



Scaling Up Nutrition Movement Strategy

SUN 3.0

2021-2025

SUN VISION

By 2030, a world free from malnutrition in all its forms. Led by governments, supported by organisations and individuals – collective action ensures every child, adolescent, mother and family can realise their right to food and nutrition, reach their full potential and shape sustainable and prosperous societies.

‘Strawperson’ – Version for Consultation

9 July 2020

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Annexes – see separate document

Acronyms

1. Executive Summary

Background: Embedded within the 2030 Agenda for Sustainable Development the SUN 3.0 strategy prioritises SUN Countries leadership and focuses on supporting systemic change at the country level. SUN 3.0 belongs to the entire Movement. It is intended to capture the ambition of SUN countries and will guide the work of all actors at all levels – national and sub-national, regional and global – to align behind and respond to national priorities set out by SUN country governments starting in 2021 until 2025.

The world has changed dramatically recently. Very few countries were on-track to meet the World Health Assembly/SDG nutrition targets and the COVID-19 pandemic is likely to roll back many years of modest progress, particularly in low- and middle-income countries. Strategies to reduce virus transmission are disrupting food and health systems and overloading social protection systems with severe economic impact.

Investing in nutrition is a key element of building human capital and essential to achieving the SDGs. With the pandemic, it is even more critical to re-build human capital and resilience against future pandemics. These challenges are greater in conflict and fragile contexts, requiring a convergence of both humanitarian and development efforts. An urgent, coordinated response and scaled-up investments from governments, donors, the private sector, the United Nations agencies and civil society are now crucial. The pandemic has made it clearer than ever that SUN is needed to keep nutrition on the global agenda and protect the most vulnerable, to link health systems and food systems to work for nutrition, to prioritise evidence-informed actions and make the case for investing in nutrition.

SUN 3.0 is designed to lead this call to action across all those working on the Sustainable Development Goals (SDGs). *If actors across the Movement can demonstrate that their individual and collective effort contributes clearly to an acceleration in nutrition results at the national and subnational levels, SUN 3.0 will be judged a success.* Indicators of success are set out in full in section 8.

Key highlights: The SUN 3.0 strategy places impact at the country level and leadership by countries front and centre in addressing all forms of malnutrition and supporting actions across nutrition-specific and nutrition-sensitive sectors, through strengthened food and health systems, and with a focus on gender and economic equity.

Four Strategic Objectives reflected in the Theory of Change are identified: (1) Development and implementation of Country Action Plans (CAPs) by national governments that include clear targets for investment and leading to results; (2) Creation of enabling policy and advocacy environments at the country and global levels that elevate nutrition issues as a key sustainable development issue; (3) Establish demand-based Knowledge Management and TA provision functions to support development, financing, implementation and tracking of CAPs and to demonstrate SUN's value addition; and (4) Strengthened Governance of SUN that promotes inclusiveness and accountability of all the members of the Movement to people at risk of malnutrition, ensuring all voices are heard, CAPs are delivered and value for money is promoted at all levels.

The strategy lays out the proposed governance and accountability mechanisms and revised TORs to support the shift from SUN2.0 to SUN 3.0 across all duty bearers and stakeholders, including countries, global partners, networks (Civil Society, UN, Business, Donors and Academia), the Lead Group, SUN Coordinator, the Executive Committee, and the SUN Secretariat. It also proposes an empowered Country Coordinator position supported by a multi-stakeholder team in each country while allowing flexibility for countries to determine exactly what shape these might take in different country contexts. It lays out potential conflicts of interest and the financing needs

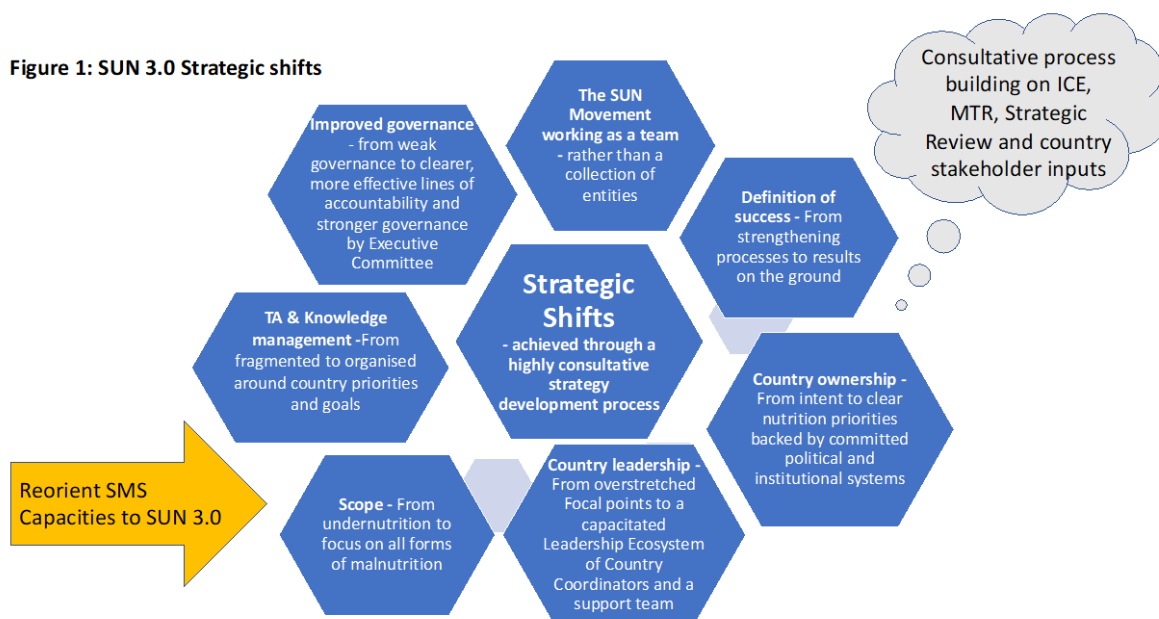
SUN 3.0 STRATEGY

for countries to be able to scale-up actions, accompanied by a call for enhancing the efficiency of current spending (More money for nutrition; More nutrition for the money), and the urgent need to leverage additional resources from domestic resources, donor partners, private sector and innovative sources. The Nutrition-for Growth (N4G) summit offers an excellent opportunity for countries and donors to recommit themselves to scaling-up nutrition action and resources.

Table 1: Key Strategic shifts from SUN 2.0 to SUN 3.0

SUN 2.0	SUN 3.0	Commentary
Someone-else (Secretariat) is SUN	You (and we) are all SUN	Ownership; In the past the perception has been that the secretariat is SUN.
Definition of success was “.....”	Definition of success is “ <i>If the Movement can demonstrate how their collective efforts contribute clearly to an acceleration in nutrition outcomes at the national and subnational levels, it will be judged a success</i> ”	Shift from a focus on advocacy and setting up Multi-Stakeholder Platforms to a focus on nutrition results at national/sub-national levels
Intended to be country-led	Country driven, Country led, Country owned Walking the talk on country leadership.	Shift from “talking the walk to walking the talk”. Strong focus on Country leadership is reflected (among others) in the proposed new governance arrangements; for example, at least 2 of 3 leadership posts (LG Chair, SC, Ex-Com Chair) will be individuals from SUN countries.
Individual Focal Points nominated by national governments were responsible for country-level coordination; However, they did not feel empowered/ supported to play this role.	An empowered senior Country Coordinator and Multi-stakeholder Platform Team will lead coordination in each country	This is a major departure from SUN 2.0 to empower countries to be able to lead and act at scale . Countries will be required to commit to this empowerment before they recommit to SUN membership under 3.0. This has been one of the biggest demands from exiting Focal Points.
Focus on undernutrition (Stunting, wasting, MN deficiencies)	Scope of focus expanded to all forms of malnutrition (Stunting, Wasting, MN deficiencies and obesity)	Based on stakeholder consultations and changing epidemiology.
Knowledge and TA provided	More strategic Knowledge Management and TA available to countries on-demand	
SUN Movement Governance led by Lead Group which had high turnover and met infrequently.	Executive Committee steps up to play a stronger governance role.	Based on recommendations from MTR & SR and guidance from Lead Group in Sep 2019.
SMS capacities tailored to SUN 2.0	SMS capacity and skills sets upgraded to reflect SUN 3.0 priorities	To be finalized in the follow-on operationalization phase.
Strategy process built on ICE and stakeholder consultations	Strategy Development through a highly consultative and inclusive process	Building on recommendations from ICE, MTR & Strategic Review and stakeholder consultations

Figure 1: SUN 3.0 Strategic shifts



The Process: Development of the SUN 3.0 strategy has been ongoing since 2018 and will be finalised by September 2020 after Lead Group endorsement. This process combines the need to be consultative, transparent and inclusive with the need for urgency demanded by current events. It builds on SUN 2.0 and the recommendations from the 2015 Independent Comprehensive Evaluation (ICE), followed by the 2018 Mid Term Review (MTR) and the 2019-2020 Strategic Review (SR) report, and stakeholder voices across the Movement.

This draft is now open for a Movement-wide consultation to seek views and ensure further ownership. The results of the consultation will be considered carefully by the Executive Committee in finalising this draft strategy which will then be presented to the Lead Group for decision-making.

Details for strategy implementation will be set out in the operationalisation plan including a change management process to respond to the strategic shifts outlined in Table 1 above.

2. Introduction

Who is SUN?

The creation of the Scaling Up Nutrition Movement recognised that no single individual, organization or government had a unique mandate to advance nutrition, but that it is an issue requiring multiple contributors, and where multiple stakeholders benefit from improved nutrition. All actors recognize that the Governments of countries with high burdens of malnutrition are the primary duty bearers to ensure adequate nutrition for their populations, but that other actors also have roles in supporting these efforts and holding Governments and each other accountable. To these ends, SUN includes every government that is a self-declared member of SUN. SUN is every individual, business or organisation that is a member of a SUN Network at the country or global level; every member of the Lead Group and the Executive Committee, and the organisations they represent; the Sun Coordinator is SUN; every member of the SUN Movement Secretariat (SMS). Beyond this, because SUN is a movement, anyone who cares about nutrition as a maker and marker of sustainable development and is willing to do something about it, while adhering to SUN principles, is also SUN. SUN is not one organisation, nor a development programme, but through the combined action of all members contributes to the effective implementation of nutrition plans and programmes.¹ SUN is also not a financing mechanism. Currently, 61 countries, 4 states in India, four networks, X government and philanthropic donors, sixteen UN agencies, more than 3,000 civil society organizations and the over 800 small, medium and large businesses are members of the SUN.

Progress has been assessed over the last several years through a series of independent evaluations at various stages of the Movement. These include the Independent Comprehensive Evaluation (2015) at the end of the first phase, the Mid-term Review (2017-18) of the SUN 2.0 strategy, and a Strategic Review (September 2019 to March 2020) conducted to inform the priorities and thinking reflected in this document.² The SUN Movement is at the end of its second strategy and the strategy 3.0 for the next phase (2021-2025) builds on these analyses. It is also informed by the feedback provided by stakeholders across the Movement as part of the 2019 SUN Global Gathering. **Annex 1** summarises the approaches and issues identified in SUN external assessments.

Why a new Strategy?

The new strategy is driven by lessons from SUN 2.0, the changes in the external environment and the internal environment within the movement – both of which urge a stronger focus on results, and an urgent response, especially in the context of COVID19 that is likely to roll back years of progress without an urgent response.

The new SUN 3.0 strategy places impact at the country level front and centre, with a focus on “walking the talk” on country leadership. *If actors across the Movement can demonstrate how their individual and collective efforts contribute clearly to an acceleration in nutrition outcomes at the national and subnational levels, the SUN 3.0 will be judged a success.* SUN 3.0 supports countries in addressing all forms of malnutrition as well as the many drivers of malnutrition, mindful of other global challenges that affect nutrition either directly or indirectly, such as climate change, conflict, displacement, and food systems, as well as a focus on equity and social inclusion, accountability, corporate responsibility and financing.

The strategy development has been guided by the SUN Executive Committee, with inputs from all four Networks and their members at the country and global levels, the SUN Movement Secretariat (SMS) and a wide range of stakeholders across the globe. The strategy is intended to

¹ SUN action is described in full at: <https://scalingupnutrition.org/about-sun/frequently-asked-questions/>

² D. Rugg, 2020; Manning et al., 2018; Mokoro Limited, 2015

capture the ambition of SUN countries and will guide the work of all actors – to align behind and respond to national priorities set out by SUN Country governments. This draft is now open for a Movement-wide consultation to seek views and ensure wider ownership. The results of the consultation will be considered carefully by the Executive Committee in finalising this draft strategy which will then be presented to the Lead Group for decision-making.

3. The changing external context

Over the past decade, the SUN Movement has contributed to raising the visibility of nutrition within global and national agendas. The importance of nutrition has also been reflected in global health and development priorities: in 2012, the World Health Assembly adopted six nutrition targets to be achieved by 2025, the Sustainable Development Goals include a goal to end hunger and all forms of malnutrition by 2030, in 2016, the UN launched a Decade of Action on Nutrition³, and in 2017 the World Bank launched the first ‘Human Capital Index’, to include child stunting as a key component and to bring together finance ministers, heads of state and thought leaders from 77 countries committed to building human capital to drive their economies⁴.

The Movement’s achievements to-date and SUN principles are listed in Annex 2. Nevertheless there is much work to be done. The 2020 Global Nutrition Report indicates that no country is on track to meet all six of the World Health Assembly nutrition targets and only eight are on track to meet four targets. For stunting, of 76 countries only 31 are on track to meet the target; for wasting, 40 countries of 79 are on track; for exclusive breastfeeding, 33 countries of 71 are on track; and no countries are on track to meet anaemia or obesity targets. These challenges are greater in fragile contexts, particularly in areas of conflict (Development Initiatives, 2020).

The mix of nutrition challenges is changing

The **double (or triple) burden of malnutrition**, characterized by the coexistence of undernutrition alongside, overweight and obesity, has risen dramatically in recent years. Most countries currently experience at least two forms of malnutrition and some, mainly in Africa, experience stunting, anaemia and overweight (GNR 2020). More than 70% of overweight/obese people live in Low or Middle-Income countries, and as economies grow, the burden of obesity shifts to the poor (M Shekar and B Popkin, World Bank 2020). Many countries are experimenting with policies for taxation and regulation of marketing of unhealthy foods, which can help increase fiscal space as well as reduce consumption of unhealthy foods, but significant challenges remain.

Action to improve nutrition cannot achieve lasting success without addressing **gender inequalities and human rights** in access to power, food, and health care. Unequal nutrition outcomes within nations are rooted in deeper inequities that arise from unjust systems and structures affecting people’s daily living conditions. Significant progress has been made in measuring nutrition inequalities but understanding and effort to address nutrition inequity remains weak (GNR 2020).

New threats and opportunities have emerged

The COVID-19 pandemic and responses have interrupted the delivery and scaling up of nutrition interventions, disrupted food systems, and is devastating livelihoods and economies with serious risk that years of progress will be wiped out and profound consequences for nutrition. Moreover, malnutrition may exacerbate the impacts of COVID-19: undernutrition compromises the body’s

³ <https://www.who.int/nutrition/global-target-2025/en/>; <https://sustainabledevelopment.un.org/?menu=1300>; <https://www.un.org/nutrition/#:~:text=UN%20Decade%20of%20Action%20on,everywhere%2C%20leaving%20no%20one%20behind>.

⁴ <https://www.worldbank.org/en/publication/human-capital#firstLink2166>

immunity and emerging evidence suggests that obesity may predispose individuals to the most serious impacts of COVID19.

Unprecedented climate change continues to threaten nutrition through seasonality of infections, cropping patterns, and diminishing micronutrient content of foods. It is also an opportunity for the nutrition community to form strong alliances with the climate community and to look for “triple-duty actions” that address undernutrition, obesity and climate concerns (Swinburn et al, 2018). Awareness of the importance of food systems is rising and a UN Food Systems Summit planned for 2021 can demonstrate the value of nutrition to audiences that care more about climate, environment, biodiversity and livelihoods. An enabling environment for healthy food choices is crucial to stem aggressive marketing and consumption of ultra-processed and convenience foods which continue to rise rapidly in LMICs increasing the risk of obesity and NCDs and underlines the need to unlock the opportunities for responsible investments and action by the private sector in promoting nutritious foods^{5,6}.

The pandemic makes the need essential for SUN members to keep nutrition high on the global and national agendas to protect the most vulnerable, to link health and food systems to work for nutrition, to prioritise evidence-informed actions, and to make the case for investing in nutrition. Now more than ever is the time to alert policymakers and businesses to the harsh COVID-related consequences⁷ of rising diet related NCDs and obesity and to protect infants in the first 1000 days of life to prevent the pandemic from cascading across generations by compromising human capital.

4. The changing context within the SUN Movement

The Movement has facilitated the establishment of institutional homes for nutrition within governments; the establishment of multi-stakeholder, multi-sectoral platforms, development of nutrition plans as well as analyses of national nutrition budgets. More details on SUN’s achievements are listed in **Annex 2**, sets out how SUN 3.0 builds on SUN 2.0 and the foundations which have been established.

The 2018 Mid-Term Review found that the Movement has many strengths, most notably the energy and creative thinking that exists within it, but that it has more to do to move the needle on improving nutrition (Manning et al., 2018).

The 2020 Strategic Review highlighted the need to focus on country driven and country led multisector/stakeholder action for nutrition impact. Given the significant changes the world has experienced since 2010, *the Review urges the Movement to respond with the same innovation and boldness that characterised its inception*. This emphasises the need for strengthened country ownership and leadership, supported by aligned in-country delivery by the global system (D. Rugg, 2020).

Box 1: Selected Highlights from the MTR and SR

“In conclusion, the findings show that the SUN Movement has many strengths, but it has more to do if it is to seriously ‘move the needle’ on the many issues that its members face in improving nutrition. This requires more attention to the following:

- *Good practice in delivery of known interventions.*

⁵ <http://businesscommission.org/our-work/valuing-the-sdg-prize-in-food-and-agriculture>

⁶ NCD Alliance

⁷ Bloomberg: Poor Diets Are Costing Businesses as Much as \$850 Billion a Year

<https://www.bloomberg.com/news/articles/2020-07-07/poor-diets-cost-big-business-billions-as-virus-risks-more-losses>

- *Experimenting with and evaluating new approaches.*
- *Increasing investment both by SUN Member countries and by international partners in nutrition- specific and nutrition-sensitive measures.*
- *Improving the alignment and harmonisation of financial and technical resources in support of interventions that are likely to be effective.*

Mutual accountability, stronger governance that pays greater attention to country impact, engagement of both SUN member countries and of international partners at the level of senior decision makers and improved learning and knowledge sharing all have their part to play in this.” MTR, 2018

“As SUN’s second phase draws to a close, there is a need to reorient the locus of power and decision-making and the focus of the Movement towards SUN member countries.” Strategic Review, 2020

“The goal of being country driven, country led and country centred will need to be reflected in how the Movement is structured and operates, not just in what it articulates as its strategic priorities or principles.” Strategic Review, 2020

SUN now must re-orientate to be more country-led, country-driven and action-oriented rooted in country structures, supported by a global system that is equally country-focused and supporting countries to finance and drive context-appropriate evidence-based nutrition actions at scale.

5. SUN’s Strategy to Accelerate Nutrition Action and Systemic Change, 2021-2025

WHAT we want to achieve

SUN 3.0 will be country led and country driven. SUN has always been country driven in its aspirations and intent, but the movement has not yet fully achieved this in execution, as articulated by the MTR and the SR. SUN 3.0 will change this by adopting four Strategic Objectives (SOs), reflected in the Theory of Change (ToC).

- SO 1: Develop and implement Country Action Plans (CAP) that help focus the resources of the entire movement on delivering a manageable set of evidence-informed country priorities that advance the nutrition status of all. The development of the CAP would be led by the government appointed Country Coordinator and their multi-stakeholder team/platform, with support from other country stakeholders and the global networks and SMS. The CAP will be of sufficient quality to attract investments of energy, resources and finance from governments, donors, businesses and other investors.
- SO 2: Strengthen and sustain strong enabling environments (including policy and advocacy at the country and global levels) to position nutrition outcomes as a key maker and marker of sustainable development, generating additional resources and political capital to accelerate nutrition improvement.
- SO 3: Improve and focus knowledge management and TA provision functions to support the development, financing, implementation and tracking of CAPs and to demonstrate SUN’s value addition.
- SO 4: Institute governance of SUN that promotes leadership by national governments, inclusiveness and accountability of all the members of the Movement to people at risk of malnutrition, and to each other, ensuring all voices are heard, CAPs are implemented, and value for money is promoted at all levels.

The theory of change (ToC) behind SUN 3.0 is articulated in Figure 3 (below). The pathway to impact from the SUN 3.0 focus on country driven and country led nutrition action is outlined in the ToC, together with roles and accountabilities of each component of the movement.

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The ToC is based upon the principle that collective, coherent and evidence-based action leads to acceleration in improvements in nutrition outcomes and systemic change at national and subnational levels and this approach is more effective than fragmented, individual actions. In particular, the TOC rests on the following premises:

- (1) One strong manifestation of country recommitment to SUN membership will be to set up/build upon existing multi-stakeholder platforms and create a multi-stakeholder team led by a Country Coordinator appointed by the national government who has a position with sufficient seniority to influence decision making and leverage domestic and oversee resources for nutrition.

The Country Coordinator is the new title and function proposed for a more empowered country focal point position. The empowerment derives from the support given to the Coordinator from all parts of the movement, not least their own government. The title reflects more accurately the function that the position is expected to fulfil at the country level as well as the resources and convening power needed to successfully fulfil the function. **Annex 3** includes the generic terms of reference for the Country Coordinator. Each country will tailor these to their context.

- (2) The Country Coordinator and the multi-stakeholder team - are recognised as the key agents of change in SUN 3.0. Wherever feasible, this team will include members from ministries of finance and planning.
- (3) The office of Country Coordinator will be positioned within government so that it is sufficiently influential across government to raise the profile of nutrition as a sustainable development imperative
- (4) In-country stakeholders (government, donors, civil society, UN, businesses) together with the global support system will assist the resourcing of the Country Coordinator and their team as appropriate, building a strong ecosystem of support around them.
- (5) The Country Coordinator leads an inclusive process that results in a manageable set of action priorities with plans for implementation that are of a sufficient quality to make them investible propositions (the CAP)
- (6) The CAPs attract funding because they have wide ownership, will clearly lead to accelerations in nutrition improvement, and the governance structure in place provides for strong recognition of support and strong accountability for non-support.

A focused and explicit set of evidence-informed country-determined priorities within an investible CAP is essential to focus and align country and global resources behind the country's agenda and to improve accountability within the movement towards results.

Countries that recommit to SUN in this way will make it easier for all parts of the movement to support their priorities with energy, resources and finance. Equally it will make it harder for all parts of the movement not to support such a focused, evidence informed set of priorities. This is a major change from SUN 2.0 and the NNPs which lacked prioritisation and hence were rarely financed.

A behavioural shift – from words to action - will need to take place within the Movement to make this happen. All parts of the movement will buy into the shared vision to support and help realise country leadership and priorities. All organisations and institutions – at country and global level - will have to ask themselves (and be asked): are we supporting country x's current action plan? If not, why not? SUN will value teamwork without egos, accomplishment without logos, and mutual accountability mechanisms (see Governance Section) to build trust.

Country Priority Setting and Implementation of a Country Action Plan

The majority of SUN countries have a national nutrition plan (NNP) outlining many goals and strategies for achieving them. This has been a significant achievement of SUN 2.0. The challenge in SUN 3.0 will be to build on the NNPs, or where needed start from scratch to develop CAPs that identify the priorities for the next 3-5 years, what are the best opportunities to advance nutrition? Figure 2 (below) outlines the relationship between these different entities.

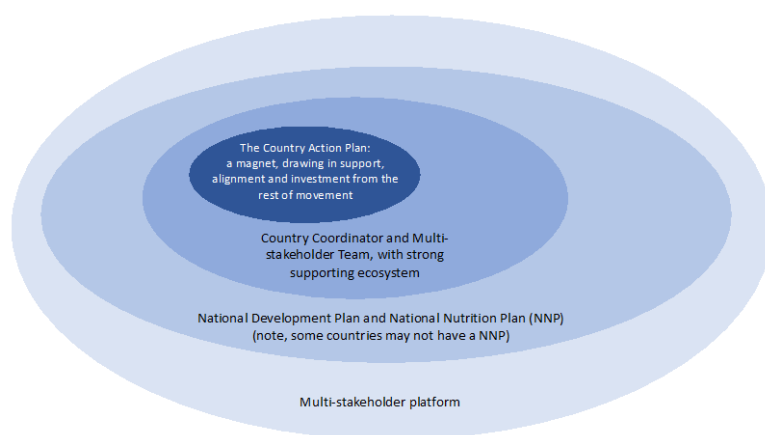


Figure 2: SUN entity relationships

There is no one size fits all approach and no blueprint.

The common features of all action plans will be that: (a) government is in the lead, (b) each country will identify its own process for developing its own set of feasible priorities, drawing on support from the Networks and SMS if requested, (c) a wide range of

country stakeholders and sectors will be brought into the prioritization process, in line with SUN principles, (d) the prioritization process will consider actions from a wide range of sectors and stakeholders, (e) there is focus on evidence and results on the ground, with a strong emphasis on equity, including gender, displaced and migrant populations and refugees and fragile and conflict contexts where relevant, and (f) the activity of the rest of the movement outside of the country is strongly geared to supporting country priorities as embedded in the CAP.

Each country, under the leadership of the Country Coordinator, will be supported to establish a multi-stakeholder team to bring together--and guide the alignment of--different government entities, civil society, donors, UN and businesses at the national level to facilitate a process that leads to a prioritized and investible CAP. Governments that commit to finance a proportion of the country action plan from national budgets will be more likely to leverage financing from partners and help motivate other governments to emulate them. Wherever feasible, WHA and SDG targets should be considered by countries in setting their own targets.

Examples of measurable outcomes include increased coverage rates of essential nutrition actions (e.g. vitamin A, complementary feeding, EBF); increased financing for all 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 share and level of donor spending on the country 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); an 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).

Creating and Strengthening the Enabling Environment for Nutrition at the Country Level and Beyond

The enabling environment to support the development, financing and implementation of the country action plan includes:

- (1) Positioning the Country Coordinator within government structures so that they can be sufficiently influential and empowered to leverage resources across government (e.g. within Planning, Finance, Coordination, Prime Minister/President's Office).
- (2) Building on existing regional entities to allow country governments and networks to coordinate and engage each other and the regional entities to raise nutrition as a priority and to speak as one voice (e.g. African Union (AU), Economic Community of West African State (ECOWAS), South Asian Association for Regional Cooperation (SAARC), South African Development Community (SADC), CSN regional networks).
- (3) All SUN Movement members - at the country and global levels - providing TA to multi-stakeholder country teams and the Country Coordinator to develop, finance, implement and assess high quality CAPs.
- (4) The entire SUN Movement members - at country and global levels - supporting advocacy at the country level to finance and implement the CAPs. At the international level, as at the national level, SUN infrastructure is geared towards promoting the idea of nutrition as a maker and marker of sustainable development and human capital, with strategies to insert these ideas into important resource allocation decisions such as the current round of decisions relating to COVID-19 responses.

The enabling environment also includes strong policies and legislation that are necessary to translate political commitments into resourced and sustainable action such as legislation on International Code of Marketing of Breast-milk Substitutes, maternity protection, right to food, and mandatory food fortification. The firm placement of nutrition within National Development Plans is also critical to secure a strong 'institutional home' and domestic financing for nutrition. Moreover, nutrition should be closely linked with broader economic and social policies, covering housing, labour, urban planning, transport, gender, education and social protection, in order to achieve more equitable nutrition outcomes for all.

Monitoring, Evaluation, Accountability and Learning: more focused on implementation

SUN members –countries, networks, organisations and the individuals who represent them—have a responsibility to (1) learn as much as possible about what works (and why and how) and share know-how about what works, (2) be more accountable to each other and to people at risk of malnutrition, (3) course correct actions at the country system and CAP levels within the bigger picture at the national, regional and global levels, and (4) evaluate the SUN value add. These are the four functions of SUN knowledge work, encapsulated in the MEAL programme, for which the SMS is primarily responsible, working closely with the Country Coordinators and Networks as well as partners on the ground.

Learning: Brokering and management of knowledge on what works, how and why. The SUN Movement Secretariat (SMS) will be an active broker of knowledge, facilitating the flow of relevant new evidence and experience generated from within the SUN countries, networks and outside the movement that (a) makes the case for nutrition as a sustainable development imperative, (b) highlights effective programmes and policies that could be adapted and emulated by other SUN members, and (c) helps countries prioritise actions. The SMS also has a key role to facilitate the sharing of relevant learning from one country to other, often via existing/new regional and South-South exchange opportunities and platforms.

Accountability: Promoting 360 degree perspectives. To promote mutual accountability within the movement, the SMS will run a light touch annual performance mechanism (e.g. an online engagement survey) to allow all movement members to express themselves on how well different SUN components are working, e.g. how well is the ExCom working to support the SUN Coordinator, SMS and Networks, and to leverage the LG for nutrition? How well are the Country Coordinators and their multi-stakeholder teams doing in facilitating prioritisation and implementation of action plans? How well are the global networks supporting country priorities? How well are donors doing in coordinating their actions at the country and global levels? How well is the SUN Coordinator doing in listening to the movement and articulating the needs of nutrition in the wider development and humanitarian landscape? How well are the Country Coordinators/Platforms linking in with National Development Plans, global initiatives and other agendas?

Monitoring of Progress at the country, institutional/system and CAP levels. Countries need strong assessment mechanisms at national level to track their nutrition outcomes and the progress made towards international SDG and WHA targets and other commitments and also to be held accountable against them. SUN can support countries in assuring data of good quality if identified by them as a priority. The MEAL database is important to track a wide range of indicators that describe the country context for nutrition action.

The CAPs will monitor country priority activities, outputs and nutrition outcomes, including the support received from the rest of the movement. This is critical for course corrections and accountability. Institutional and systemic change within countries needs to be monitored, assessed and shared, on an annual basis, drawing on qualitative and quantitative data. The JAA process captures progress in institutional and systemic shifts for nutrition and helps to assess of capacity building, training and integration needs.

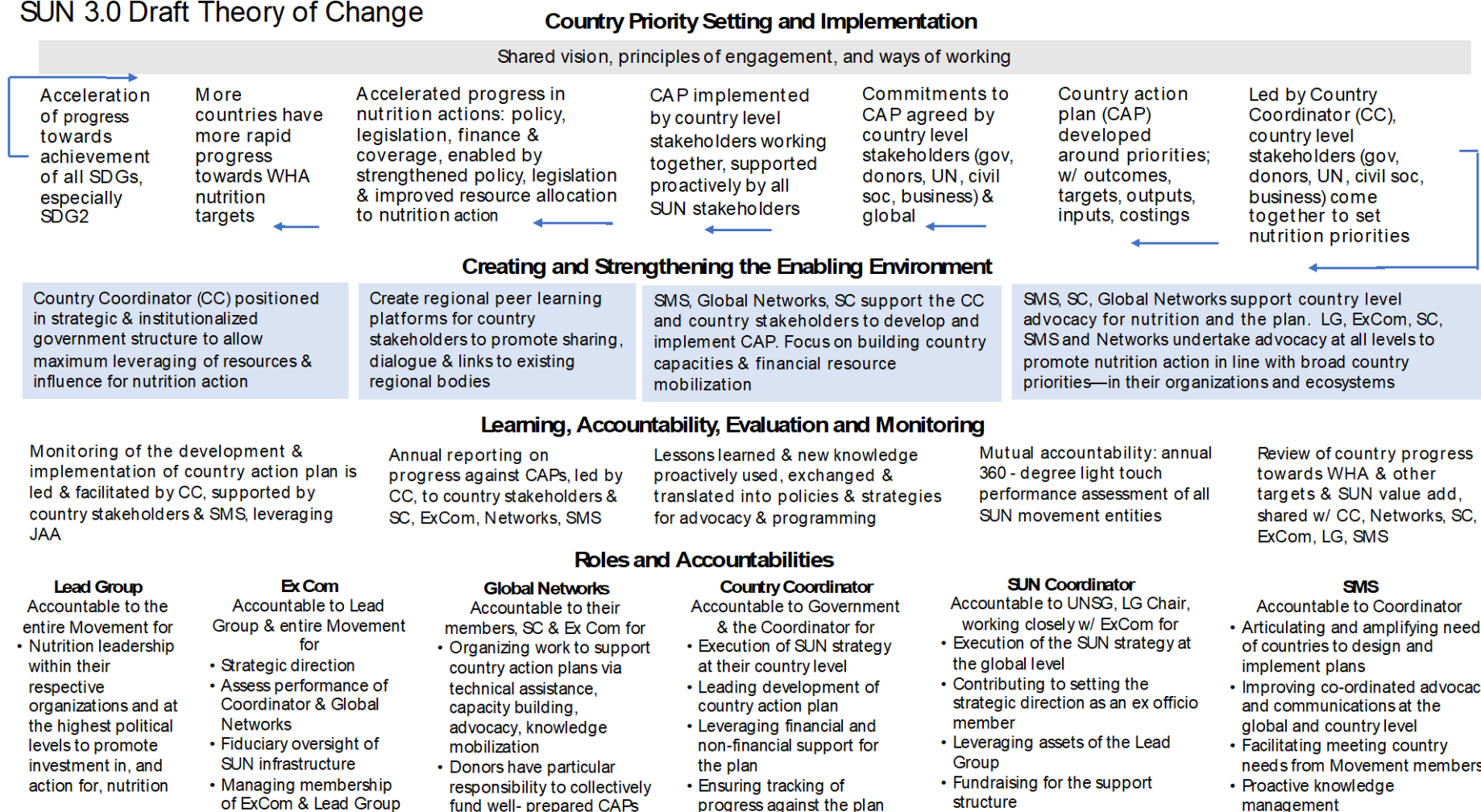
Evaluation of SUN Value Add. An essential component of the knowledge work is documenting the SUN value add. When and where does membership of SUN, and the support it provides, lead to more actions for and investment in country priorities? Do actions and investments happen faster, better, at scale, and more sustainably, with an acceleration of nutrition status and progress in all the SDGs it powers? Investors need to see credible estimates of this value add, SUN members need to see this, and people at risk of malnutrition need to see it too. Some of this will have to be undertaken by external actors for external validity. New academia networks will be welcomed into the movement and will strengthen all four functions mentioned above at the country and global levels (see following section).

TA provision will become more country driven, recognised, streamlined and inclusive

Each country multi-stakeholder team will likely need technical assistance (TA) to develop an investible set of priority actions that the rest of the movement can get behind to finance, implement and monitor. Additional TA will be required to help the country multi-stakeholder team finance, implement and monitor the action plan. The provision of TA will be driven by requests from the Country Coordinator. In-country partners such as the UN, civil society, businesses, researchers and donors should be, as is often the case, the first port of call to provide that TA. When a TA request exceeds in country partner resources, the global SUN networks should find resources to support their in-country partners. On the infrequent occasions when the TA request cannot be met by either of these resources (in country partners or global network partners), the Country Coordinator should report this to the SMS who will act as a broker to find global partners or additional resources to do so, potentially also through a dedicated mechanism supported by the Pooled Fund. A team will be tasked to lay out the details on how this could be managed as part of the process of strategy operationalisation.

Figure 3

SUN 3.0 Draft Theory of Change



6. Financing for nutrition: what is needed and how to mobilise it?

Lack of finance is not always the main key constraint to scaling up nutrition action, but it is always a significant one. It takes resources to improve nutrition outcomes whether through increasing the supply of and access to effective nutrition programmes, increased access to affordable, sustainable nutritious food, safe water and sanitation, social protection programmes that have a nutrition focus, climate action that is nutrition sensitive and education services that have explicit nutrition goals, and humanitarian action.

To realize these opportunities, SUN movement members need to become nutrition entrepreneurs, understanding where and when opportunities to direct resources to nutrition will occur and how to seize the opportunities for nutrition advancement. Resource mobilisation is an art--albeit one that relies on science--and the capacity to do it within the movement has to be strengthened at the individual, institutional and system levels. While SUN 3.0 is not a financing mechanism in itself, it will focus much energy on elevating the art of resource mobilising for nutrition by country coordinators and their teams by empowering them with information on how much is needed in each country, what results these investments will buy (a question that every Ministry of Finance asks), and where and how these resources can be leveraged.

Evidence suggests that scaling-up a package of nutrition-specific actions complemented by nutrition sensitive elements can achieve the best results. This section lays out the resources needed by countries to scale-up actions; additional information on financing for nutrition is included in **Annex 4**.

Financing needs for nutrition-specific actions

The 2018 report *An Investment Framework for Nutrition*⁸ estimated that the world needs \$7 billion per year for nutrition-specific investments above current levels over 10 years to achieve the global targets for stunting, anaemia, and breastfeeding, and scaling up treatment of severe wasting among children (Shekar et al., 2018). Sub-Saharan Africa accounts for the largest share of the estimated financing needs (39 percent), followed by South Asia (24 percent) and East Asia and Pacific (24 percent). Low-income countries account for about one-fourth (27 percent) of the total additional scale-up costs, lower-middle-income countries for about half of all costs (51 percent), and upper-middle-income countries account for less than a quarter (22 percent). The expected impacts of this investment are enormous: 65 million cases of stunting and 265 million cases of anaemia in women would be prevented in 2025 as compared with the 2015 baseline. In addition, at least 91 million children under five years of age would be treated for severe wasting and 105 million babies would be exclusively breastfed during the first six months of life over 10 years. Altogether, investing in interventions to reach these targets would also result in averting at least 3.7 million child deaths with returns on every dollar invested ranging from \$4 for wasting to \$11 for stunting, \$12 for anaemia, and \$35 for exclusive breastfeeding. The scale-up of the nutrition-specific interventions needed to reach the stunting target is estimated to generate about \$417 billion in economic benefits over the productive lives of beneficiaries in LMICs with an additional \$110 billion from anaemia reduction, \$298 billion from breast-feeding promotion and least \$25 billion in increased economic productivity over the productive lifetimes of children who escape wasting. Overall, additional health system cost-savings are also likely.

⁸ <https://openknowledge.worldbank.org/handle/10986/26069>

Investments in nutrition-specific interventions are good value-for-money development actions, and they also lay the groundwork for the success of investments in other sectors –often referred to as “nutrition-sensitive” investments. Also, there are currently no costing/financing estimates for scaling-up obesity reduction programs, albeit countries like Chile and Mexico are leading the way.

Financing needs for nutrition-sensitive actions

The estimates above are limited to nutrition-specific investments; it is clear, however, that these need to be accompanied by investments in nutrition-sensitive interventions across agriculture, social protection, health, water, sanitation and hygiene (WASH) and several other sectors. This includes more strategically leveraging mechanisms and partners across those systems at global, regional, country, and sub-national levels. Leveraging existing platforms reduces these costs significantly. While there is no comparable investment framework for nutrition sensitive investments, recent analyses have begun to identify some of these costs and benefits. In general, nutrition sensitive interventions are more expensive than nutrition specific interventions, primarily because they address a broader range of benefits in addition to improved nutrition and long term economic outcomes. More details are included in Annex 3; very rudimentary estimates prepared by Save the Children suggest an additional \$23.25 billion is required annually for nutrition-sensitive investments albeit it is unclear what these investments will buy as results.

Furthermore, the focus in the nutrition-sensitive sectors needs to be on tweaking actions in these sectors and across systems (food, health, social protection, education, etc.) to have an impact on nutrition outcomes, rather than primarily on increasing investments in these sectors. For example, in social protection, the focus needs to be on conditioning cash transfers on uptake of nutrition/health services; in agriculture, it needs to focus on ensuring that food systems produce more nutritious foods, and scale-up innovative approaches such as bio-fortification through agriculture budgets. This includes more strategically leveraging mechanisms and partners across those systems at global, regional, country, and sub-national levels. Leveraging existing platforms also reduces these costs significantly. Similarly, the private sector needs to be reoriented to deliver healthier food systems.

More Money for Nutrition and More Nutrition for the Money

These investments need to come from four potential sources: Domestic sources from affected countries, Overseas Development Aid (ODA), Innovative Financing facilities (such as The Power of Nutrition and the Global Financing Facility)⁹ and the private sector. Recent analyses show that ODA for nutrition increased by about 11% on an annualised basis in 2017, albeit it contracted in 2018 to 4%¹⁰. Existing mechanisms must be brought to scale through expansion and reform but also through the creation of an enabling environment for new mechanisms to emerge, such as enhancing fiscal space in countries by encouraging pro-health taxes on unhealthy foods.

New and bold approaches are also required to unlock more private sector investment in nutrition. Low-income food markets represent an untapped market estimated at US\$155-265 billion for private sector investment¹¹. Furthermore, mainstream and impact investor funding in agriculture is increasing globally, yet there remains little focus on nutrition in low- and

⁹ The GFF TF has contributed approximately 150m\$ to-date for nutrition; The Power of Nutrition has contributed approximately **\$175m** and leveraged an additional **\$370m** from implementing partners. (Exact numbers TBC)

¹⁰ Results for Development [analysis](#) Updated with Personal communication, June 16, 2020

¹¹ <http://businesscommission.org/our-work/valuing-the-sdg-prize-in-food-and-agriculture>

middle-income countries¹². Blended finance offers the potential for the public sector to attract more private sector investment into the food sector by de-risking investments in food companies, albeit this too has not been applied at scale. Increased linkages must be explored between the investment opportunities in nutritious foods with existing agri-business funds (such as GAFSP) as well as the development of more nutrition focussed private sector investor forums.

Moving forward, a new sustainable financing model is needed for nutrition, which includes a significant increase in domestic resources driven by widening the revenue base and fiscal space in countries through progressive tax reforms. Besides generating new financing, nutrition funds need to be better spent. As clearly articulated in the N4G financing and commitment The Japan 2020 Nutrition for Growth (N4G) Summit (now postponed to December 2021) represents a critical “make or break moment” for nutrition financing, for which the mantra is “*More money for nutrition, and More nutrition for the money*”.

High quality CAPs that demonstrate clear targets for investment and that provide value for money become the cornerstone for these critical decision-making events. They also serve as tools that enhance allocative efficiency (such as Optima Nutrition) and 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 donors¹³. The SUN movement will support countries in drawing lessons learned for nutrition budgeting, evaluating policies and practices as they have emerged across the world. Finally, building on existing in-country mechanisms for high-quality, timely data to inform program and policy design, mobilize resources, track progress and course-correct, and to enable accountability against commitments is key.

7. Implications for Operations and Governance

HOW we will achieve what we want to achieve

As the Movement has evolved, the stewardship arrangements have evolved. As an outcome of the ICE in 2015 the role of the Lead Group was modified and the Executive Committee was created. The Movement has been successful in casting a wide net which has been facilitated by an inclusive governance structure. However, to drive and facilitate country-level impact further we recognise the need to tighten the accountability and ensure that the governance and support system have the capacities required and are more clearly aligned to country priorities.

We have articulated five guiding principles: **Firstly**, we are all accountable to people at risk of malnutrition. **Secondly**, the primary duty bearer for addressing the nutritional needs of people at risk of malnutrition is the government (and its agents), and therefore, by extension, the rest of the Movement support the government in carrying out its duties and hold it accountable for carrying out its duties. **Thirdly**, as a Movement this is a hybrid model, organized under the auspices of the UN, but not solely of the UN, and that is a fundamental aspect we want to safeguard. **Fourthly**, our focus is on positioning nutrition to fill the leadership void and repair the ‘*broken*’ system diagnosed in the 2008 Lancet series, not positioning SUN itself. SUN is a means to an end: accelerating reductions in malnutrition. As political positioning of nutrition is increasingly institutionalised in member countries and stakeholder organisations the need for and role of the global support system will decrease. **Fifthly**, the SUN Movement was founded to drive scale-up of evidence-based solutions to malnutrition. The complexity of the

¹² https://ssir.org/articles/entry/building_investor_appetite_for_nutritious_food

¹³ Japan 2020 Summit Commitment-Making Guide, March 2020. Appendix: More money for nutrition and more nutrition for the money. Shekar et al.

epidemiology of nutrition has increased since 2010 and our evidence-base (particularly on the 'sensitive' side) has increased. Country stakeholders under the leadership of the National Coordinator will prioritize actions based on the evidence of the highest impact solutions tailored to the nutritional epidemiology and implementation environment of the country. Furthermore, as a Movement we recognize that all of the members have their own governance structures to which they are accountable, and that each of the networks has its own governance. Improvements in governance, accountability and capacity have implications for the entire ecosystem, and are also limited by the non-negotiable elements therein.

The following table summarises the revised roles, responsibilities and accountabilities of the component entities of the Movement.

Table 2: SUN Movement roles, responsibilities & accountabilities

Lead Group	Executive Committee	Global Networks	SUN Country Coordinator	Coordinator	Secretariat
Accountable to the entire Movement for	Accountable to the Lead Group and the entire Movement for	Accountable to their members, Coordinator and Executive Committee for	Accountable to Government and the Coordinator for	Accountable to UN Secretary General, Lead Group Chair, working closely with the Executive Committee for:	Accountable to Executive Committee for: <ul style="list-style-type: none"> Governance of Secretariat functions
<ul style="list-style-type: none"> Nutrition leadership within their respective organizations and at the highest political levels to promote investment in, and action for, nutrition 	<ul style="list-style-type: none"> Strategic direction Assess performance of Coordinator and Global Networks Fiduciary oversight of SUN infrastructure Managing membership of Executive Committee and Lead Group 	<ul style="list-style-type: none"> Organizing work to support country action plans via technical assistance, capacity building, advocacy, knowledge mobilization Donors have particular responsibility to collectively fund well-prepared country action plans 	<ul style="list-style-type: none"> Execution of SUN strategy at their country level Leading development of country action plan Leveraging financial and non-financial support for the plan Ensuring tracking of progress against the plan 	<ul style="list-style-type: none"> Execution of the SUN strategy at the global level Contributing to setting the strategic direction as an <i>ex officio</i> member Leveraging assets of the Lead Group Fundraising for the support structure 	Accountable to Coordinator for: <ul style="list-style-type: none"> Articulating and amplifying needs of countries to design and implement plans Improving co-ordinated advocacy and communications at the global and country level Facilitating meeting country needs from Movement members Proactive knowledge management

Capabilities, roles, and enrolment for SUN entities

For each of the SUN entities, criteria for capabilities, roles, enrolment/nomination are as follows.

(i) National multi-stakeholder networks/platforms/teams (MSP's) - Guiding Principles

Nutrition is a complex problem that requires concerted efforts of stakeholders across sectors within government and beyond; thus, in order to improve performance of these platforms SUN

3.0 Strategy shall take into consideration the specific country context rather than imposing one size fits all. It is from this perspective that a range of guiding pillars are proposed to facilitate this process both at national and subnational levels. These include but are not limited to:

Guiding document for formulation and operationalization: This provides the foundation and direction for formation and operationalization of national platforms. It should lay out the institutional position, the spirit of operating as a team as well as individual responsibilities of the Country Coordinator and the team, and their contribution to the platform functions. It should further lay down the rules of engagement, other processes such as objectives, accountabilities, supervision, reporting, etc.

Shared vision, goals and objectives: Multi-stakeholder platforms are expected to work as a team that is coherent and can deliver on their promises. For this to happen it is imperative to have a shared vision, and clear goals and objectives to be achieved in specified period of time. This has to be led by the government under the office of SUN Country Coordinator. This process must be inclusive and consultative to bring coherence and ownership by all stakeholders. Additionally, strategic facilitators from elsewhere in the Movement may be needed to support the process of formulating these, and helping to identify and support execution of priorities. This will be determined by the country platform/team.

Empowerment: The Country Coordinator and his/her platform/team should have adequate authority and seniority to make the case for the nutrition agenda under the auspices of the government structures. Ideally the government should provide clear terms of reference or guidelines that will clarify duties and powers that are bestowed on the MSP, and all stakeholders will need to abide by these, including government technocrats, and SUN global support partners. The development, resourcing, implementation and tracking of the country's investible country action plan (CAP) will require empowerment of the Country Focal Point and an evolution of that position into a Country Coordinator. The name of the new position clearly articulates the function required, coordination of stakeholders and the country level, and also signals the need for more resources to be allocated to the Country Coordinator and their secretariat. This significant change is needed to implement the new Strategy.

Inclusivity: This is fundamental element for any multi-stakeholder platform to be effective as it provides space for all key stakeholders to fully engage and bring their added value in this process. It also cultivates sense of ownership, equality and responsibility to everyone.

Technical expertise and added value: Malnutrition being a complex problem, demands a range of technical expertise beyond nutrition itself, thus it is equally important that the MSP for nutrition harness the range of expertise in country so as create value addition to the various processes that will be undertaken by the platform.

Reciprocal accountability: Multi-stakeholder platforms have inherently embedded features of a team. For these platforms/teams to function optimally, all members should feel valued, accountable to each other, and be responsible for contributing to the team processes that build the plan and its outputs and outcomes. Thus it is of paramount importance that the government should ensure a conducive environment for each member to deliver on their obligations.

Joint resource mobilization: The government through Country Coordinator should endeavour to put in place mechanisms that would allow resource mobilization from both international and domestic resources for financing and implementation of national plans.

In Fragile Settings: Engage with Inter-Cluster Coordinators (OCHA) in each SUN Country to break down and prevent barriers faced in the role and opportunities for nutrition sensitive dialogue across Clusters – taking learnings from the SUN Movement and how SUN Focal Points have achieved success and the benefits that could arise from a common stunting

indicator. Forge ties with each country-level Cluster Lead – WASH, Nutrition, Food Security, Health and Early Recovery - to ensure recognition and find opportunities of collaboration with actors from SUN MSPs. Wasting should become a common indicator as well across all Clusters/sectors.

Country Networks (in whatever form they take within each country) must rally around the country's CAP. They must mobilize and coordinate their respective stakeholder groups to maximize their contributions to nutrition, ensuring that each Network's support and programming links directly to the roles and responsibilities defined for each within the CAP. Further, in-country country Networks must work together to coordinate their support of the SUN Country Coordinator/ and relevant government agencies to increase alignment, maximize the outputs of their collaboration and avoid duplication.

The Country Coordinator is the critical operator at the national level. Annex 3 includes a proposed, generic terms of reference for the position.

(ii) Global Networks working for National Impact

At global level, all members of the networks commit to: (1) Leveraging their membership in SUN to ensure that their in-country entities prioritize support to the Country Coordinator and the CAP. (2) Supporting national networks with relevant, targeted assistance that matches their respective roles and responsibilities within national nutrition plans and MSPs. (3) Enhancing knowledge brokering and capacity development, including the shared provision of technical assistance and MEAL services where necessary. (4) Implementing SUN's rules of engagement and conflict of interest (COI) procedures for all stakeholders. (5) Working together to empower youth and women's voices. (6) Ensuring a stronger country voice in SUN governance to reinforce a more balanced distribution of decision-making power within the Movement, with a stronger representation of country views. (7) Develop strong connections with Global Cluster Leads to identify opportunities for the increased impact of joint Clusters contribution to nutrition outcomes.

(iii) The Secretariats of the Global Support System

In SUN 3.0, the Global Support System (GSS) will work together as one to support optimal in-country nutrition impact. This requires:

- (1) A revised Theory of Change to identify the shared goals and objectives of the GSS, aligned to the SUN TOC but recognizing its support role.
- (2) A joint work plan with measurable time bound indicators and targets for joint action, linked to the shared goals and objectives. These metrics should be adopted into a renewed MEAL system as a tool to help improve mutual accountability of the GSS to SUN Countries.
- (3) Joint fundraising. Linked to this, the SUN donor community should strive to support the adoption of one set of overall GSS objectives and help to streamline reporting processes with harmonized accountability expectations.
- (4) Unified ways of working and communicating (across the GSS and with SUN Countries) to help build one team and one goal
- (5) Support from individual Network governance systems and the Executive Committee for a one GSS workplan, fundraising strategy and reporting mechanism / parameters.
- (6) That Global Networks continue to function as distinct networks, with renewed commitments as outlined below, but with an emphasis that their efforts contribute to the GSS and not individual network work plans or objectives.

▪ **SUN Donor Network**

Is committing to: (1) Leverage their membership in SUN to elevate nutrition within the priorities of their respective organizations—at headquarters and in country. (2) Use their voices in global, regional and national fora to elevate nutrition. (3) Review and give full consideration to evidence-based costed and prioritized action plans. (4) Engage with each other and the global support system to deliver on SUN 3.0. (5) Enhance collaboration and coordination between different bilateral donors and development banks, private philanthropies, and relevant innovative financing mechanisms. (6) Prioritize knowledge generation and sharing for nutrition within respective organizations. (7) Embrace the spirit of strengthening and elevating coordination at the country level, led by Government of the member countries, and consider catalytic financial support to these national structures where required. (8) Review and refresh the SDN governance structure to align with the ambitions of SUN 3.0. (9) Furthermore, is willing to explore the options of donor countries to support SUN countries with knowledge transfer in the sense of twinning /pairing countries and institutions for intensive learning and exchange among each other (peer to peer) and in line with living the SDG agenda. This should enhance sustainability and capability.

▪ **UN Network for SUN**

Commits to strengthen governance and accountability by: (1) Engage single leadership at country level (Resident Coordinators, and where appropriate Humanitarian Coordinators) representing collective UN actions (Commitment to working as one), supporting national priorities, providing technical assistance and capacity strengthening, managing UN overlaps and fostering UN joint programming. (2) Engage humanitarian actors to ensure multi-sectoral approach and identify nutrition outcomes during crisis, conflicts and natural disaster response, including for migrant, displaced populations and refugees (3) Provide support to country stakeholders through its normative role on technical issues. (4) Document country experiences to inspire learning across borders, even from non-SUN countries. (5) Support and implement analytical exercises to galvanize diverse actors, foster increased synergies, inform multi-sectoral policies and strategies and track nutrition progress. (6) Provide toolkit of technical inputs, knowledge sharing and linking countries for greater learning and cooperation through exchanges. (7) Strengthen country-regional-global feedback loops that support country-driven guidance and feed into other tools/resources. (8) Working as one, supporting national priorities as formulated in national plans.

▪ **SUN Civil Society Network**

Commits to: (1) Hold national governments, businesses and donors –and themselves-accountable to their commitments and for their actions in the national nutrition plan. (2) Enhance capacity and governance of national/local CSOs through technical support for the CSN's national level platforms – Civil Society Alliances. (3) Strengthen regional links to ensure cross-country support and learning, coordination and appropriate linguistic support to CSAs. (4) Expand where possible to increase the number of CSAs relative to number of SUN member countries. (5) Boost the advocacy capacity of the network, bringing the grassroots and community perspective to national and global decision makers and prioritising vulnerable groups, including support for the development of the Youth Leaders for Nutrition Programme. (6) Support members as programme implementers.

▪ **SUN Business Network**

Commits to: (1) Grow network and membership at a global and at national level with a concomitant focus on enabling and furthering the engagement of small and medium enterprises (SMEs), large national and multinational companies (MNCs) to act, invest and innovate in

responsible and sustainable actions and operations to improve nutrition and increase consumer demand for nutrition. (2) Strengthen business-to-business (B2B) linkages between national companies with investors and MNCs, facilitating technical assistance partnerships, and enabling investment opportunities that members require to advance the nutrition agenda. (3) Increase focus on gender, including dedicated support for women-led businesses and those with potential to reach women consumers. (4) Build and better leverage strategic partnerships with key global and regional business associations and investors. (5) Advocate for, and facilitate public-private dialogue engaging with governments to create an enabling business environment and unlock business investment through legislation, regulation, finance instruments, and incentives that guide businesses to positively impact nutrition and public health related goals. (6) Adopt strengthened accountability mechanisms for business, including linkages to Nutrition for Growth (N4G) Responsible Business Pledge.

▪ **SUN Academia Network**

Recognizing the origins of SUN in academic research that characterized the magnitude of the problem and the set of evidence-based solutions, and that prioritization at the country level needs to be driven, in part, by the local epidemiological context, this may well be the time to formalize academia within the SUN ecosystem. Many organizations within the existing networks have strong technical expertise. However, elevation of academia's formal role in the ecosystem is merited. The primary mandates of the SUN Academia Network will be: (1) Elevate the role of academia in driving the evidence base, (2) Strengthening national research capacity, (3) Prioritize implementation science and research based on needs identified by SUN member countries, (4) Leverage their voice to advocate for and position nutrition.

(iv) SUN Movement Coordinator (United Nations Assistant Secretary General)

The Coordinator is the leader and public face of the SUN Movement on a day-to-day basis, and is responsible for engaging with all high-level external stakeholders. The Coordinator is appointed by the UN Secretary General at a sufficiently senior level to ensure access to the highest level policy makers within the UN, member country governments and network members. The current position is appointed at the level of Assistant Secretary General and will be accountable to the Secretary General based on input from the Chair of the Lead Group and the Executive Committee. Tasks of the Coordinator are as follows:

- (1) Provides strategic guidance and support in achieving the Movement's mission and vision as an ex officio member of the Executive Committee.
- (2) Undertakes and leads the representation, advocacy, and liaison tasks with the Movements stakeholders, including leading engagement with the Lead Group members.
- (3) Liaises regularly with the Movement's partner organizations, including key donors and member country leadership, providing updating on progress against the Movements strategy and deliverables.
- (4) Facilitates and promotes communication between the Executive Committee and Networks on policy and program issues.
- (5) Monitors the Movement's progress toward key targets and regularly reports to the Executive Committee, escalating to the Executive Committee at an early stage any non-performance issues from any part of the Movement that require Executive Committee or Lead Group attention and support, including any resource deficiencies.

- (6) Take joint responsibility along with the Executive Committee and Steering Committees of the Networks to ensure adequate and predictable resources for all members and parts of the SUN Movement.

(v) Director of the Secretariat and the Secretariat

The SUN Movement Secretariat has played and will continue to play a central role in enabling the multiple components of the Movement to work optimally together to advance progress on country-level priorities and global positioning of nutrition.

We have identified five key core capacities of the Secretariat for the 3.0 strategy period. These build on existing capacities but may require additional sharpening and enhancement, and include:

- (1) Strategic Advocacy and Communications. This has been recognized as a critical role and needs to be further sharpened, including how to strategically use the engagement of the Coordinator and Lead Group members.
- (2) Knowledge Management. All parts of the SUN ecosystem are generating knowledge, and this rich capital of evidence ranging from up-stream science, to implementation research, to political economy position are the key assets in accelerating nutrition progress.
- (3) Country Engagement and Backstopping. This involves facilitating support and guidance for: national advocacy, positioning, planning, multi-sector/stakeholder collaboration, costing and implementation, monitoring and evaluation of SUN Countries nutrition plans. It also requires coordination of capacity building efforts and technical assistance (at the global level when in-country support is not feasible).
- (4) Resource Mobilization. To deliver on the ambitions of the 3.0 strategy the support system needs adequate resources. The Secretariat will support the Executive Committee Standing Committee on Financial Oversight, the Coordinator and the Governing Bodies of the Networks in their joint responsibilities to secure sustainable and predictable resourcing for the global support system.
- (5) Support to the Governance of the SUN Movement. The secretariat will continue to play its role in: providing support to the SUN Movement Coordinator including but not limited to policy assessment and advice across major strategic issues, preparing the background documents and the notes for record and supporting the follow up of the Lead Group and Executive Committee. The SUN Movement Secretariat will ensure that members of the Executive Committee are fully updated on the breadth and pace of developments across the Movement so that the Executive Committee can fulfil their responsibilities to support and guide SUN Movement Countries, the SUN Movement Coordinator and oversee alignment efforts. The SMS will also be asked to enhance its support to members of the Executive Committee who are nominated from governments of member countries to play their roles and have their fingers on the pulse of what is happening at the country level, support change where needed, and escalate to the Executive Committee as required.

The Secretariat will be led by an empowered Director, who will play a Chief Operating Officer role and report to the Coordinator. The Director/Chief Operating Officer will be responsible for the monitoring and achievement of key targets, escalating any operational challenges to the Coordinator for further action and potential engagement with the Executive Committee and the Lead Group. The Director/COO will lead the Secretariat in implementing the Secretariat budget and workplan approved by the Executive Committee. Assisted by the wider Secretariat, the

Director/COO will support the Executive Committee in its governance responsibilities, including providing regular, high-level strategic analysis, advice, and communication in its direction-setting and risk management roles, in active collaboration with the Chair. The Director/COO will lead the Secretariat management team, ensuring cohesive and effective team operations in the planning, implementation and monitoring of the Secretariat's annual work plan, budget approval process, performance of the Secretariat team members and oversight for human resources for all staff.

(Once the strategy is finalised, an external assessment of SMS size, structure, and the skills required in the SMS will be undertaken to assess capacity requirements).

(vi) Executive Committee and its Standing Committees

The Strategic Review recommended that the Executive Committee be transformed into a governing board. Because of the Movement nature of SUN, we are not recommending a legally incorporated board. However, we are proposing significant increase in board functions as per clear advice from the MTR and the SR and based on global best practices. Notably standing committees will be formed and all members will serve on at least one standing committee. The proposed committees mirror the key competencies of the Secretariat and the rest of the Global Support System so as to better support them in carrying out their functions. The proposed standing committees and their key responsibilities are: follows.

- **The Country Programme Committee** will provide oversight of the country liaison function, report to the full Executive Committee on country progress and elevate issues that need to be addressed, and vet requests from Governments to join the Movement.
- **The Governance, Membership and Ethics Committee** will lead on recruitment of Lead Group and Executive Committee members, provide final vetting of members of the networks, update terms of reference of the Lead Group and the Executive Committee and manage conflicts of interest based on the existing toolkit and strong experiences of the Movement.
- **The Finance and Audit Committee** will provide fiduciary oversight to the SUN Movement structures and processes, monitor and take joint responsibility to support sustainable and predictable resource mobilization for the global support system and the wider movement (along with the network governance bodies and the SUN Movement Coordinator), and monitor and support efforts to mobilize resources for national plans.
- **The Advocacy and Communications Committee** will support country-based and global advocacy efforts including leveraging the assets of the Lead Group.
- **The Management Committee** will be composed of the Chair and Vice Chair and the chairs of the standing committees and will be the principle interface with the Coordinator and the Chair of the Lead Group. It will set agendas for the full Executive Committee and the Lead Group, will assess performance of the Coordinator and advise on capacities required in the Secretariat.

These modifications require significant increases in the time commitment of the members and for the recruitment to the Executive Committee. While membership will continue to be sourced from the component networks, the Governance and Membership committee will be more explicit about the profiles required when membership slots are open and work with the respective networks to identify the most well-qualified candidates in a transparent and inclusive way that also elevates country voices.. For membership from SUN member country governments, the default has been to recruit from Focal Points, particularly as we expand

membership from member country governments. We will broaden the criteria to include other senior government officials who could further elevate nutrition.

The increased engagement of Executive Committee Members represents ambitious demands for time, attention and expertise. It cannot be overlooked that the organisational support and resources allowed to each Executive Committee member will vary quite significantly depending on their position and organisation. Acknowledging this disparity and how it will impact on the ability of Executive Committee members to meaningfully engage will be integral to ensuring fair and equitable representation. Considering this increased role and responsibility of Executive Committee engagement, there should also be a review of how realistic and appropriate it is to continue the existing policy that members serve within their ‘personal capacities’.

Terms of reference of the Executive Committee are being revised currently, taking into consideration the representation of country voices, regions, diversity etc. in a second phase, terms of reference for the Chair, Vice-Chair and the standing committees will be developed. There will have specific implications for the Secretariat in order to carry out governance secretariat functions to support Executive Committee members in carrying out their duties.

(vii) *Lead Group and Lead Group Chair*

The Lead Group will provide guidance and advice to all parts of the Movement, especially the Executive Committee and SUN Global Coordinator.

Given the unprecedented challenges and threats to progress on nutrition that we face, this is the moment to identify concrete ways to intensify Lead Group engagement with the SUN Countries and effectively deploy this power and influence for improving nutrition.

Executive and operational oversight of Movement is delegated by the LG to the Executive Committee, which in discharging its governance roles will meet more frequently; for example, the Executive Committee will oversee and monitor the work of the SUN Coordinator and the Director/Chief Operating Officer of the SUN Movement Secretariat. Accountability for the Lead Group is to the UN Secretary General through its Chair, but members have no specific fiduciary or legal responsibilities. The Lead Group will receive semi-annual reports from the Executive Committee, where it may choose to raise questions or comment about gaps, strategies and progress. The Chair of the Lead Group will be the most senior representative of the SUN Movement and will be the Lead Group point of communication with the Executive Committee and Global Coordinator.

Annex 5 includes proposed Terms of Reference for the Lead Group emphasising the representational role for the SUN Movement, in particular with respect to leadership and strategic positioning in global, regional and national contexts and across a range of institutions. The TORs also specify the process for appointing both the Chair and members of the Lead Group. Lead Group members commit to at least: (1) One in-person meeting per year, 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 meeting 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 by the Secretariat in collaboration with the Lead Group members’ offices.

8. What success will look like in 2025

The SUN Movement will work together to deliver on its promise: “If the Movement can demonstrate how their collective efforts contribute clearly to an acceleration in the improvement of nutrition outcomes and systemic change at the national and subnational levels, it will be judged a success”. Achieving this goal will require execution of the Theory of Change with appropriate course corrections as needed.

To align the actions of all SUN stakeholders and reflecting the ToC, the following table summarises key outcomes for SUN.

Table 3: SUN key outcomes, 2021-2025

Goal Faster pace of progress towards WHA goals	
Outcome 1 Priority programmes scaled up Priority policies enacted	Outcome 2 More resources allocated to priority interventions
Output 1.1 Country action plan with priorities that everyone can get behind	Output 2.1 All country stakeholders get behind country action plan
Output 1.2 SUN Country Coordinator elevated within government	Output 2.2 Persuasive national level advocacy
Output 1.3 Capacity to develop and implement country action plan developed	Output 2.3 Capacity to conduct advocacy developed
Output 1.4 Effective knowledge management strategy and capacity that allows: <ul style="list-style-type: none"> • SUN value add to be documented • Knowledge to be generated on implementation 	Output 2.4 Capacity to raise funds developed

Tracking progress: how will we know and communicate success

To understand progress on nutrition, common indicators of success at the output, outcome and target levels will need to be defined. This is important to enable countries to have a clear sense of progress on their country action plans, to facilitate lesson learning between countries, and to achieve progress towards the SDGs at the global level.

Annex 6 includes a summary of suggested outcome indicators for programmatic, process, policy progress, as well as indicators at the impact level linked to global goals. Example indicators are for illustration and each country will identify a different set of goals, outcomes and outputs as driven by their unique nutrition priorities, capacities and opportunities.

Transitioning to a more Sustainable SUN Movement

As SUN matures, the movement’s components should become less reliant on donor funding and more reliant on domestic resources— from accountable public and private sector sources.

A plan for this needs to be developed during SUN 3.0 by a special Task Force to report to the Ex Com by end 2022.

9. Managing Conflicts of Interest

In activities where multiple partners come together to achieve the public good, improving nutrition will be their primary or secondary interest but all will have secondary interests (see table 4, below). Sometimes the primary and secondary interests will not be compatible and they may be in conflict, resulting in actions put forward under the name of nutrition advancement being detrimental to nutrition advancement.

SUN needs to have a clear and strong mechanism that (a) identifies, (b) prevents, (c) mitigates, (d) manages and (e) reports such conflicts across all stakeholders. It is especially important for businesses because their primary interests are not nutrition improvement. The next step would be to build on the prior work by the SMS and the SUN Business Network to develop a framework for all stakeholders. This will be one of the first things that is undertaken as the operationalisation of the strategy gets underway.

Table 4: Primary and potential secondary interests of different nutrition stakeholders

Type of stakeholder	Primary interest	Potential secondary interest
Government	Nutrition advancement	<ul style="list-style-type: none"> • Maintaining power
Regular enterprise/business	<ul style="list-style-type: none"> • Profit • Market share 	<ul style="list-style-type: none"> • Reputation • Nutrition goal (possibly)
Social enterprise	Social goal (possibly nutrition)	<ul style="list-style-type: none"> • Financial sustainability
Bilateral/Foundation/Multilateral donor	Nutrition advancement	<ul style="list-style-type: none"> • Promoting their nation's/ foundation's soft power & influence
NGO	Nutrition advancement	<ul style="list-style-type: none"> • Receiving funds • Growing in size
Research group	Nutrition advancement	<ul style="list-style-type: none"> • Publications • Funding

The prevention and management of conflict of interest within the context of the SUN Movement is a complex issue. Creating a space for all actors to play their role may create opportunities for some involved to prioritize their own interest over the collective goal, leading to potential, real or perceived conflicts of interest. This has been an issue of concern to SUN countries and other stakeholders inside, and outside, the Movement. In 2013 an independent forum for multi-stakeholder dialogue facilitated an interactive consultation process to review some of these issues and lead to the production a Reference Note and Toolkit on the Prevention and Management of Conflict of Interest in the SUN Movement¹⁴. Several enhanced learning exercises then took place to test the usefulness of the Reference Note and Toolkit and to better understand some of the key challenges facing countries in dealing with these issues. These tools should be reviews and further built upon in phase three. A consistent and coordinated framework for managing CoI and responsible behaviour across the SUN movement for members of all Networks in phase three is required. Each network will outline how they will manage CoI and responsible engagement from their members in the third phase of SUN. It is

¹⁴ <https://scalingupnutrition.org/share-learn/multistakeholder-engagement/preventing-and-managing-conflicts-of-interest/>

also important to address the challenge of power imbalance in the global structures but also the national multi-stakeholder groups.

10. Hosting arrangement for SMS

The hosting arrangement and budgets for the SMS will be aligned with the agreed Strategy. These details will follow in the operationalization phase.

In line with the Strategic Review 2020, it is essential to ensure a hosting arrangement that enables the Secretariat to play the key support functions listed under SUN 3.0 including the provision of strong administrative, fiduciary, legal, financial, procurement, human resources and grants management support at the right experience and level as well as the nature of contracts.

11. The Strategy Development Process

The development of the SUN 3.0 strategy has been ongoing since 2018. The process is striking a balance between being consultative, transparent and inclusive and the urgent need for greater pace in navigating the new COVID landscape, speaking with greater clarity, unity and authority at this opportune time.

Figures 4 and 5 below lay out the strategy development process. Figure 4 highlights the start of the process, with the Independent Comprehensive Evaluation (ICE) in 2015, followed by the MTR in 2018 and the recent Strategic Review (SR) report in 2019-2020. Figure 5 lays out the process followed in 2020 since the SR report, the extensive consultations at each step and the follow-on steps needed to take the strategy for endorsement by the Lead Group by September 2020. More details on the methods and extensive stakeholder consultations are listed in Annex 8. After the strategy is endorsed, the focus will be on implementation of the strategy. This will require a carefully orchestrated process starting in October 2020, to align the SUN movement structures with the new SUN 3.0 strategy.

This draft is now open for a Movement-wide consultation to seek views and ensure wider ownership. The results of the consultation will be considered carefully by the Executive Committee in finalising this draft strategy which will then be presented to the Lead Group for decision-making.

The current SUN 2.0 strategy ends in December 2020. Once the SUN 3.0 strategy is endorsed by the Lead Group, the operationalisation process will start in October 2020. This process will lay out the detailed steps for operationalizing the strategy, a clear timeline, and a carefully managed change-management process in readiness for 2021.

Figure 4

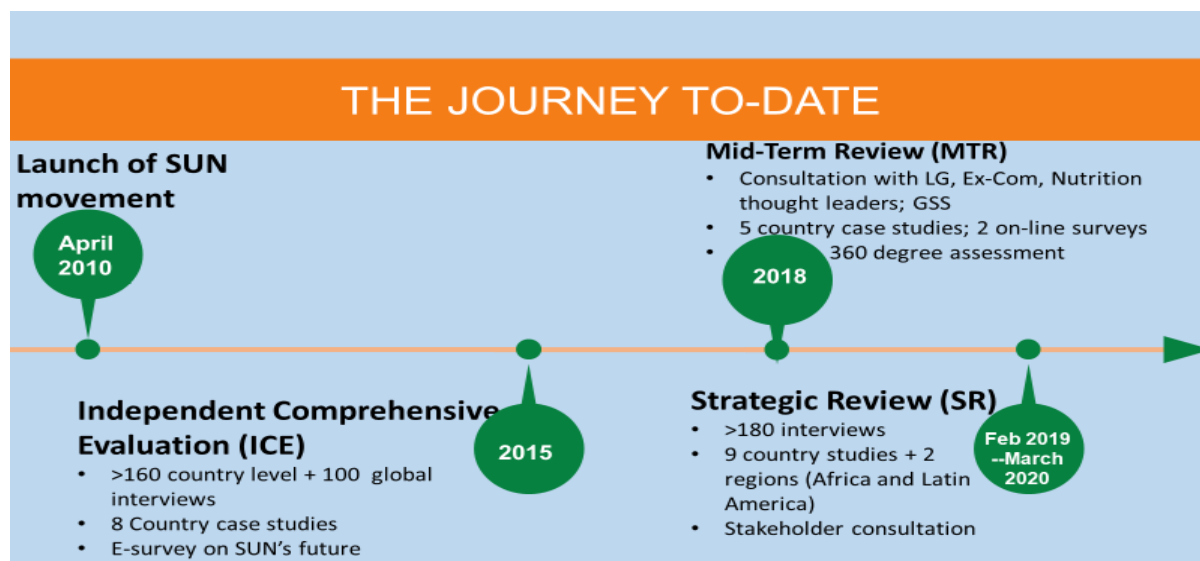


Figure 5

