

Scaling Up Nutrition



Scaling Up Nutrition Movement Strategy SUN 3.0 2021-2025

ANNEXES

‘Strawperson’ – Version for Consultation

9 July 2020

Table of Contents

ANNEX 1 - APPROACHES AND ISSUES IDENTIFIED BY SUN EXTERNAL ASSESSMENTS	I
ANNEX 2 - HOW SUN 3.0 BUILDS ON SUN 2.0	II
ANNEX 3 - GENERIC TERMS OF REFERENCE FOR SUN COUNTRY COORDINATOR	VI
ANNEX 4 – FINANCING FOR NUTRITION: ADDITIONAL INFORMATION	VIII
ANNEX 5 – PROPOSED TERMS OF REFERENCE FOR SUN MOVEMENT LEAD GROUP	X
ANNEX 6 – SUMMARY OF SUN MOVEMENT OUTCOME INDICATORS FOR IMPACT ON NUTRITION, 2021-2025	XII
REFERENCES	XIV

Annex 1 - Approaches and issues identified by SUN external assessments

The table below demonstrates that there are central themes which thread through the three reports, the ICE, MTR and SR, and in particular the need to put nutrition at the centre, the need to have the necessary structures and governance in place to support nutrition and the need to have effective monitoring systems in place to be able to show the added value of SUN.

ICE	MTR	SR
Focus on Nutrition	Strategy Formulation and Monitoring	Changing Nutrition context & challenges
Scaling up nutrition at country level	Improving the Effectiveness of the Global Support System	Drivers of malnutrition, leave no one behind not clear
Stakeholder alignment	Governance and Mutual Accountability	Structure, mandate, membership
International architecture for nutrition	Learning and Knowledge	SUN approach – customisation, local delivery, adaptation (climate, fragility)
Design weaknesses	Monitoring, Evaluation, Accountability and Learning (MEAL)	MEAL ‘telling the SUN story’

The following table summarises the coverage and methodology adopted by the three external assessments of SUN.

Report	Methodology
ICE	<ul style="list-style-type: none"> • More than 100 global level and over 160 country level interviews. • participation in selection of country network conference calls, various network steering committees, and a meeting of the Lead Group. • Visited the SMS in Geneva and joined the Global Gathering • Eight country case studies were conducted: Bangladesh, Burkina Faso, Ethiopia, Guatemala, Indonesia, Mozambique, Senegal and Tanzania • an electronic survey ("the e-survey") to obtain stakeholder views on SUN's performance and its future
Mid-term review	<ul style="list-style-type: none"> • Repeated in-person and virtual consultations with the SMS, EXCO, Lead Group and other thought leaders in nutrition, multisectoral programming and complex partnerships • Five case studies: Bangladesh, Côte d'Ivoire, Kenya, Tajikistan and Vietnam • A 360-degree assessment: <ul style="list-style-type: none"> • Two online surveys, one for the GSS; one for countries • 30 semi-structured interviews with representatives from across the Movement and beyond at part of a 360 assessment • Participation in SMS and network meetings and discussions
Strategic Review	<ul style="list-style-type: none"> • Consulted more than 180 people • Country case studies – Afghanistan, Bangladesh, Burkina Faso, Coast Rica, Guatemala, Indonesia, Kenya, Rwanda, Yemen, LAC Region, Africa Region • Observers at intra-network and inter-network meetings • Attended the Global Gathering

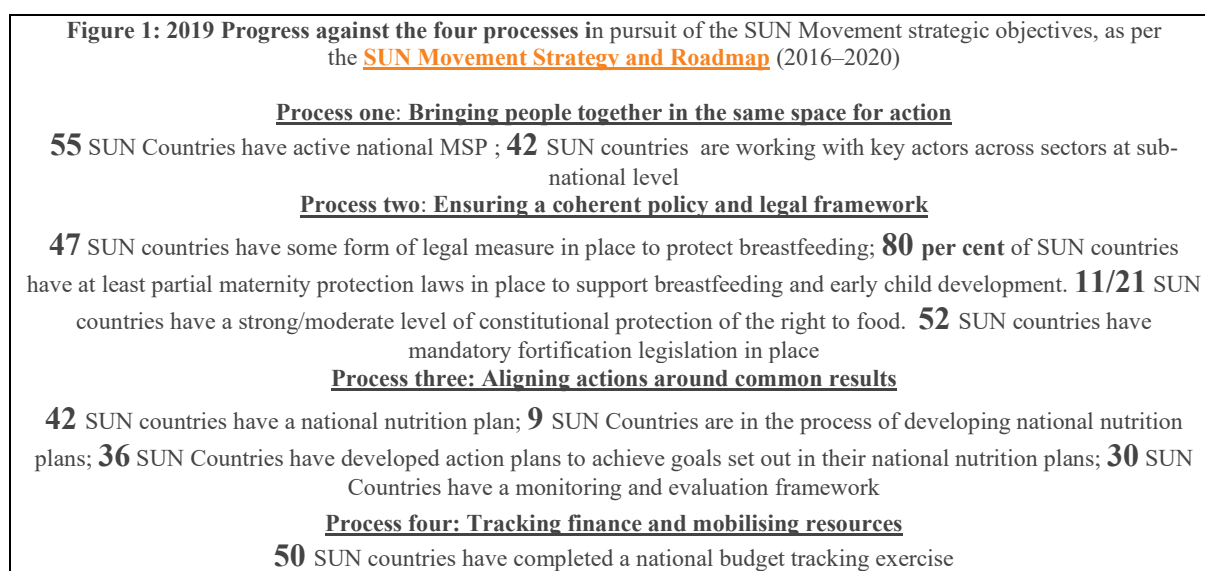
Annex 2 - How SUN 3.0 builds on SUN 2.0

From SUN 2.0 Strategy	SUN 3.0 builds on SUN 2.0 in the following ways
The SUN Movement's 2.0 unique value is its emphasis on building an enabling social, economic and political environment which is fit to ensure that children everywhere reach their full potential.	SUN 3.0 USP: A country driven country-led global movement that brings energy, resolve and resources from all corners of society to achieve global targets on nutrition. This will be kick-started through a re-commitment process of all actors across the Movement.
<i>SUN 2.0 Strategic Objectives</i>	
1. Expand and sustain an enabling political environment	Sustain the enabling political environment in face of the threat of COVID-19 and expand it by seizing the opportunities created by COVID-19
2. Prioritise and institutionalise effective actions that contribute to good nutrition	Prioritisation taken to next level of specificity to galvanize energy, focus effort and promote accountability—to deliver results at the country level
3. Implement effective actions aligned with Common Results	Implement prioritised actions, monitor outcomes and act on them to course correct. Share evidence on what works and what does not
4. Effectively use, and significantly increase, financial resources for nutrition	More effort to track resource flows to nutrition as a basis for advocacy, implementation and accountability
<i>SUN 2.0 Roadmap</i>	
Start with what exists and continuously improve for impact	Start with what exists, prioritise country focus and actions, continuously improve for impact and document, document, document
Continuously improve country planning and implementation to end malnutrition	<ul style="list-style-type: none"> • Support the development of investible priority actions at the country level as defined by government with other country stakeholders. • Rally all SUN structures and networks behind this set of clearly defined priorities with support and resources • All SUN structures and networks will be held accountable for supporting this set of priorities • Monitoring and reporting outcomes in a clear and visible way to all parts of the movement with expectations that needed course corrections will be undertaken
Mobilise, advocate and communicate for impact	<ul style="list-style-type: none"> • Country priorities will help focus and sharpen advocacy at the national level • The achievements of the SUN movement will be documented in a more systematic way and this will greatly help power national and global advocacy—success breeds success • Greater generation of evidence and use of research will power advocacy. For example, SUN could set up a unified COVID19 and nutrition action tracker that generates news and alerts movement stakeholders, including funders
Strengthen capacity for multi-sectoral and multi-stakeholder collaboration at all levels	<ul style="list-style-type: none"> • The country Focal Point is positioned for maximum leverage for nutrition and then comprehensively supported • The capacity of the country ecosystem around the Country Focal Point is supported by all of the SUN structures and networks • Regional learning opportunities will be created for focal points and other stakeholders to share, learn and empower themselves, each other and the collective

From SUN 2.0 Strategy	SUN 3.0 builds on SUN 2.0 in the following ways
Ensure equity, equality and non-discrimination for all, with women and girls at the centre of efforts	<ul style="list-style-type: none"> • Gender balance/transformation will be improved. Global Health 50/50 Report of 2020 rates SUN as not sufficiently gender transformative in its guidance on programmatic work; its workplace diversity and inclusion policies could be improved; and gender parity in senior management could be improved • SUN movement to self-audit against Global Nutrition Report 2020 recommendations on equity • Mechanisms will be established (e.g. an annual member engagement survey) to monitor whether SUN values are being upheld
	<ul style="list-style-type: none"> • Country focal points are not listed under change agents in Section 4 of SUN 2.0 Strategy • The first time the country focal points are mentioned in the SUN 2.0 strategy is in Section 6 on page 20, under implementation. SUN 3.0 strategy is different. Focal points will be mentioned on page 1 and helped lead the design of the strategy.

Sun 3.0 has strong foundations to build upon

The SUN 2.0 Theory of Change and Roadmap in 2015 outlined how SUN was going to achieve its 4 strategic objectives, summarised in the figure below.



Much progress has been made in laying the foundations for country impact in SUN 2.0. First, independent analysis suggests that early SUN joiners are more committed to nutrition institutionally and operationally, although they note “It is difficult to determine whether early joiners were already more committed to nutrition and therefore more likely to join the SUN Movement or whether membership in the SUN Movement compelled such commitment. Most likely it is a combination of both” (Fracassi, Siekmans, & Baker, 2020). Second, much progress has been made through the four ‘processes’ that have guided the SUN 2.0 Strategy (see Figure 1).

In particular, SUN 2.0 has contributed to making multi-stakeholder dialogue on nutrition become the norm. Now this must be more boldly and decisively translated into investments and action at the national and sub national levels. SUN now must pivot to be more country-led, country-driven and action-oriented (combined with consistent and coherent country-led advocacy). The SUN Movement's identity must be to support nutrition to be rooted in country structures, actions and the minds of its leaders, supported by a global system that is equally country-focussed and meets its needs and supports countries to finance and drive context-appropriate evidence-based nutrition actions at scale.

The SUN Principles of Engagement

- Be transparent
- Be inclusive
- Be rights-based
- Be willing to negotiate
- Be predictable and mutually accountable
- Be cost-effective
- Be continuously communicative
- Act with integrity and in an ethical manner
- Be mutually respectful
- Do no harm

During the first two phases, the SUN Movement has built several foundational elements and tools that guide all actors to work together, focus on and align behind the development, resourcing and implementation of national nutrition plans and strive towards a Movement that is mutually accountable.

These include:

- The SUN Movement Principles of Engagement which seek to define the ethos of work as rights-based, inclusive, mutually accountable, transparent, cost-effective.
- The MEAL system and the Joint Annual Assessment process in particular which serves the basis for assessing countries' progress in the implementation of national nutrition plans and create a culture of accountability. The draft strategy highlights the need for an 'annual mechanism (e.g. an online engagement survey) to take the temperature of the working of SUN components)' without any reference to opportunity to build on what has been established. The SUN Movement Secretariat relies on the priorities shared by SUN Countries in their Joint Annual Assessments to plan its approach to support, facilitation and coordination.¹
- The work done across many SUN Countries to build and cost their national nutrition plans and to secure a place for nutrition within National Development Plans²
- 50 SUN countries have completed a budget analysis exercise, following the methodology supported by the SUN Movement and investment snapshots are now available for each of these countries. An interactive database capturing country experiences with budget analysis exercises, currently encompassing 30 SUN countries, is available.

¹ <https://scalingupnutrition.org/progress-impact/monitoring-evaluation-accountability-and-learning-meal/joint-assessment-exercise/#:~:text=The%20Joint%2DAssessment%2C%20which%20takes,1%20July%20and%2031%20October.&text=It%20also%20serves%20as%20a,nutrition%20for%20the%20year%20ahead.>

² <https://scalingupnutrition.org/share-learn/planning-and-implementation/>

- Since 2014, many SUN countries fine-tuned the SUN budget analysis method to their contexts and are regularly using the guidance to track their finances for nutrition. The enhanced guidance delivered in 2020 by MQSUN is built from these country experiences and designed to inform their challenges. Moving through 3.0, the guidance can help shape technical support that SUN countries receive when analysing their public financing for nutrition. Importantly, the benefits of various methods can be combined to give SUN countries the most transparent and most sustainably replicated system of what they are spending³
- Before the global COVID-19 pandemic hit, there were at least 6 SUN Countries across Africa and Asia who were preparing to hold financing roundtables in order to secure domestic and international investments in nutrition.
- In 2017, the UN Network for SUN and the SUN Movement Secretariat launched a quality review for national nutrition plans for policymakers based in national planning bodies and line ministries, nutrition stakeholders involved in planning processes, as well as independent reviewers, to assist the systematic review of existing multi-sectoral nutrition plans and other nutrition-related sectoral planning documents. The global support system and players could do much more to support the use of this quality review mechanism, helping to set a more predictable and transparent playing field for fundraising discussions.
- The SUN Movement Pooled Fund, as a catalytic, innovative, last-resort funding instrument, has the potential to provide important support to SUN countries in achieving their context-specific priorities. The role and use of pooled fund in SUN 3.0 need to be further defined and considerations include:
 - To support countries deliver on the 3.0 strategy and priorities, the Pooled Fund 3.0 should remain catalytic and innovative, and speak to an increased diversity of situations (uneven country progress), including the extent to which countries are impacted by recurring crises (COVID-19, climate, conflicts) which can jeopardize hard-won nutrition gains. This can be done through different funding windows tailored to different country needs.
 - Such a tailored approach involves increased country-network participation and inputs in the identification of needs, development of opportunities, and stronger ownership of project results by in-country networks, whether or not they are direct recipients, transcending the traditional vertical project management logic (grantee-UNOPS). Supporting the development of regional coordination spaces could be catalytic to empower national networks.
 - Knowledge Management and Technical Assistance would be leveraged with increased effectiveness if funded and facilitated through a unified mechanism such as the Pooled Fund, bringing generated data, findings, institutional memory in a coherent system which will catalyse greater effectiveness and systemic coherence for new programmes and interventions.
 - One unified global support system with one joint workplan, one joint fundraising strategy and one set of overall objectives and reporting could look into Pooled Fund as one possible funding mechanism (via a separate window) for channelling donors' contributions.

³ <https://scalingupnutrition.org/share-learn/planning-and-implementation/tracking-nutrition-investments/>

Annex 3 - Generic Terms of Reference for SUN Country Coordinator

Nutrition agenda is multisectoral, multi-partnership and multidisciplinary; therefore, it is recommended that the Country Coordinator (as SUN Multi-stakeholder Platform Lead) should have requisite skills and ability to coordinate and convene others within the government and outside the government. Sitting within President, Vice President or Prime Minister's Office, depending on the country context is ideal. The MSP Lead should be supported by a multi-disciplinary team (that will include government officials and seconded staff from other nutrition stakeholder outside the government) that will form a secretariat for National level MSP. The roles for the Country Coordinator and the supporting MSP team members range from Policy, Coordination, Facilitation, Resource mobilization, Advocacy, Supportive supervision, MEAL and Research.

Policy coherence

- Overseeing and lead in development of policies, strategic plans and other nutrition related communication materials
- Lead in the harmonization of policies, strategies and plans related to nutrition across key sectors.

Coordination

- Convene and coordinate all technical multisectoral nutrition stakeholders for advancing nutrition agenda in the country
- Link between countries and global secretariat
- Be a link with SUN secretariat and other SUN countries focal persons
- Be a secretary to the high level multisectoral platform in the country so as he/she will be able to provide technical support to the chair of the platform as well as keeping all records properly
- Facilitate coordination and collaboration of nutrition platforms in the country both at national and subnational level
- To ensure progress and alignment and compliance to government agenda and protocol.

Facilitation of nutrition stakeholders

- Facilitate creation of enabling environment for nutrition response at different levels
- Convene and harmonize implementation of nutrition programmes/projects by various partners to ensure alignment to national priorities and minimize duplications
- Ensure capacity strengthening of key personnel and stakeholders across sectors related to nutrition.

Resource Mobilization

- Lead in resources mobilization efforts from various sources from both local and domestic sources.

Supportive supervision

- Oversee implementation of projects that are linked to national plans that are implemented by different stakeholders in the country
- Provide oversight in multi stakeholder nutrition programming.

Advocacy within government

- Advocate for integration on nutrition in sector policies and programs
- Advocate for allocation of resources by all nutrition sectors within government in line with national multisectoral nutrition plans.

MEAL and Research

- Spearhead the formulation, implementation, monitoring and evaluation of the country multisectoral nutrition plan/strategy
- Facilitate establishment of multisectoral M and E and resource tracking systems
- Conduct monitoring and evaluation using the assessment tools provided
- Generate information for sharing, documentation and wide dissemination of best practices, innovations and evidence to inform programs
- Initiate nutrition research agenda in collaboration with all stakeholders including research, academic institutions and think tanks
- Overall knowledge management and sharing to reinforce joint response and focused interventions and complementarity among programs.

Annex 4 – Financing for Nutrition: additional information

Financing needs for nutrition-sensitive actions

Examples include the cost of an integrated agriculture and nutrition program, promoting the increased production and consumption of orange-fleshed sweet potato targeted to pregnant and lactating women and their infants ranged from \$110 to \$155 per mother child dyad or per woman beneficiary, respectively (Levin et al 2019). Leveraging existing platforms reduces these costs significantly. Two cost analyses of integrated agriculture and nutrition programs applying a standardized mixed-methods approach estimated the costs per beneficiary at US\$30 and US\$41 respectively. For both programs, approximately half of the costs were driven by activities aimed at improving diets and nutrition and a quarter of costs related to activities aimed at improving production of nutritious foods (Kemp et al 2020). Cash based transfers range in cost between \$193 to \$284 per child per household in South Asia and \$360 to \$415 in sub-Saharan Africa (Trenouth et al 2018a, Trenouth et al. 2018b, Puett et al 2018).

More Money for Nutrition and More nutrition for the money

Innovative resources from GFF and the Power of Nutrition have contributed to the recent scale-up and several other sources including the Japan Trust Fund for Nutrition and BMGF that provided TA and analytical support for the scale-up. Domestic resource tracking data are sparse, and in general domestic resources remain very modest, and private sector investments in nutrition remain unclear.

Moving forward, a new sustainable financing model is needed for nutrition, which includes a significant increase in domestic resources is essential. This will need to be driven by widening the revenue base and fiscal space in countries through progressive tax reform by strengthening revenue collection mechanisms equitably and transparently, and clamping down on tax evasion, particularly illicit financial flows. Yet, the available data shows only minor or no increases in domestic spending for nutrition in most countries (R4D), and significant reductions in some. Countries – particularly those with sufficient fiscal space – should be encouraged to commit to increased levels of domestic nutrition spending. This will require political will and leadership (including by Lead Group members) to prioritize nutrition within national budgets. Particular focus needs to be given to countries transitioning from low-income to middle-income countries as their access to donor- and concessional financing (including IDA) diminishes. The viability and terms for leveraging catalytic donor- and multilateral financing to accelerate domestic financing for nutrition and data systems need to be evaluated for these countries. This may also involve a “sustainable financing facility,” providing catalytic funding to accelerate domestic financing for nutrition and other **innovative financing mechanisms** for nutrition (such as The Power of Nutrition or the Global Financing Facility) that must be brought to scale through expansion and reform but also through the creation of an enabling environment for new mechanisms to emerge, and avoid adding to unmanageable debt burdens.

Furthermore, with the currently momentum for tackling all forms of malnutrition (to address not just undernutrition, but also overweight and obesity), and to do so by leveraging non-traditional resources, many national governments are currently developing and implementing fiscal policies (e.g. taxation on sugar-sweetened beverages) to raise funds. Over 47 countries are experimenting with these taxes and could benefit from TA to design these efficiently.

There is also a growing recognition that financing should not only be innovative, but also catalytic in leveraging domestic and responsible private financing for scalability and sustainability. Technical assistance is required to support these efforts. **Official development assistance** (ODA) is vital, but limited – it should be focused on the most excluded, and on catalysing new domestic resources.

More Nutrition for the Money

Besides generating new financing, nutrition funds need to be better spent. As clearly articulated in the N4G financing and commitment guide, the mantra is “More money for nutrition, and More nutrition for the money”. High quality investible CAPs become the cornerstone for his and tools that enhance allocative efficiency (such as Optima Nutrition) are useful for country teams to prioritize their actions to maximize the potential for impact. Equity, transparency and accountability of financing is key, as is tracking of nutrition spending by countries and by donors. Moreover, high-quality, timely data to inform program and policy design, mobilize resources, track progress and course-correct, and to enable accountability against commitments.

The Japan 2020 Nutrition-for Growth (N4G) Summit represents a critical “make or break moment” for nutrition financing. Under the overall mantra of more money for nutrition, and more nutrition for the money spent, it is imperative that we 1) secure meaningful and substantial commitments for increasing financing from all sources, and 2) employ more strategic, innovative and sustainable approaches for mobilizing, deploying and ensuring the efficiency of those resources.

Annex 5 – Proposed Terms of Reference for Sun Movement Lead Group

1. Purpose of the SUN Movement Lead Group

- 1.1. Act as high-level emissaries for the Movement, advocating on specific issues related to the SUN strategy and ending malnutrition, serving as champions to elevate issues to the highest levels and facilitate buy-in within their agencies and institutions and in global, regional and national fora.
- 1.2. Provide institutional, political and civil society legitimacy and high-level guidance for the Movement and its progress towards achieving its strategic objectives through its unique character; and
- 1.3. Reflect the commitment of all SUN partners, including the United Nations and its partners in the SUN Movement, to achieving SDG 2 and elevating the visibility of, and support for, improved nutrition.

2. Role and Responsibilities

- 2.1. Serve as apex body of the SUN Movement, guiding the SUN Movement Coordinator and Executive Committee in expanding political commitment to nutrition;
- 2.2. Bring-in additional resources for nutrition financing
- 2.3. Advocate on specific issues relating to challenges encountered across the SUN Movement that affect the ability of its members to achieve their common objectives, thereby increasing its overall effectiveness;
- 2.4. High-level review and endorsement of the Movement's strategic direction:
 - (a) Engage the Executive Committee and SUN Movement Coordinator on an annual basis to jointly ensure that the Movement is on course to achieve its objectives, proposing and/or considering adjustments to its course as required; and
 - (b) Advise on opportunities that may accelerate efforts to achieve its goals, as well on factors that may obstruct progress (i.e. climate change, global or regional crises or emerging threats, international processes); and
- 2.5. Embody the spirit and the principles of the SUN Movement, and work to preserve and promote its unique character.

3. Reporting and Accountability

- 3.1. Accountable to the UN Secretary General and reports to the SG through its Chair on progress towards its goals;
- 3.2. Delegates oversight of SUN Movement operations (e.g., Global Coordinator, SUN Movement Secretariat) to the Executive Committee; and
- 3.3. Lacking legal status or binding obligations, Lead Group members do not have any legal or fiduciary responsibility for the Movement.

4. Ways of working and Commitments

- 4.1. Convene in person at least once per year to review the progress of the SUN Movement:
 - (a) On the margins of the UN General Assembly in September in New York, the SUN Movement Global Gathering, or other events;
 - (b) Meetings of the Lead Group will be for principals only. No deputation will be considered. One additional observer per member is invited;

- 4.2. The Lead Group will champion the goals and the values of the Movement. On specific issues affecting the Movement, Lead Group members will engage in focused advocacy informed by plans and will be supported by the SUN Movement Global Structure (Coordinator, Executive Committee, and Secretariat)
- 4.3. Receive semi-annual updates from the Executive Committee, which will report on its inter-sessional work to provide timely and direct oversight of, and support to, the Movement. Details of the delegated responsibilities are presented in the Terms of Reference of the Executive Committee;
- 4.4. In response to Executive Committee reports, the Lead Group through its chair may highlight gaps, questions or emerging issues for further consideration and action;
- 4.5. Lead Group members commit to at least: (1) One in-person meeting annually, which would be primarily an external facing event, (2) One virtual meeting per year where the Executive Committee would report back to the full Lead Group, (3) Each Lead Group member participate in at least one additional Executive Committee based on specific issues that are being discussed that are relevant for that member, (4) A tailored outreach plan for each Lead Group member to be developed with support from the Secretariat.
- 4.6. The role is without remuneration, although some funds will be available to support travel expenses for specific occasions. Rates will follow as guidance the UN system's rules and procedures.

5. The Chair of the Lead Group:

- 5.1. The Chair is appointed by the UN Secretary General and is responsible for ensuring that the Lead Group functions in a way that reflects their Terms of Reference;
- 5.2. Seeks to deploy and leverage members of the Lead Group for specific issues relating to the objectives of the Movement;
- 5.3. Works to ensure full transparency of the work of the Lead Group and maintain open and regular lines of communication with the Chair of the Executive Committee and the SUN Movement Coordinator;
- 5.4. May be called upon as the most senior representative of the Movement to advocate for its goals at highest levels of the global finance and development infrastructure; and
- 5.5. Ensures that the UN Secretary General is kept informed of the work of the Lead Group and of the SUN Movement as a whole.

6. Process for appointing the Lead Group:

- 6.1. Appointed by the UN Secretary General, the Lead Group will include leaders in government, from business, from other parts of civil society and the United Nations' system. No deputation will be considered;
- 6.2. Serve at the request of the UN Secretary General, for a period of two and a half years, with option to renew for an additional 2.5 years. Under extraordinary circumstances, a third term may be considered; and
- 6.3. The process for nominations to the Lead Group will be managed by the LG Chair, the Coordinator and the Executive Committee, through its sub-committee on Governance and Membership, based on input from all parts of the SUN Movement.

Annex 6 – Summary of SUN Movement outcome indicators for impact on nutrition, 2021-2025

These outcome indicators should align with SDG/WHA targets. Examples of the range of outcomes include:

- Increased coverage rates of essential nutrition-specific actions (e.g. vitamin A, complementary feeding, EBF);
- Increased financing for nutrition actions from government and donors (e.g. an increase in the share of government budgets to actions that have nutrition improvement as a goal from x% to y% and an increase in the donor spending on the countries priorities);
- New government policies enacted and implemented that leverage new resources and action for nutrition improvement (e.g. agriculture, food system and social protection policies linked to healthy diets and improved nutrition);
- Policy incentives to incentivise businesses to improve consumer access to nutritious safe foods and the taxation and regulation of marketing of unhealthy/ultra-processed foods);
- Expanded set of activities from civil society (e.g. more campaigns, more regions and communities served with programmes, more activity in the media, more support for taxing unhealthy foods), the U.N. (e.g. more analytic support, programmes, staff, coordination, establishing and financing of support structures, partnering and initiatives relating to nutrition action) and businesses (e.g. more businesses producing, processing, distributing nutritious foods, providing workplace nutrition programmes, adopting improved labelling, reformulating products, fortifying staple foods, and reducing food loss).

Programmatic indicators

- Together with partners, SUN has stimulated an integral food systems approach to sustainably change the food landscape with nutrition in mind. (Some countries will see food systems as the way to move their nutrition agenda forwards while others will not.)
- Countries have achieved a market transformation where governments incentivize and consumers and producers prioritize consumption and production of affordable aspirational nutritious food. Indicator: % market share of food products on market that meet minimum 3 star on Health Star Rating system.
- With SUN’s advocacy, domestic funding for nutrition increases. The fund is used to leverage and crowd-in other (private sector) financiers to achieve a minimum of 1:2 leverage of public sector funding. Indicators: \$\$ increase in domestic funding using 2020 baseline. Leverage public – private funding and joint program funding.
- Donors mobilize both long term and short term funding for the prevention and treatment of malnutrition and recognize acute malnutrition as a development and long term issue.
- All SUN countries have made SMART commitments on nutrition as outcome for Nutrition for Growth and are reflected in NNPs.
- Nutrition is well embedded in humanitarian response (response to pandemic, food crisis, displacement crisis, etc.). Indicators: number of governments’ and humanitarian stakeholders’ emergency response plans that include nutrition.

- Nutrition integrated into climate and conflict resilience programming in SUN countries facing climate and security challenges.

Process indicators

- SUN countries are well represented in the Movement’s structures – Indicator number of country representatives on LG/ExCom/SMS.
- Opportunity to “graduate” without moving out as a SUN country list, high performing countries to a different level of commitment. In turn, these “Star” SUN countries could mentor up and coming SUN countries. Indicator: 30% of SUN countries attain “Star” level by 2025. X number of mentoring partnerships established between countries.
- SUN Global Support System, including Networks work seamlessly together in providing support to countries, at international, regional and country level. Indicator1: multisectoral functioning of nutrition partners and SUN networks at country level. Indicator2: number of events organized jointly by SUN networks at the regional level.
- Country capacity, especially in fragile states, has been developed and delivery in all aspects of nutrition.
- Youth engagement – measured by number of youth champions worldwide, but also on the Lead Group.

Policy Indicators

- SUN leveraged success by tabling nutrition as a high-political issue and nutrition coordination at a higher governance level as before (e.g. Prime Minister Office instead of Ministry of Health, which helps mobilize other essential sectors).
- SUN Countries put in place nutrition governance and planning processes at the national and sub-national levels, with sub-national focal points and multisectoral platforms.
- ALL SUN countries define context specific SMART nutrition targets aligned with the WHA targets and NCD targets. Indicator: Indicator: percent of spending on nutrition in National development plans.
- Political will for action on nutrition driven by top leadership. Indicator: number of mentions of nutrition in speeches by Cabinet ministers on an annual basis.
- All policies incentivize and prioritize nutrition. Indicator: “Nutrition mainstreamed into key sector policies, plans and legislation, at national and subnational levels, as defined in NNP. Indicator goal: in at least 50% of SUN countries by 2025.

Impact indicators

- Decline in malnutrition in line with progress needed to meet SDG 2 – wasting, stunting, overweight and anaemia. Indicator: decrease by 2% every year in SUN countries, using 2020 figures as base line.
- National WHA targets and NCD targets as set by the countries themselves are realised by 50% of SUN countries by 2025.

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