition in their manifestos in the run up to general elections. Party manifestos act as accountability documents in nutrition advocacy undertaken by civil society organisations. In Zambia, nutrition advocacy is done through a parliamentary caucus, inter-party dialogue and party manifestos. In Tanzania, to sustain engagement with parliamentarians, PANITA, along with partners such as REACH, have worked with Members of Parliament to develop strategic plans every three years, to ensure that nutrition remains an agenda in Parliament even when new legislators join the assembly.

While the relationship between SUN actors and Parliamentarians is on an ad-hoc basis in most countries, there are good examples of formal structures of engagement such as Tanzania's Parliamentary Food, Nutrition Security and Children Rights Committee, Zambia's Parliamentary Caucus on Nutrition, Ghana's Parliamentarians United Against Hunger and Burkina Faso's Parliamentarian Network for Nutrition. The SUN Civil Society Alliance in Nepal works closely with two parliamentary groups to promote nutrition issues.

To bolster the role of Members of Parliament in nutrition, some countries are developing strategies and advocacy tools, among them Namibia's booklet on roles and responsibilities of Members of Parliament in supporting nutrition and Kenya's guidelines on working with Parliamentarians.

“

We are refining our parliamentary engagement strategy and building capacity of different parliamentary committees and nutrition advocates.

Marjorie Volege, UNICEF Kenya Officer supporting the SUN Movement

Various events were organised to sensitise Parliamentarians on nutrition with a view to accelerating scale-up. In [Chad](#), for example, REACH supported the organisation of a Parliamentarian Information Day in October 2015, which highlighted the consequences of malnutrition on national development, motivating more than ten Parliamentarians to join the SUN Network for Parliamentarians in Chad. The event attracted over 100 people, including Parliamentarians, key Ministers (Health, Education, Agriculture, etc.), UN staff and development partners. Similarly, in [Mali](#), the SUN Civil Society Network, REACH and the Ministry of Health jointly held an advocacy day on nutrition with Parliamentarians at the National Assembly in May 2016.

The role of Parliamentarians and how they can help improve nutrition is becoming clearer through the efforts of SUN Countries. SUN Countries are crediting their role in creating nutrition budgets, enacting policies and increasing resources for nutrition programmes to support from Members of Parliament. For example, in [Burkina Faso](#) a Parliamentarian, Gnoumou Dissan, who is specialised in nutrition contacted the President to advocate for the creation of a specific budget line for nutrition in the Government's budgets. In [Guinea](#) Parliamentarians are working on a Breast-milk Substitute Law, while in [Nepal](#) Parliamentarians are among stakeholders spearheading the achievement of a common goal of eliminating malnutrition through nutrition-sensitive and specific interventions.

SYNTHESIS 6: Making laws and legislation pro-nutrition

SUN Countries are proving that pro-nutrition laws and legislations, are fundamental to create an enabling environment for nutrition impact at scale. Supportive state laws correlate with higher rates of exclusive breastfeeding. The protection of breastfeeding requires strong legislation with robust monitoring mechanisms that enforce and implement the same. Legal measures need to be periodically revised to adapt to the challenges of the national context.

SUN Countries are learning by doing and are taking legal steps to ensure good nutrition for all. 44 SUN Countries have in place some form of legal measure related to the International Code of Marketing of Breast-milk Substitutes and subsequent, relevant resolutions adopted by the World Health Assembly. Out of which, 20 SUN Countries¹² have comprehensive legislation or regulations reflecting all or most provisions of the Code.

As a landmark move, **Botswana** has adopted a new law that goes beyond the minimum standard set by the Code by introducing many innovative provisions, with robust monitoring procedures. The scope of the law covers all food for infants and young children up to three years of age and prohibits a wide range of marketing practices.

Vietnam recently reviewed its implementation of the Code and built a coalition of Government and multilateral and NGO partners to address the weakness in existing regulations and to advocate for expanding paid maternity leave from four to six months and for implementing a total ban on the promotion of breast-milk substitutes for children up to two years old. Following the recommendations of the coalition, the Government approved a new Decree 100/2014/ND-CP on the Marketing and Use of Nutrition Products for Young Children with provisions for trading in and use of nutritious products and feeding materials for infants so as to reduce the malnutrition rate based on the promotion and protection of breastfeeding. The extension of maternity leave to six months was also implemented with the promulgation of the Labour Code amendment.

Breastfeeding mothers need to be supported with an enabling environment created by all actors including their employers. Policies, plans and legislative protection can provide guidance in both formal and informal sectors can enable the effective protection, promotion and support of breastfeeding. Building on this are public policies to promote healthy diets, such as mandatory flour fortification; legislation on universal salt iodisation; policies to replace saturated fats and trans fats with unsaturated fats; restrictions on marketing of foods high in fats, sugars, and salt to children; and taxes on sugar-sweetened beverages.

Kenyan Members of Parliament have approved a Bill that will make it mandatory for employers to provide breastfeeding facilities for nursing mothers in the workplace. The provision is part of a health bill that was proposed in 2015. Under the provisions, employers will be required to establish feeding stations with all necessary facilities to ensure that breastfeeding experiences for lactating mothers is comfortable. The Bill also states that employers shall grant all nursing workers breaks in addition to the regular times off for meals to breastfeed or pump milk. Although some private companies in the largest economy in East Africa already provides such services, this is the first time that the provision will be written to law.

The **Kyrgyz Republic** recently approved legislation requiring flour fortification. Under the legislation, all flour producers in the country will have to fortify top-grade and first-grade flour with vitamins and minerals approved by authorised health agencies. The new fortification requirements will not result in a substantial rise in price on flour. The Law on Fortification of Baking Flour was designed to help resolve the problem of what specialists call 'hidden hunger' – which is caused by eating foods that are cheap and filling but deficient in essential vitamins and micronutrients. These deficiencies are especially dangerous for children, pregnant women and breast-feeding mothers in the country.

¹² Legal Status of the Code as reported in the 2016 Report on Marketing of Breast-milk Substitutes: National implementation of the international code. Please see: http://www.who.int/nutrition/publications/infantfeeding/code_report2016/en/.

Learning from SUN supporters

SYNTHESIS 7:

Civil society driving advocacy and accountability in the SUN Movement

In the SUN Movement, Civil Society Alliances (CSAs) are at the heart of advocacy and accountability work to put nutrition on national agendas. They are working to ensure nutrition is prioritised beyond political cycles, building relationships with allies such as the media or Members of Parliament, encouraging political commitments and holding leaders accountable to ensure nutrition endures as a sustainable development priority.

Resulting from an accountability think-piece which was developed by the SUN Civil Society Network, ten recommendations for taking this work forward include:

1. **Accountability is about being held to account on commitments.** Nutrition advocacy work needs to ensure Specific Measurable Achievable Relevant and Time-Bound (SMART) national, regional and international commitments on nutrition by Governments, donors and private sector.
2. **Accountability needs a multi-stage, multi-level and multi-sector approach.** A non-partisan approach helps bring in people from all sectors and levels, into a collective force for more effective nutrition efforts and results.
3. **Accountability needs a multi-media approach.** CSAs should apply creative communications strategies, using traditional and social media, to ensure consistent messaging and broad outreach.
4. **Accountability needs the right data.** CSA advocacy is needed for greater investment in more frequent data collection and transparency on nutrition outcomes, results, service coverage, budgeting and expenditure, including participatory data collection involving civil society actors.
5. **Use different tactics for engagement,** taking into account the local context and acknowledging the power of activist allies to play a more confrontational role, where significant blockages arise.
6. **Connect with enforceability mechanisms within Government.** CSA accountability work needs to link civil society “voice” with the “teeth” of systems within Government (such as internal performance management systems within Ministries, audit, legal systems, etc.).

7. **Increase the focus on women in nutrition accountability processes.** Ensure a specific focus on gender equality and nutrition in all accountability and advocacy work.
8. **Promoting accountability means also “walking the talk” on accountability:** CSAs need to “walk the talk” and ensure their own accountability.

To support this work, having an advocacy and communication strategy in place is essential. A great strategy is based on five key elements:

1. **Identifying the problem and collect relevant data** – Know the issue and what you want to change.
2. **Analysing the context** – Know who can help you change it and what evidence is available.
3. **Bringing others on board** – Who else is working on the issue and might be a supporter? How can you engage them too?
4. **Making the change happen** – Write your strategy.
5. **Recognising successes and failures** – What will indicate things have worked? What will demonstrate you need to take a different approach?

The development of advocacy and communication strategies is recommended based on the experiences of SUN Countries as they allow multiple stakeholders to align behind a common vision, joint, set advocacy objectives, establish advocacy targets and speak in a common voice. While different stakeholders will have different strengths in terms of advocacy, working toward a common narrative can rally nutrition stakeholders behind the change they wish to see. In different SUN Countries, this process has been led by the Government or by civil society coalitions.

Nine questions for strategic advocacy

1. Who can make it happen?
2. What do they need to hear?
3. Who do they need to hear it from?
4. How can we make sure they hear it?
5. What do we have?
6. What do we need?
7. How do we begin to take action?
8. How do we tell if it's working?

Developed by Jim Schultz, founder and executive director of The Democracy Center

3.3 Implement effective actions aligned with common results



In the SUN Movement, this means:

- Agreed common nutrition results guide nutrition stakeholders, with improved coordination and partnership behind national plans and priorities
- A collaborative multi-sectoral approach is implemented, with impact monitored and adjusted for results at scale
- Results are shared, change agents learn from the experience and continuous improvement paves the way for sustained transformation of people's nutrition.

Overview

The development of effective approaches to scaling up nutrition depends on the engagement of different sectors of government, as well as the multiple actors who have the capacity to influence people's nutrition. The engagement of these sectors and actors is best achieved if they organise their decisions, planning, financing and actions around a single and commonly agreed set of results based on national nutrition goals. Across the SUN Movement, this agreed set of results is often referred to as a 'common results framework'.

A common results framework can take many forms, depending on the country's planning and administrative systems and styles. It may be hosted in one sectoral planning document or spread across several planning documents. In addition, because planning varies significantly across countries, common results frameworks can be found to be synonymous to, or an element of a national 'policy', 'plan', 'strategy' and 'programme'. For example, the National Nutrition Programme provides Ethiopia with its common results framework while the Multi-Sectoral Nutrition Plan provides Nepal's.

Regardless of where or how it manifests itself, each step and interaction in the process of negotiating a common results framework for nutrition adds value to the national policy and budget cycle. The process allows all actors to come together and understand the diverse nutrition drivers, challenges and opportunities across seasons, regions and socioeconomic groups within the country from a variety of perspectives. This collaborative and comprehensive analysis allows actors in country to agree on a set of expected results with confidence that it adequately harnesses the group's collective ambition and capacities. Working backwards from these results, actors can then discuss and agree ways in which they can best contribute to the achievement of the agreed results through their individual and joint actions. For example, a common results framework can shed light on how and when different programmes could be clustered together so that they operate in synergy. Common results frameworks are also important for budget analysis and resource mobilisation. The use of a common results framework 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 across different levels of government, sectors and organisations become progressively more comfortable working towards the achievement of a common results framework for nutrition, they are better able to identify the actions in which there is underinvestment or programmes that have yet to perform at the expected level.

Common results frameworks (CRFs) can provide a strong foundation for:

- The development of useful and relevant nutrition plans
- Establishing effective systems to implement actions and
- Directing adequate resources towards nutrition actions
- Mutual accountability amongst different actors involved in scaling up nutrition



Guatemala took a multi-sectoral approach to improving nutrition and will be a champion in the region and the world for this approach. I intend to share these experiences so that others can learn and lead in their own countries.

H.E. Jimmy Morales, President of Guatemala and SUN Movement Lead Group Member

Key trends

SUN Countries are demonstrating that planning, costing, implementing and financing a common set of nutrition results is still a work in progress and the Movement must evolve to better guide impact. Monitoring impact is a key challenge.

35 SUN Countries now report that they have a national common results framework in place. 9 more are in the process of developing or updating them. 32 countries have developed action plans to achieve the goals set out in their common results frameworks (CRF). 24 have a monitoring and evaluation framework with a further 6 under development. 24 are fully costed, with a further 8 being costed. 30 countries are tracking public financial allocations for nutrition with 16 who have an appreciation for the gaps that need to be filled. 19 countries report that in-country donors have aligned behind the national reporting of this information.

Many SUN Countries are moving on with the development or refinement of their nutrition plans. Most SUN 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). They are publicly available through the SUN Movement's Common Results Framework analytical tool which can be found at www.scalingupnutrition.org. It is a database used to summarise and compare nutrition plans developed by SUN Countries. The CRF Tool offers an opportunity to standardise the conversation about nutrition planning. It provides a framework for understanding the multiple actions involved in organising and implementing a large scale nutrition initiative, even though the specific actions vary across countries.

Experience from the SUN Movement suggests that while SUN Countries are making progress in agreeing on common results frameworks and developing and costing plans to achieve shared goals, the challenge remains with implementation. Indeed, many SUN Countries report that it is easier to set up the coordination structures and agree who will do what than to actually get on with planned activities. For some countries, the coordinated ways of working of national and regional MSPs simply has not permeated into the routine approach of civil servants operating at the working level. While there are many factors at play, resistance to changing the status quo can sometimes originate from a lack of information or understanding as to why a collaborative approach matters. It can also occur due to lack of practical knowledge of what exactly needs to change and how.

While SUN Countries are often interested in using national information systems that look at the performance and functioning of the broader delivery system, development partners tend to have a narrower interest in monitoring a few key actions. These differences in priorities for monitoring often prevents effective alignment and presents another significant challenge for implementation.

Learning from SUN Countries

SYNTHESIS 8:

Aligned actions and implementation – guidance from countries making progress

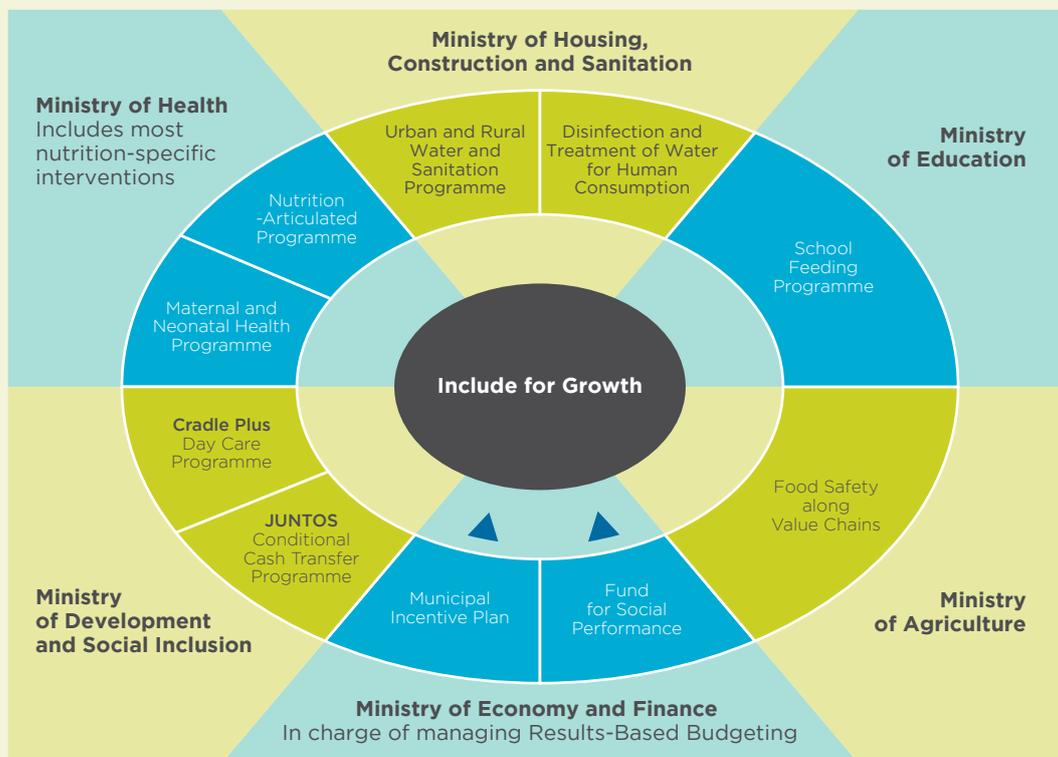
1. Examples of aligned actions and implementation

Peru

The Government of Peru’s National Strategy for Social Development and Inclusion (ENDIS) and its corresponding programme “Include for Growth”¹³ provide the common results framework for scaling up nutrition in the country. Together ENDIS and Include for Growth are putting in motion a series of interventions throughout the life cycle of at-risk individuals, from birth to the latter stages of adulthood. While many factors contribute to Peru’s success in aligning actors’ contributions, three key elements are worth noting.

First, Peru invested significant time and resources in undertaking a comprehensive causal analysis to determine the key drivers of malnutrition. This not only helped to ensure a precise response, it provided an opportunity to bring multiple actors

together from the onset of planning and implementation. Second, the results-based management approach Peru uses promotes different incentives to collect the data necessary to effectively monitor impact and rewards the achievement of agreed results. The most notable example of this, is the potential for local and regional authorities to increase their funding by up to 50 per cent if they successfully align their health and nutrition actions to the “Include for Growth” programme. Finally, the results from “Include for Growth” are publically available and discussed in a Multi-Stakeholder Platform, helping to increase mutual accountability for all actors working together in Peru to scale-up nutrition.



¹³ “Include for Growth” is a consolidation of several national programmes including: the “Nutritional Articulated Program”, which covers most of Peru’s nutrition-specific interventions, and the “Maternal and Neonate Health”, both managed by the Ministry of Health; ‘Urban and Rural Water and Sanitation’ implemented by the Ministry of Housing, Construction and Sanitation; “Cradle Plus”, an early childhood development program for children under 36 months, and a conditional cash transfer programme called “JUNTOS”, both implemented by the Ministry of Development and Social Inclusion. The Food Safety Programme is managed by the Ministry of Agriculture and the National School Feeding Programme implemented by the Ministry of Education.

Ethiopia

Ethiopia's common result framework for nutrition can be found in the National Nutrition Programme 2013-2015 which is supported eight ministries (Health, Education, Agriculture, Trade, Industry, Labour and Social Affairs, Water and Energy, Finance and Economic Development, and Women, Children and Youth Affairs). The National Nutrition Programme outlines five strategic objectives which cover a comprehensive range of both nutrition-specific and nutrition-sensitive actions required to addressing undernutrition.

Across these objectives, responsibilities of other sectors are clearly identified with relevant actions and programmes highlighted. Interestingly, in the case of Ethiopia, working level alignment and collaboration has inspired high-level commitment to reducing malnutrition in all its forms and to end child undernutrition by 2030. This commitment is embodied in the Seqota Declaration, which announces ambitious goals, spanning several sectors that are essential to improving nutrition.

Nepal

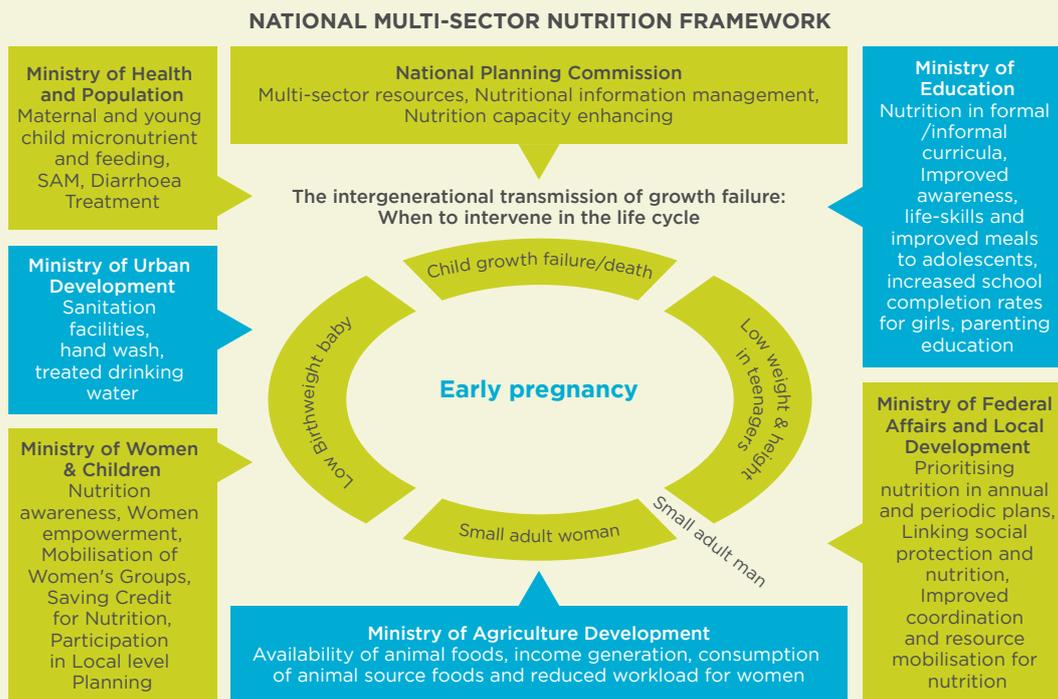
Significant improvements in access to and use of health services, toilet coverage, wealth accumulation and paternal education appear to have made major contributions to Nepal's significant reduction in maternal and child undernutrition.¹⁴ At the same time, Nepal's common results framework, as set out in its Multi-Sector Nutrition Plan (MSNP) For Accelerating the Reduction of Maternal and Child Under-Nutrition 2012-2017, has provided clear guidance for mainstreaming nutrition across relevant sectors, at all levels. The MSNP focuses on the first 1,000 days of life and aims to improve policies,

plans and multi-sector coordination at national and local levels as well as practices that promote optimal use of nutrition 'specific' and nutrition 'sensitive' services. Recognising the importance of ensuring that the MSNP is adapted and utilized at the community level, the Government of Nepal works with Village Development Committees (VDCs) to improve their ability plan and implement. In particular, they help VDCs to assess which elements of the overarching MSNP are most relevant to their local context and focus accordingly.



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¹⁴ Gillespie, Stuart, ed.; Hodge, Judith, ed.; Yosef, Sivan, ed.; and Pandya-Lorch, Rajul, ed. 2016. Nourishing millions: Stories of change in nutrition. Washington, D.C.: International Food Policy Research Institute (IFPRI). Please see: <http://dx.doi.org/10.2499/9780896295889>.



2. Guidance from SUN Countries

The experience from SUN Countries shows that the process for arriving at broad agreement on the desired results requires a clear commitment and understanding of each stakeholder's role in financing and delivering interventions. This can take time, but it is critical for success.

While each country is following its own path, several common elements are emerging across the Movement.

- **Being SMART helps guide actions** - By agreeing targets and expected results that are Specific, Measurable, Achievable, Relevant and Time-bound, SUN Countries are better positioned to guide action, mobilise resources and monitor implementation.
- **The added value of the process to define agreed results should not be underestimated** - In addition to being SMART, it helps when targets and the expected results capture the collective ambition and encourage alignment of all actors who are supporting nutrition activities in a country. This often requires a process of multi-sectoral and multi-stakeholder consultations, at the national and sub-national levels, with the participation of nutrition councils, technical experts and committees.
- Regardless of what a country's common results framework is called or how it is structured, it is essential that all actors are clear and committed to their contribution to achieving results and that an adequate system for monitoring results and holding stakeholders to account is in place. Agree how responsibility for implementation and the achievement of results will be shared between different sectors: all stakeholders need to align with a nutrition goal/target, or to integrate nutrition activities into existing programmes (i.e. including nutrition education as part of the implementation of extension services, or include hygiene in the household water treatment in a community management programme). Good coordination is needed to prioritise appropriate actions and interventions towards achievement of that goal in their plans.
- Taking national-level targets to the community requires strong implementation platforms to ensure the effective coverage of priority interventions for everyone. This requires strengthening human resources (in terms of quantity and quality), particularly to ensure quality service delivery at sub-national levels.

Learning from SUN Supporters

SYNTHESIS 9: Guidance for developing a good quality national nutrition plan

There is strong consensus that sustainable development requires harmonised support for national processes. In nutrition, the increasing number of international actors in recent years has led to a resurgence of efforts to coordinate the use of resources and get more partners aligned in support of national priorities.

A working group of experts, convened by the UN Network for Nutrition and the SUN Movement Secretariat have developed a draft checklist for the quality of national nutrition plans for SUN Countries during the summer of 2016. The draft has been shared with SUN Countries, especially those that are entering new planning cycles. A collaborative and iterative process will take place among interested Government Focal Points and their partners and the UN Network for Nutrition and the SUN Movement Secretariat, who will provide direct feedback and liaise with experts, as needed.

In line with the conclusions of the Global Nutrition Report (2014, 2015 and 2016), the content of the guidance note builds on several key elements:

- The universality of malnutrition and the need for actions that address malnutrition in all its forms.
- The opportunity to accelerate progress provided by the United Nations Decade of

Action on Nutrition and the outcomes of the 2014 Second International Conference on Nutrition, which are captured in its Framework for Action

- The principles of engagement of the Scaling Up Nutrition Movement and the need for a multi-sectoral, multi-stakeholder approach.

The guidance proposes several criteria that can be used to assess an overall national nutrition plan or specific sub-sectoral and multi-sectoral plans. The chart below provides a top-line summary of this guidance note and examines the strengths and weaknesses of five areas considered the foundation of any 'good' plan. While the guidance note attempts to provide countries with an indication of the characteristics of a sound national plan for tackling nutrition, it does not prescribe actions or suggest any one-size-fits all solutions.

The window for country engagement and additional inputs into the checklist will stay open between October 2016 and March 2017. After that a final version of the checklist (and related reference materials) will be made available on the SUN Movement website (<http://scalingupnutrition.org>) for public access and use. A second iteration of the checklist that captures lessons from its use is planned for by the end of 2018.



Example checklist on the criteria and characteristics for 'good' national nutrition plans

| | |
|--|---|
| <p>1 Situation analysis and policy and programming review</p> | <p>Criteria 1: The national nutrition plan provides a situation analysis of the nutrition context at the national and sub-national level (including political, social, cultural, gender, epidemiological, legal, governance, and institutional issues).</p> <p>Criteria 2: It sets out goals and objectives, which are associated with SMART nutrition impact targets and results for target population that are consistent with human rights standards and international recommendations and contribute to improving equity in achieving nutrition impacts.</p> <p>Criteria 3: It provides clear links to other nutrition-relevant sector strategies, plans and financing arrangements.</p> <p>Criteria 4: It describes the planned priority actions aimed at achieving nutrition impacts for all forms of malnutrition and are feasible, sustainable, locally appropriate, based on evidence and good practice, and are in line with human rights priorities.</p> <p>Criteria 5: It includes an analysis of risks and proposed mitigation strategies including measures to address emergency needs.</p> <p>Criteria 6: It describes governance, accountability, management and coordination mechanisms.</p> |
| <p>2 Engagement and high-level political commitment process</p> | <p>Criteria 7: The national nutrition plan describes the multi-sector and multi-stakeholder involvement in the development of the final document.</p> <p>Criteria 8: It has clear indications on the high-level political commitment to the endorsement and the implementation of the plan.</p> |
| <p>3 Costs and budgetary framework</p> | <p>Criteria 9: The national nutrition plan sets out a financial framework that includes a comprehensive budget/costing of the planned actions for national and sub-national levels and demonstrates efficiency and effectiveness of the included programmes and interventions.</p> <p>Criteria 10: It includes a financing analysis. If the plan is not fully financed, it highlights the agreed priority options for the achievement of the set nutrition impact targets and associated results.</p> <p>Criteria 11: It describes the mechanisms to allow the tracking of budget and expenditure data for nutrition across sectors and partners for decision making, oversight and analysis on nutrition finances.</p> <p>Criteria 12: It describes how funds and resources will be deployed to sector budget holders, partners and sub-national levels.</p> |
| <p>4 Implementation and management arrangements</p> | <p>Criteria 13: The national nutrition plan describes the operational framework that includes the implementation arrangements with detailed roles and responsibilities of government and partners.</p> <p>Criteria 14: The national nutrition plan describes the individual, organisational and institutional capacities (both functional and technical) required to implement the planned actions and spells out how capacities will be strengthened.</p> |
| <p>5 Monitoring, evaluation, operational research and review</p> | <p>Criteria 15: The national nutrition plan includes a monitoring and evaluation (M&E) framework that is sound, draws from sectors' M&E systems and includes core indicators; sources of information; methods and responsibilities for ethical data collection, management, analysis, quality assurance, learning and communication.</p> <p>Criteria 16: It describes the mechanism for joint periodic performance reviews on nutrition to present programmatic and financial progress and for discussion on the findings for decision making and actions.</p> <p>Criteria 17: It sets out the processes and institutional arrangements for operational research (OR) and for the rigorous documentation and dissemination of best practices and lessons learned (including both successes and failures).</p> |

3.4 Effectively use, and significantly increase, financial resources for nutrition



In the SUN Movement, this means:

- Spending on nutrition is transparently costed, tracked and assessed, to make existing money work harder and mobilise new money for nutrition
- National governments, donors, innovative financing mechanisms, businesses, and consumers act in “global solidarity”, to collectively accelerate progress.

2016 has been a watershed year for building the case for investment in nutrition. The first ever Financing Framework for Nutrition was launched by World Bank President, Jim Kim, in April 2016. The analysis estimates that reaching the WHA targets to reduce stunting among children and anaemia in women, increase exclusive breastfeeding rates, and mitigate the impact of wasting, will require an average annual investment of USD 7 billion over the next 10 years. This is in addition to the USD 3.9 billion the world currently spends on nutrition annually.

To catalyse progress toward the global nutrition targets, the analysis recommends that priority should be given to a set of the most cost-effective actions which can be scaled up immediately. Financing this more limited set of actions will require an additional annual investment of just over USD 2 billion for the next 10 years. The majority of this annual investment would come from country governments and donors, USD 1.4 billion and USD 650 million, respectively, while innovative financing mechanisms and households fund the remaining gap.¹⁵

When combined with other health and poverty reduction efforts, this priority investment can yield significant returns: an estimated 2.2 million lives can be saved and there will be 50 million fewer cases of stunting in 2025 compared to in 2015.

Estimates such as those in the above framework are based on theoretical costs of scaling up nutrition. They make a significant contribution to our global appreciation of the challenge by helping to frame the total size of resources required to address malnutrition. However, in order for countries to secure the resources needed to implement their own national nutrition plans, a pragmatic approach needs to be taken with cost estimations tailored to individual country contexts and priorities.

Practically, SUN Countries are working to estimate the financing of nutrition interventions as well as to have a better understanding on the composition of this financing, particularly the budgets allocated by governments to nutrition interventions. In 2015, 30 SUN Countries came together through regional workshops held by the SUN Movement Secretariat and the UN Network for SUN, to estimate nutrition allocations in their national budgets. Building on this work, in 2016, SUN Countries explored how the budget analysis exercise can become part of more comprehensive efforts to track financial resources and quality costing exercises at national and sub-national levels. They shared efforts to hold responsible parties accountable and to leverage increased investment for nutrition, while using their analysis efforts to make more robust investment cases for nutrition with target audiences – such as Ministries of Finance.



Malnutrition limits the growth and potential of children and, in turn, limits the growth and potential of countries and economies. When we invest in nutrition, we invest in ‘grey-matter’ infrastructure - that is the infrastructure our children’s bodies and minds need to grow, learn, and thrive. Failing to address malnutrition holds us back and inaction is not acceptable.

Akinwumi Adesina, President of the African Development Bank and SUN Movement Lead Group Member

¹⁵ Shekar M, Kakietek J, D’Alimonte M, Walters D, Rogers H, Dayton Eberwein J, Soe-Lin S, Hecht R; Investing in Nutrition: The Foundation For Development – An Investment Framework to Reach the Global Nutrition Targets.



The analysis has been important in reaching out to all sectors, at all levels.

Madhu Kumar Marasini, Joint Secretary of the National Planning Commission Secretariat and SUN Government Focal Point, Nepal

The experience from countries has proven to be invaluable for cross-country learning. A number of countries have set measurable nutrition targets that have been endorsed at the highest level. Moreover, many countries have gone a step further in 2016 by looking at how financial findings can be used to advocate for more resources, influence better resource allocations, and monitor that resources are spent efficiently.

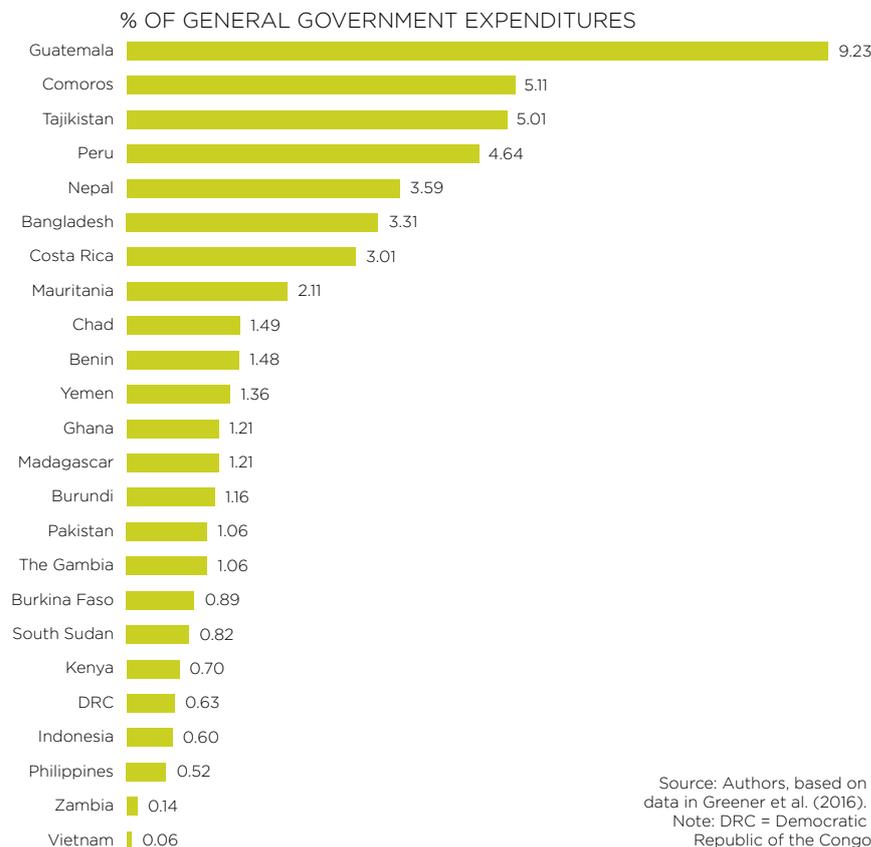
Scaling up nutrition investments is still a high-impact, high-return proposition, with a benefit-cost ratio of 16:1 and a compound rate of return of more than 10 per cent. SUN Countries are proving that significant opportunities exist to increase nutrition spending. Across the 24 countries, 33 per cent is spent on agriculture, education, social protection, and health. The nutrition communities in SUN Countries are crunching the numbers and packaging the analysis, to help make these significant budgets work harder for nutrition by incorporate nutrition targets and through tracking impact.

Governments, donors, civil society, business, United Nations agencies and innovative finance mechanisms must continue to make their current spending work better for improving people's nutrition, while mobilising the additional resources needed to meet the World Health Assembly targets.

Key takeaways:

- Costing of plans and budget tracking are key to increase and improve the quality of investments in nutrition
- Public finance management for nutrition at the decentralised level is an essential area for investigation and strengthening in highly decentralized countries
- Analysis of the cost of not investing can be a powerful tool for advocacy
- Tailored and effective advocacy approaches are essential for making the investment case.

Government budget allocations to nutrition-specific and nutrition-sensitive interventions in 24 countries



Learning from SUN Countries

Investing in nutrition

The need to better track nutrition investments has been highlighted as a critical step in scaling up nutrition since the beginning of the SUN Movement. Tracking budgets is essential for policy makers, as well as for citizens and donors. Governments need reliable budget data to prioritise and plan and to make decision on finance allocations, as well as to monitor and evaluate policy implementation.¹⁶

In January 2015, 30 SUN Countries embarked on a 3-step approach to report on nutrition relevant allocations. This innovative '3-step approach' offers a quick and practical way to report on nutrition relevant budget allocations. It is based on a common methodology, approved by the SUN Donor Network in 2013 to track global investments in nutrition.¹⁷ Most countries had made significant progress with

a 3-step process for budget analysis and the data was included in the 2015 Global Nutrition Report. The lessons and data shared by countries in this process was also used to inform global efforts to better appreciate the cost of tackling stunting, including a cost estimate presented to the Third International Conference on Financing for Development in July 2015 and an investment framework for tackling nutrition which was launched at the World Bank Spring Meetings in March 2016.

In 2016, the SUN Movement's budget analysis work continued with several additional SUN countries joining the exercise. In the Movement's spirit of sharing and learning, this year's work benefited from the lessons and experiences in analysing and using budget data from 2015.

Countries involved in the SUN Movement Budget Analysis Exercise (2016)¹⁸

| 19 countries participated in the exercise for the first time: | 22 countries participated in the exercise for the second time: |
|--|--|
| Cambodia, Congo, El Salvador, Ethiopia, Guinea-Bissau, Guinea, Kyrgyzstan, Lao PDR, Liberia, Mauritania, Mozambique, Namibia, Niger, Nigeria, Rwanda, Sierra Leone, Sri Lanka, Swaziland, Uganda | Bangladesh, Benin, Burundi, Cameroon, Chad, Costa Rica, Democratic Republic of the Congo, Gambia, Ghana, Guatemala, Indonesia, Kenya, Madagascar, Nepal, Pakistan, Peru, Philippines, South Sudan, Tajikistan, Togo, Vietnam, Zambia |

Lessons learned on budget tracking

Each SUN Country has a different context, and, therefore, there is no gold-standard for investigating national budgets that can be used by all. Countries need to tailor their approach based on national plans and priorities. Nevertheless, the SUN Movement budget analysis experience is proving extremely valuable for cross-country learning. While the information uncovered in the 2016 budget analysis exercise is still under review, a few preliminary lessons have surfaced. In 2016, budget allocations for nutrition were identified in a wide range of relevant ministries, departments and agencies, including over 30 in Mozambique and Bangladesh, ranging to 3 in Botswana

and Cambodia. There was also a wide variation in the number of identified budget line items that were pertinent to nutrition ranging from 3 in Cambodia to over 100 in Bangladesh, Nigeria and Mozambique. The variation across countries in the number of ministries, departments and agencies as well as budget lines reflects differences in public institutional and finance management systems. However, countries like Philippines, Vietnam and Chad, show a significant increase in the number of ministries and related programmes since 2015 as a result of a more inclusive dialogue across sectors in 2016.

¹⁶ Fracassi, P. and C. Picanyol (2014). "Tracking Government Investments for Nutrition at Country Level". SUN Movement, July. Available at: <http://scalingupnutrition.org/3-step-approach>

¹⁷ Please see the 2014 SUN Movement Annual Progress Report.

¹⁸ The following 16 countries could not participate in the 2016 SUN exercise (the 6 Countries and States in bold participated in 2015): Botswana, **Burkina Faso**, **Comoros**, **Côte d'Ivoire**, Haiti, **Lesotho**, **Maharashtra**, Malawi, Mali, Myanmar, Senegal, Somalia, Sudan, Tanzania, **Yemen**, Zimbabwe.

Combining the results obtained from the budget analyses conducted in both 2015 and 2016, 47 countries have provided budgetary data of which 29 have available data trends, 35 countries have data from three or more sectors, 9 have data on their expenditures, and 30 have data on the programmes' funding sources. Regarding nutrition-specific programmes, 28 countries (and one Indian State) were able to identify nutrition specific allocations with 16 countries and one Indian State having sufficient data for identifying financial trends, and with 5 countries identifying actual expenditures.

Focusing on trends, the analysis suggests that 9 of 16 countries and one Indian State identified funding decreases for nutrition-specific programmes, while 6 countries identified funding increases with 4 countries having identified funding increases of over 70 per cent for nutrition-specific programmes from the previous year. These identified funding trends are preliminary and there are many factors influencing the budgetary structures of countries which are not captured in the analysis. In particular, four issues must be considered when drawing conclusions from the findings - the identified universe of nutrition investments, the time horizons of programme implementation, the investment impact, and currency conversion rates in the international economy.

Firstly, the 3-step approach does not capture the entire universe of nutrition interventions in a country. The analysis focuses on those specific programmes identified in a country's budget which is referred to as "on-budget" programmes. Off-budget programmes implemented by donors, international organisations (i.e. UNICEF, FAO, etc.), or NGOs (i.e. the Bill & Melinda Gates Foundation, World Vision, etc.) are not generally considered in the analysis. The 3-step approach focuses on "on budget" programmes because assessing what is spent on nutrition activities beyond the government's budget is a significant challenge for most countries. There are often numerous nutrition actions carried out by various partners that are not traceable in national budgets. There is also rarely one coherent method for capturing the projected investment or aggregate expenditure of all these actions.

Given the challenges with tracking off-budget expenditures, the identified public investment trends captured in the 3-step approach does not encompass the entire scope of nutrition-related programmes and interventions in a country.

Secondly, countries implement programmes based on specified time-horizons averaging four to five years. A programme's time-horizon guides the necessary allocations required each year, where programmes in a five-year cycle often identify increased funding in years two and three, while allocations are planned to reduce in years four and five as the programme comes to its targeted end. The consequence is that identified funding increases or decreases overtime often reflects the place in time that the identified programme is located rather than suggesting the prioritised value of nutrition for a country.

Thirdly, the budget analysis does not directly trace the impact of a programme or the efficiency of which financial allocations are utilised. While some countries provide expenditure data, this only identifies financial gaps between allocations and spending but does not capture how well the programme targets its specified population. In this way, identifying funding increases or decreases overtime hints towards but does not necessarily reflect the impact of the public investment on nutrition. Most importantly, data on spending will need to be made available at the most disaggregated level (e.g. district or even a lowest administrative unit) where they can be triangulated with information on programme implementation and impact on the targeted population.

Fourthly, countries plan and implement their public policies using local currency. When analysing the data for identifying trends, the local currency figures are converted into USD estimates and we apply a deflator to calculate trends adjusted for inflation. When a country plans and then allocates finances with their local currency, the international economy can greatly influence how those trends across time appear. This suggests that funding decreases from one year to another, especially below 10 per cent, may well reflect the purchasing power of a local currency rather than a lack of political will to support nutrition interventions in the country.

Taking the above factors into account, the 3-step approach is an exercise less about financial tracking and more about showing how countries are investing, and assisting them in increasing and/or spending better their resources. SUN countries who have already done the budget tracking analysis twice have reported that this exercise provides a very useful entry point for sensitising relevant sectors and stakeholders on the value of addressing malnutrition. Specifically, the budget analysis exercise data helps SUN Countries to:

- Map alignment of planned and budgeted interventions
- Monitor performance and expenditures of implemented interventions

Way forward

The priority moving forward is institutionalising the budget analysis at the country level. This priority is aided by the fact that the budget analysis is designed to be easily managed after the initial round. Specifically, the information collected in the first year of the exercise can help serve as a baseline for the following years. This baseline allows countries to both easily update a new data point on allocations for existing programmes, and record allocations for new programmes when they arise. In short, the information gained from the initial budget review becomes easier to identify and more credible to analyse with each subsequent year.

Underlying the priority of institutionalising the budget analysis is the replicability of the exercise. Once a country identifies a nutrition-related programme it remains identified in subsequent analyses. Maintaining the same denominator as a baseline is essential for consistent data collection, and robust analysis of trends across time. In addition, maintaining the baseline year after year makes it easier to identify the new programs that have been added and to further assess if this is a true indication of the multi-sectoral approach for nutrition becoming entrenched in more

- Map alignment of budgeted programmes' objectives against drivers of malnutrition (in the case of nutrition-sensitive budget allocations)
- Advocate for:
 - » Scale-up implementation and mobilise resources
 - » Better coordination and targeting of programmes (both geographic and population)
 - » Integration of nutrition high-impact interventions in selected programs

For these reasons, conducting budget analysis on a regular basis can support the continuous engagement of all those actors who have a key role to play in scaling up nutrition.

ministries, agencies and departments.

While detecting data on allocations assists countries in reflecting on their ability to plan and prepare to scale-up nutrition, institutionalising the budget analysis also requires that countries begin reporting data on actual expenditures in a systematic way. The tracking of actual expenditures, together with other information on actual implementation, can help countries to assess their performance and highlight major financial gaps. Most countries may experience a time lag of two or more years in accessing data on actual expenditures unless they deploy considerable efforts in doing the data collection. One way to advance on this could be to start with a sub-set of programmes across the key sectors and work with the budget holders to gain information on allocations, releases and expenditures in a given timeframe.

As countries' progress with the budget analysis and become better positioned to access data on expenditures, it is envisioned that they will track the spending of select programmes at the most disaggregated level and triangulate the finance data with information on program implementation and impact on the targeted population.

Regional Highlights of the Budget Analysis Exercise

Madagascar

(analysis of the 2016 budget)

- 44 nutrition-relevant programmes received allocations by 10 ministries totalling USD 5.69, per capita
- Allocations in 2016 for 44 nutrition-sensitive programmes decreased by 31% from 2015, while allocations for 2 nutrition-specific programmes increased by 124%
- Allocations in 2016 for 5 nutrition-relevant programmes related to social protection increased by 60% from 2015
- The largest identified programme entitled “Appui à la Politique de Survie de la Mère et de l’Enfant” accounts for 15% of the identified budget.



Guinea-Bissau

(analysis of the 2014 budget)

- 96 nutrition-relevant programmes received allocations by 15 ministries totalling USD 2.21 per capita
- Allocations for 95 nutrition-sensitive programmes increased by 16% from 2013, while allocations for 1 nutrition-specific programme increased by 7%
- Allocations in 2014 for 4 nutrition-relevant programmes related to the WASH sector increased by 23% from 2013
- The largest identified programme entitled “Programa mundial de alimentos ‘saude e nutrição, cantina escolar e reabilitação rural” accounts for 12% of the identified budget.

Democratic Republic of the Congo

(analysis of the 2015 budget)

- 59 nutrition-relevant programmes received allocations by 14 ministries totalling USD 2.37 per capita
- Allocations in 2015 for 44 nutrition-sensitive programmes decreased by 46% from 2014, while allocations for 3 nutrition-specific programme increased by 848%
- Allocations in 2015 for 10 nutrition-relevant programmes related to the health sector increased by 69% from 2014
- The largest identified programme entitled “Secrétariat Général à l’Agriculture, Pêche et Elevage” accounts for 74% of the identified budget.



Pakistan

(analysis of the 2015 budget)

- 54 nutrition relevant programme received allocations totalling USD 2.37 per capita
- Focusing on the national plan,¹⁹ allocations in 2015 for 7 nutrition-sensitive programmes decreased by 6% from 2014, while allocations for 2 nutrition-specific programmes decreased by 77%
- Focusing on the national plan, allocations in 2015 for 6 nutrition-relevant programmes related to the health sector increased by 69% from 2014
- The largest identified programme entitled “Benazir Income Support Programme” accounts for 50% of the identified budget.



Tajikistan

(analysis of the 2015 budget)

- 15 nutrition-relevant programmes received allocations by 4 ministries totalling USD 11.60 per capita
- Allocations for 12 nutrition-sensitive programmes decreased by 73% from 2014,²⁰ while allocations for 3 nutrition-specific programmes decreased by 38%
- Allocations in 2015 for 3 nutrition-relevant programmes related to the health sector decreased by 18% from 2014
- The largest identified programme entitled “052 Health centres (policlinics) + 05204 Health houses” accounts for 46% of the identified budget.

Vietnam

(analysis of the 2015 budget)

- In 2015, 15 nutrition relevant programmes received allocations by 2 ministries totalling USD 0.93 per capita
- Allocations for 8 nutrition-sensitive programmes increased by 36% from 2013, while allocations for 7 nutrition-specific programmes increased by 98%²¹
- The 98% increase in funding is largely explained by the nutrition-specific programme entitled “Improving the nutrition for children”, where allocations increased from USD 2,761,905 in 2014 to USD 26,727,273 in 2015
- Allocations in 2015 for 11 nutrition relevant programmes related to the health sector increased by 110% from 2014
- The largest identified programme entitled “Improving the nutrition for children” accounts for 30% of the identified budget.



¹⁹ The national plan comprises 9 of the 54 programmes, while the remaining 45 programmes are managed at the provincial level.

²⁰ Allocations for nutrition-sensitive programmes decreased by 73%, however, this is because only 12 programmes have recorded allocations in 2014 and 2015. Focusing on these 12 programmes, the analysis suggests that allocations decreased by 13%.

²¹ The 98% increase in funding is largely explained by the nutrition-specific program entitled “Improving the nutrition for children”, where allocations increased from USD 2,761,905 in 2014 to USD 26,727,273 in 2015.

Learning from SUN supporters

Unpacking Innovative Finances for Nutrition

The 2016-2020 Strategy and Roadmap of the SUN Movement calls for improved access and use of financial resources for nutrition. This is in response to the wide recognition that current levels of financing for nutrition are gravely inadequate. Part of the challenge also lies in the inherent fragmentation and complexity in the nutrition aid architecture.²²

As a first step towards the SUN Movement's pursuit of this objective, a "mapping" of

multilateral external (i.e. non-domestic) sources of nutrition financing has been initiated. The work has been overseen by the SUN Donor Network, with the assistance of an independent consultant and the financial support of the Bill and Melinda Gates Foundation. One of the main objectives of this exercise is to improve awareness and understanding of nutrition funding sources and how to access them.

Key findings

- Over the past year, **three new financing mechanisms have been launched** with a significant nutrition focus, Power of Nutrition, UNITLIFE and the Global Financing Facility (GFF). Each have the potential to unlock significant nutrition-specific financing.
- **There is a lack of predictability of funding opportunities.** Currently, neither of the new nutrition funds (Power of Nutrition, UNITLIFE), nor the GFF, nor Global Agriculture and Food Security Programme (GAFSP) have fixed schedules for upcoming funding opportunities.
- **The fragmented nutrition architecture and planning can be challenging in countries,** in terms of coordination, programmatic coherence, and administrative and reporting workload. To manage the different funding streams, countries such as Tanzania, have relied on having robust and coordinated multi-sectoral planning for nutrition which has helped ensure donor support is aligned behind national plans.
- **There are opportunities to build linkages across complementary initiatives,** such as the Global Fund to Fight AIDS, Tuberculosis & Malaria, the Global Partnership for Education along with Every Woman, Every Child through their Global Strategy for Women's and Children's Health.²³ The SUN Movement can optimise its own work by leveraging such relations to achieve all Sustainable Development Goals.
- In relation to **humanitarian funding,** two OCHA-managed trust funds profiled in the funding mapping exercise (Central Emergency Response Fund, or CERF; and Country-Based Pooled Funds, or CBPFs) represent useful entry points for the SUN Movement to explore, as it identifies ways to improve its support to countries in humanitarian situations.
- This mapping exercise profiled one funding mechanism that provides **financing for gender issues** - the Global Fund for Women. Along with Mama Cash, the African Women's Development Fund, the Central American Women's Fund and the Urgent Action Fund for Women's Human Rights, there are opportunities to secure small and flexible grants.

Recommendations for the SUN Movement's work in 2016-2020

Based on the findings noted above, the SUN Movement will:

- Maintain the funding mapping over time and keep track of the countries benefiting from these new funds (and of those that are not). This will involve compiling and disseminating information regarding upcoming funding opportunities.
- Explore opportunities to use the outcomes and success stories of the new funding mechanisms supporting nutrition-specific and nutrition-sensitive activities and share those experiences country to country.
- Explore how to maximise synergies with the Reproductive, maternal, newborn and child health community including with the sources of funding (e.g. the GFF), and its partnership, coordination and accountability mechanisms (e.g. The Partnership for Maternal, Newborn & Child Health (PMNCH), Every Woman, Every Child and the Commission on Information and Accountability for Women's and Children's Health, among other initiatives highlighted throughout the mapping.

²² As elaborated upon, for example, in Nutrition Aid Architecture, Results UK 2014.

²³ Please see: <http://www.everywomaneverychild.org/global-strategy-2>.

Key innovative nutrition funding sources at a glance

| Name | Funding mandate | Donors | Countries funded to date | Country eligibility | Upcoming funding opportunities |
|---|---|--|---|---|---|
| Power of Nutrition Fund | Unlock one billion dollars to tackle child undernutrition in some of the poorest countries. Nutrition-specific focus. See: www.powerofnutrition.org | Current pledges include CIFF (\$55m), DFID (up to \$47m), UBS Optimus Foundation (up to \$26m). Ambition to raise \$1bn | Tanzania (\$20m) | No specific eligibility criteria stated. Focus will be on "hotspot countries" in sub-Saharan Africa and Asia where their investments can make an impact. | Discussions underway with further countries. Aim is to fund 5-7 countries total during initial period ending 2020. |
| UNITLIFE | A new financing mechanism to fund nutrition programs in sub-Saharan Africa, raising funds through a micro levy on the extractive industry. | Initial countries signing up include Congo, Guinea, Niger and Mali, with aim to raise \$100m/year from through these 4 countries, with agreements in place by end 2016. Further funding will be pursued from other countries, as well as other sources. | None to date | To be determined, but with a focus on "high-burden countries." | Funding opportunities to commence once sufficient funding stream secured. |
| Global Financing Facility (GFF) | Accelerate efforts to end preventable maternal, newborn, child and adolescent deaths and improve the health and quality of life of women, adolescents and children. Can fund nutrition-specific and nutrition-sensitive activities (incl health, WASH, social protection, education). See: www.globalfinancingfacility.org | Initial financing commitments for the GFF trust fund by Norway (\$600m) and Canada (\$200m, of which \$100 will go to CRVS). Further commitment for the Trust Fund by Bill & Melinda Gates Foundation (\$75m) in July 2015. | 4 "front runner" countries: DRC, Ethiopia, Kenya and Tanzania. Second wave countries include Bangladesh, Cameroon, India, Liberia, Mozambique, Nigeria, Senegal and Uganda | A total of 62 high-burden, low- and lower-middle income countries are eligible to receive grant resources from the trust fund (see the GFF Business Plan Annex 7 for full list). | None announced |
| Global Agriculture and Food Security Programme (GAFSP) | Multilateral financing mechanism to improve incomes and food-and nutrition security in low-income countries by boosting agricultural productivity. Primary focus on agriculture and food security (nutrition-sensitive) activities, although also able to support nutrition-specific programming, as well as activities on climate change and gender. Provides support through a Public Sector Window (grants and advisory services) and a Private Sector Window (concessionary loans and advisory services). See: www.gafspfund.org | As of March 2014: \$1.35bn pledged, of which \$1bn to Public Sector Window, \$309m to Private Sector Window and \$69m unassigned. 8 donors to Public Sector Window (Australia, BMGF, Canada, Ireland, S Korea, Spain, the UK, the US) 5 donors to Private Sector Window (Canada, Japan, the Netherlands, the UK, the US) | Public Sector Window: \$912.5 million allocated in 25 countries: Bangladesh, Burkina Faso, Burundi, Cambodia, Ethiopia, Haiti, Honduras, the Gambia, Kyrgyz Republic, Liberia, Malawi, Mali, Mongolia, Nepal, Nicaragua, Niger, Rwanda, Senegal, Sierra Leone, Tajikistan, Tanzania, Togo, Uganda, Yemen, and Zambia. Private Sector Window: 11 investment projects and 20 advisory services projects. | Public Sector Window: "IDA-only" countries that are not in non-accrual. See: www.worldbank.org/ida/borrowing-countries.html Private Sector Window: Private firms and financial institutions working in IDA-only countries. Firms outside of IDA-only countries with a compelling case may also be considered. | Next call for proposals not yet announced. Aim is to call next round by autumn 2016, pending securing of sufficient pledges. A separate pilot initiative to be launched in 2016 ("the Missing Middle Initiative") to enable direct disbursement by SEs to NGOs for small-scale projects (e.g. \$2-3m). |
| Global Fund to Fight AIDS, Tuberculosis & Malaria | Financing mechanism to support programs in response to HIV, TB and malaria. Includes ability to fund a range of food and nutrition activities as part of comprehensive HIV and TB programs (for reference: over 35 million living with HIV/AIDS worldwide, and almost 10 million people fell ill with TB in 2014). See: www.theglobalfund.org | 50 donor governments provide approx. 95% of funding. Remaining 5% from private sector, private foundations and innovative financing initiatives. \$42bn pledged by donor governments since 2002. Replenishment for 2017-19 period currently underway. | Nearly \$4bn invested annually through 468 active grants in 100 countries. To date, over \$29 billion disbursed for programmes in countries. | Eligibility is determined annually, based on income level and official disease burden. A full list of current eligible countries is available on the Global Fund website. | Funding allocations currently made every three years, with flexibility for country to select timing for proposal submission within the 3-year period. |

| Name | Funding mandate | Donors | Countries funded to date | Country eligibility | Upcoming funding opportunities |
|---|--|---|--|--|---|
| Global Sanitation Fund (GSF) | <p>Pooled multi-donor fund to support community-led sanitation programs for the most vulnerable people.</p> <p>Nutrition-sensitive (WASH). The GSF specifically has the mandate to fund community-level behavior change projects related to open defecation.</p> <p>See: www.wsscc.org/global-sanitation-fund</p> | Donors to the GSF have included the governments of Australia, Finland, the Netherlands, Sweden, Switzerland and the UK. | As of June 2015, the GSF had committed \$109m to programs in 13 countries: Benin, Cambodia, Ethiopia, India, Kenya, Madagascar, Malawi, Nepal, Nigeria, Senegal, Tanzania, Togo and Uganda. | <p>35 priority countries have been identified for support based on income level, sanitation needs and other criteria, although exceptions can be made for supporting countries not part of the priority list.</p> <p>See WSSCC 2012-16 medium-term strategic plan for full list of priority countries.</p> | <p>Two rounds of funding to date.</p> <p>No new round currently announced, but those that have been designated as part of the 35 “priority countries” may seek funding outside of rounds.</p> |
| Water and Sanitation Programme (WSP) | <p>WSP works with governments at local and national level to support improved access to affordable, safe and sustainable water and sanitation services. Nutrition-sensitive (WASH).</p> <p>See: www.wsp.org</p> | International donors include the governments of Australia, Austria, Denmark, Finland, Luxembourg, Netherlands, Norway, Sweden, Switzerland, UK, US; as well as the BMGF and the World Bank. | 25 countries supported with \$207m over the 2011-2015 business plan period, including \$55m in FY 2015. | No specific eligibility criteria. WSP seeks to have reach and impact in all regions where the poor have inadequate water and sanitation services, and where lessons can be learned on how to apply successful solutions. | |
| Central Emergency Response Fund (CERF) | <p>CERF pools funds from multiple donors to promote early action and response to reduce loss of life; enhance response to time-critical requirements; and strengthen core elements of humanitarian response to underfunded crises. CERF can support nutrition-specific and -sensitive activities within the context of time-sensitive or underfunded humanitarian needs.</p> <p>See: www.unocha.org/cerf</p> | Receives broad support from 125 UN Member States and 2 observers, regional governments, the private sector, NGOs and individuals. Contributions to date total \$4.282 bn, including \$400m in 2015. | More than \$3.7bn allocated for 92 countries and territories since 2006. On average, CERF allocates approx. \$450m to humanitarian operations in 50 different countries. | Based on humanitarian situation and needs. | <p>“Rapid response” funds (approx. 2/3 of CERF allocations) can be requested at any time of the year.</p> <p>“Underfunded emergencies” grants (approx. 1/3 of CERF allocations) are invited to apply by the Emergency Relief Coordinator (ERC) based on criteria and recommendations and consultations.</p> |
| Country-based Pooled Funds (CBPFs) | <p>CBPFs allocate funding based on identified humanitarian needs and priorities at the country level, and are intended to enable flexible funding for priorities set at the country level, with flexibility to support activities and needs in volatile contexts.</p> <p>See: www.unocha.org/what-we-do/humanitarian-financing/country-based-pooled-funds</p> | UN Member States and private donors contribute to CBPFs. In 2015, there were 19 Member State Contributors to CBPFs, with a total of \$583m received from: UK, Netherlands, Sweden, Denmark, Belgium, Ireland, Norway, Australia, Switzerland, Germany, Kuwait, Spain, Luxembourg, India, Korea, Iceland, France, Italy, Malaysia. | In 2015, \$505m were allocated to 18 countries: Afghanistan, CAR, Colombia, DRC, Ethiopia, Haiti, Iraq, Jordan, Lebanon, Myanmar, oPt, Pakistan, Somalia, South Sudan, Syria, Turkey, Yemen. | Based on humanitarian situation and needs. | CBPFs use two modalities to allocate funds: Reserve allocation projects (intended for rapid and flexible allocation of funds) can be submitted at any time during the year, or when the HC activates the reserve allocation. Standard allocations (with longer-term priorities identified by Humanitarian Response Plans) typically have two standard allocations per year. |
| Global Fund for Women | <p>Funding women’s human rights initiatives worldwide, supporting women-led organisations that are fighting for justice in their own communities. Funds nutrition-sensitive activities, with a focus on women’s rights and empowerment, but through any sectoral entry points (including for example agriculture).</p> <p>See: www.globalfundforwomen.org</p> | For fiscal year ending June 2014, \$18m received from private and family foundations (53%), individuals (29%), investments (10%), events (5%), corporations (2%) and governments/multilaterals (1%) | Over \$100m in grants provided to over 4,000 organisations supporting progressive women’s rights in over 170 countries since 1988. | <p>Only non-US-based organisations are eligible for funding, whose primary focus is advancing women’s equality and human rights.</p> <p>Other exclusions apply – see website for further details.</p> | <p>The Global Fund for Women runs an annual grantmaking cycle – for 2016 applications were due by 31 January.</p> <p>Every year it receives over 2,500 proposals and is able to award about 500 grants annual. First-time awards range from \$5-13k/year.</p> |