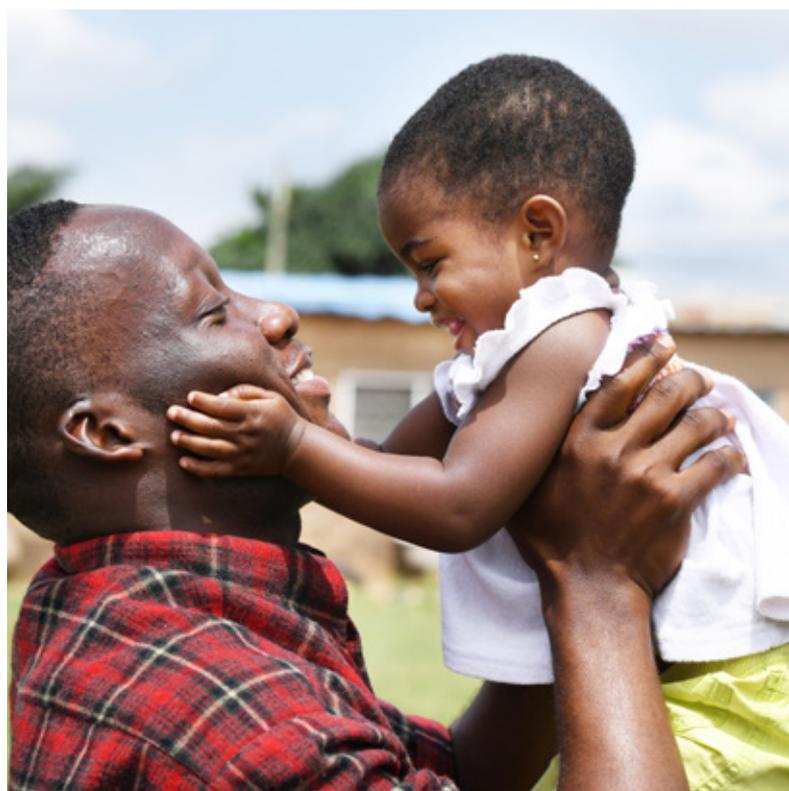
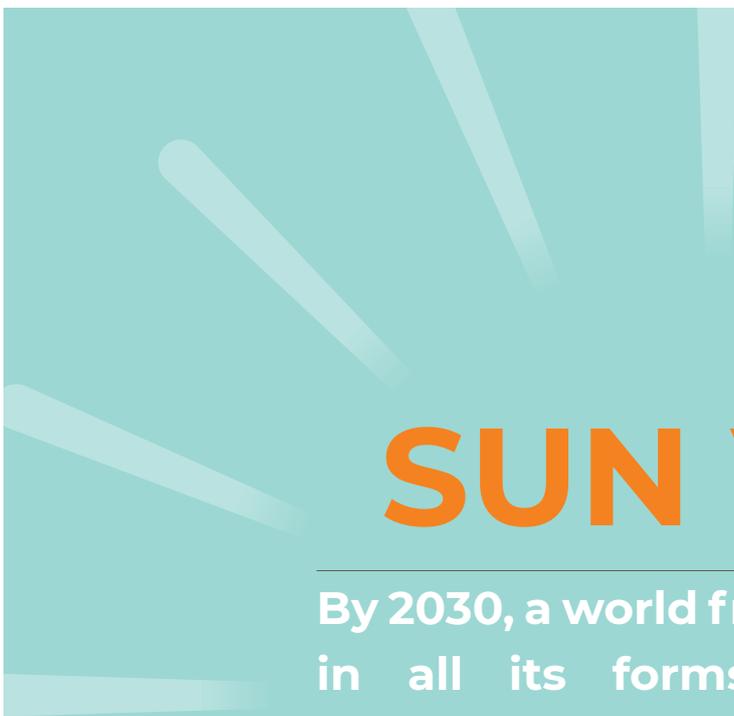


SCALING UP NUTRITION MOVEMENT STRATEGY SUN 3.0

# Annexes

2021-2025



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# SUN VISION

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**By 2030, a world free from malnutrition in all its forms.** Led by countries and 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.

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## Annex 01

# Approaches and issues

## identified by SUN external assessments

The table below details central themes that thread through the Mid-term Review and the Strategic Review – in particular the need to put nutrition at the centre, to have the necessary structures and governance in place to support nutrition and to have effective monitoring systems in place to be able to show the added value of SUN.

Topic	Mid-term Review	Strategic Review
<b>Putting action at the country level first</b>	The Executive Committee should put greater emphasis on how it can support member countries as they work with the SUN support system to advance their objectives for better nutrition.	Develop a country-driven, country-led and country-centred SUN Movement Strategy.
<b>Governance structures</b>	Except in a very few major strategic issues of policy, the Lead Group should focus solely on their emissary role to deliver political-level impact both in-country and globally. The Executive Committee should assume responsibility as the primary governance mechanism of the Movement.	Transform the Executive Committee into a functional governing board and revise its composition.  Revise the Lead Group's role and title.
<b>Learning and knowledge management</b>	The next independent evaluation should pay particular attention to progress on learning and knowledge management across the SUN Movement and make recommendations for strengthening this aspect over the next strategy period.	Strengthen the role of the SUN Movement Secretariat as a linking organisation with an enhanced evidence and knowledge management function and in facilitating cross-country learning and exchange of experience.
<b>Monitoring, Evaluation, Accountability and Learning (MEAL) database</b>	Reach consensus on the most-appropriate use(s) of the SUN MEAL database.	Review the value and value for money of SUN investment in the MEAL system and in the Joint-Assessment process.

The following table summarises the coverage and methodology adopted by two external assessments conducted during SUN 2.0.

Report	Methodology
<b>Mid-term Review</b>	<ul style="list-style-type: none"> <li>• In-person and virtual consultations with the SUN Movement Secretariat, Executive Committee, Lead Group and other thought leaders in nutrition, multi-sectoral programming and complex partnerships</li> <li>• Five case studies: Bangladesh, Côte d'Ivoire, Kenya, Tajikistan and Viet Nam</li> <li>• A 360-degree assessment:               <ul style="list-style-type: none"> <li>• Two online surveys: one for the Global Support System and one for countries</li> <li>• 30 semi-structured interviews with representatives from across the Movement and beyond as part of a 360-degree assessment</li> </ul> </li> <li>• Participation in SUN Secretariat and network meetings and discussions</li> </ul>
<b>Strategic Review</b>	<ul style="list-style-type: none"> <li>• Consulted more than 180 people</li> <li>• Country and region case studies – Afghanistan, Bangladesh, Burkina Faso, Costa Rica, Guatemala, Indonesia, Kenya, Rwanda, Yemen, Latin America and the Caribbean region, Africa region</li> <li>• Observed intra-network and inter-network meetings</li> <li>• Observed SUN Global Gathering 2019</li> </ul>

## Annex 02

# 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 unique value of SUN 2.0 is its emphasis on building an enabling social, economic and political environment that is fit to ensure that children everywhere reach their full potential.	The unique value of SUN 3.0: A country-driven country-led global movement that brings energy, resolve and resources from all corners of society to achieve global targets on nutrition. Events such as the N4G summit offer a vital opportunity for countries and donors to reaffirm their commitments to scaling up nutrition action and resources.
<b>SUN 2.0 strategic objectives</b>	
1. Expand and sustain an enabling political environment	Sustain the enabling political environment in the face of the COVID-19 pandemic and expand it by seizing opportunities to learn lessons and build back better as part of the pandemic response
2. Prioritise and institutionalise effective actions that contribute to good nutrition	Prioritisation taken to next level of specificity to galvanise energy, focus effort and promote accountability—to deliver results at the country level
3. Implement effective actions aligned with Common Results	Focus on strengthening the capacity of country stakeholders. 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
<b>SUN 2.0 Roadmap</b>	
Start with what exists and continuously improve for impact	Start with what exists, prioritise country focus and actions, continuously improve for impact and document extensively
Continuously improve country planning and implementation to end malnutrition	<ul style="list-style-type: none"> <li>• Support the development of priority actions at the country level as defined by government with other country stakeholders</li> <li>• Rally all SUN structures and networks behind this set of clearly defined priorities with support and resources</li> <li>• Hold all SUN structures and networks accountable for supporting this set of priorities</li> <li>• Monitor and report outcomes in a clear and visible way to all parts of the Movement with expectations that needed course corrections will be undertaken</li> </ul>
Mobilise, advocate and communicate for impact	<ul style="list-style-type: none"> <li>• Country priorities will help focus and sharpen advocacy at the national level</li> <li>• The achievements of the SUN Movement will be documented in a more systematic way and this will boost national and global advocacy (success breeds success)</li> <li>• Greater generation of evidence and use of research will power advocacy (e.g., SUN could set up a unified COVID-19 and nutrition action tracker that generates news and alerts Movement stakeholders, including funders)</li> </ul>

From SUN 2.0 Strategy	SUN 3.0 builds on SUN 2.0 in the following ways
Strengthen capacity for multi-sectoral and multi-stakeholder collaboration at all levels	<ul style="list-style-type: none"> <li>• The country coordinator is positioned for maximum leverage for nutrition and then comprehensively supported</li> <li>• The capacity of the country ecosystem around the country coordinator is supported by all SUN structures and networks</li> <li>• Regional learning opportunities will be created for the country coordinator and other stakeholders to share, learn and empower themselves, each other and the collective</li> </ul>
Ensure equity, equality and non-discrimination for all, with women and girls at the centre of these efforts	<ul style="list-style-type: none"> <li>• Gender balance/transformation will be improved. The 2020 Global Health 50/50 Report rates SUN as not sufficiently gender transformative in its guidance on programmatic work, noting that its workplace diversity and inclusion policies could be improved, and gender parity in senior management could be improved (Global Health 50/50, 2020)</li> <li>• SUN Movement to self-audit against the Global Nutrition Report 2020 recommendations on equity</li> <li>• Mechanisms will be established to monitor whether SUN values are being upheld (e.g. an annual member engagement survey)</li> </ul>
	<ul style="list-style-type: none"> <li>• Country focal points are not listed under change agents in Section 4 of SUN 2.0 Strategy</li> <li>• 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 in that country coordinators are more prominent.</li> </ul>

## SUN 3.0 builds on strong foundations

The SUN 2.0 theory of change and Roadmap for 2016–2020 outlined how SUN would achieve its four strategic objectives, and much progress has been made through the four ‘processes’ that have guided the SUN 2.0 Strategy (see Figure 1, below).

### FIGURE 1: 2019 Progress against the four processes in pursuit of the SUN Movement strategic objectives, as per the [SUN Movement Strategy and Roadmap \(2016–2020\)](#)

#### Process one: Bringing people together in the same space for action

**55** SUN countries have an active national multi-stakeholder platform; **42** SUN countries are working with key actors across sectors at the subnational level

#### Process two: Ensuring a coherent policy and legal framework

**47** SUN countries have some form of legal measure in place to protect breastfeeding; **80** per cent of SUN countries have at least partial maternity protection laws in place to support breastfeeding and early child development; **11/21** SUN countries have a strong/moderate level of constitutional protection of the right to food; and **52** SUN countries have mandatory food fortification legislation in place

#### Process three: Aligning actions around common results

**42** SUN countries have a national nutrition plan; **9** SUN countries are in the process of developing national nutrition plans; **36** SUN countries have developed action plans to achieve the goals set out in their national nutrition plans; **30** SUN countries have a monitoring and evaluation framework

#### Process four: Tracking finance and mobilising resources

**50** SUN countries have completed a national budget tracking exercise

During its first two phases, the SUN Movement has built several foundational elements and tools. These include:

- The SUN Movement Principles of Engagement (Figure 2), which seek to define the ethos of work as rights-based, inclusive, mutually accountable, transparent and cost-effective.
- Support for many SUN countries to develop and cost national nutrition plans and incorporate nutrition into National Development Plans.<sup>1</sup> In 2017, the UN Network for SUN and the SUN Movement Secretariat launched a quality review mechanism for existing multi-sectoral nutrition plans and other nutrition-related sectoral planning documents.
- The MEAL system and the Joint-Assessment process serve as the basis for assessing progress on the implementation of national nutrition plans. The SUN Movement Secretariat draws on the findings to plan its approach to support, facilitation and coordination.<sup>2</sup>
- Fifty SUN countries have completed a budget analysis exercise following the methodology supported by the SUN Movement; and investment snapshots are available. An interactive database capturing country experiences with budget analysis exercises, currently encompassing 30 SUN countries, is also available. Since 2014, many SUN countries are using enhanced guidance delivered in 2020 by MQSUN (Maximising the Quality of Scaling Up Nutrition Programme).<sup>3</sup>
- Prior to the global COVID-19 pandemic, at least six SUN countries across Africa and Asia were preparing to hold financing roundtables to secure domestic and international investment in nutrition.

1 For more information, see <<https://scalingupnutrition.org/share-learn/planning-and-implementation/>>.

2 For more information on MEAL see <https://scalingupnutrition.org/progress-impact/monitoring-evaluation-accountability-and-learning-meal/>. On the Joint-Assessment process, see <[3 For more information on tracking nutrition investments, see <<https://scalingupnutrition.org/share-learn/planning-and-implementation/tracking-nutrition-investments/>>.](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.></a>></p>
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## Annex 03

# Advancing SUN engagement

## with the private sector

The following outlines key suggestions and ideas for consideration and integration into the SUN 3.0 Strategy.

### 1) **Emphasise the importance of a food systems approach to increasing access to healthy diets – underlying the importance of consumer demand and consumer purchasing power to diet quality.**

- Most people around the world buy most of their food, as opposed to growing it themselves, meaning they largely access food through formal and informal retail systems. However, high costs and low affordability mean 3 billion people cannot eat healthily or nutritiously (FAO, IFAD, UNICEF, WFP and WHO, 2020). Consumer demand and choice are influenced by ‘food environments’, which provide the options from which people make decisions about what to eat, circumscribe how income can be spent on food, and contribute to shaping food preferences, attitudes, beliefs and cultures. There is a need for transformation at the household level, which requires trust and close collaboration in-country between the different SUN actors and networks.
- The SUN 3.0 Strategy addresses the rise in obesity and non-communicable disease rates and associated policy recommendations to reduce the demand for unhealthy foods (taxes,

marketing and labelling policies) – and should equally encourage the promotion of policy incentives to produce nutritious foods. This may include, for example, incentives to increase the proportion of fortified products and fresh fruits and vegetables available through the retail sector; and tariffs and utilities, or tax incentives to reward companies that produce and market healthy nutritious foods.

### 2) **Support small and medium enterprises (SMEs) to produce and sell more locally or regionally produced nutritious food and secure their access to markets (Aspen Network of Development Entrepreneurs, 2019).**

- 70 per cent of the food that reaches low-income consumers in Africa and Asia is handled by the SME sector. SMEs are better positioned to serve low-income consumers and support global value chains seeking last mile distribution.
- SMEs are the engine of economic growth and job creation in SUN countries: 90 per cent of businesses are SMEs, they create 33 per cent of GDP and 50 per cent of new jobs.
- SMEs require support to deliver safe, nutritious foods – including access to finance and technical assistance. The SUN Business Network (SBN) survey of 360 SMEs in SUN countries reveals that these support needs have been exacerbated by the COVID-19 pandemic (Global Alliance

for Improved Nutrition, 2020). Women-led or women-owned SMEs face greater challenges in accessing finance.

- SME integration into global value chains will continue to increase: Multinational enterprises continue to grow their own business accelerators and venture funds to invest in SMEs or integrate SMEs into supply chains.

**3) Diversify the approach to the private sector in SUN 3.0 and unlock the potential of the retail, logistics, marketing, communications, and other non-food sectors (e.g., soap and hygiene product manufacturers) to mobilise resources and improve access to healthy diets.**

- Investment in modernising infrastructure and transport chains can reduce food and nutrient losses and improve food safety, especially in rural areas and for perishable foods. Investment by the food industry and governments in storage, packaging, processing, cold chain logistics and other infrastructure to bring healthy foods to market can reduce both the costs to producers and the prices faced by consumers.
- SUN country stakeholders should engage retailers to improve healthier choices and merchandising practices to increase consumption of healthy foods by low-income consumers.

- There may be opportunities to leverage big data from businesses (e.g., supermarket chains, food market digital platforms, etc.,) to support the generation of data on consumption patterns, trends and food preferences.

**4) Implications for the commitments of the SBN to SUN 3.0. In addition to the draft Strategy's existing commitments, the SBN should:**

- Increase access to global technical assistance expertise and partners for SUN country stakeholders around developing consumer demand creation
- Seek the development of consumer awareness campaigns in SUN countries with the trust and support of governments and SUN networks
- Support the development of policy incentives around the production and distribution of nutritious foods
- Diversify its membership base to incorporate the retail, logistics and communications sectors
- Increase access to a network of investors for its SME members
- Develop training for SUN focal points/coordinators in SUN country governments on private sector engagement to support the delivery of national nutrition strategies.

## Annex 04

# Generic terms of reference

## for country coordinator

In this Strategy, the term 'country coordinator' describes the responsibility for and function of nutrition coordination in SUN member countries and the institutional arrangements to ensure empowered and adequate support. Countries may decide to adopt this title or to retain the title of focal point. However, for the purposes of this Strategy, the position is generically referred to as country coordinator. SUN 3.0 encourages flexibility for countries in determining the appropriate shape and terminology that these roles and arrangements take in different country contexts.

The nutrition agenda is multi-sectoral, multi-partnership and multi-disciplinary. As such, it is recommended that the country coordinator (as the multi-stakeholder platform lead) have the requisite skills and ability to coordinate and convene others within and outside the government. Where possible, the ideal positioning for the role is in the President, Vice-President or Prime Minister's Office, depending on the country context. The country coordinator should be supported by a multi-disciplinary team (including government officials and seconded staff from other nutrition stakeholders outside the government) that will form a secretariat for the national-level multi-stakeholder platform (MSP). The roles for the country coordinator and the supporting MSP team members range from policy, coordination, facilitation, resource mobilisation, advocacy, supportive supervision, MEAL and research.

Key responsibilities of the country coordinator include the priorities below. Adjustments for FCAS may be appropriate to ensure that humanitarian principles are upheld, nutrition programming is needs-based and provided impartially, and 'safe and conducive space' for civil society organisations and respect for independence of humanitarian actors are maintained.

### Policy coherence

- Oversee and lead the development of policies, strategic plans and other nutrition related communication materials
- Lead the harmonisation of policies, strategies and plans related to nutrition across key sectors

### Coordination

- Convene and coordinate all technical multi-sectoral nutrition stakeholders for advancing the nutrition agenda in the country
- Act as a link between countries and SUN Secretariat
- Act as a link with SUN Secretariat and with other SUN countries' coordinators
- Act as a secretary to the high-level multi-sectoral platform in the country, providing technical support to the chair of the platform and ensuring all records are properly kept
- Facilitate coordination and collaboration among nutrition

platforms in the country at both the national and subnational levels

- Ensure progress, alignment and compliance with government agenda and protocol
- Ensure coordination with the United Nations Resident or Humanitarian Coordinator in the country

### Facilitation of nutrition stakeholders

- Facilitate the creation of an enabling environment for nutrition response at different levels
- Convene and harmonise implementation of nutrition programmes/projects by various partners to ensure alignment with national priorities and minimise duplication
- Ensure capacity strengthening of key personnel and stakeholders across sectors related to nutrition

### Resource mobilisation

- Lead in resource mobilisation efforts from various sources, both local and domestic, to ensure that resources are directed and aligned with agreed country priorities
- Oversee the financial accountability of resources provided through SUN with the multi-stakeholder platform and SUN partners

### Supportive supervision

- Oversee the implementation of projects 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 the integration of nutrition in sector policies and programmes
- Advocate for the allocation of resources by all nutrition sectors within government in line with national multi-sectoral nutrition plans

### MEAL and research

- Spearhead the formulation, implementation, monitoring and evaluation of the country multi-sectoral nutrition plan/strategy
- Facilitate the establishment of multi-sectoral monitoring and evaluation 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 programmes
- Initiate the nutrition research agenda in collaboration with all stakeholders, including researchers, academic institutions and think tanks
- Lead overall knowledge management and sharing to reinforce joint response and focused interventions and complementarity among programmes

## Annex 05

# Financing for nutrition:

## Additional information

### More money for nutrition and more nutrition for the money

Innovative resources from the Global Financing Facility and the Power of Nutrition have contributed to the recent scaling up in nutrition finance. Several other sources, including the Japan Trust Fund for Nutrition and the Bill & Melinda Gates Foundation, have provided technical assistance and analytical support for the scale-up. Domestic resource tracking data are sparse, and in general, domestic resources are very modest and private sector investments in nutrition remain unclear. Available data show only limited increases in domestic spending for nutrition in most countries, and significant reductions in some.

A new sustainable financing model for nutrition is now essential, including significant increases in domestic resources. This will need to be driven by widening the revenue base and fiscal space in countries through progressive tax reform by equitably and transparently strengthening revenue collection mechanisms and clamping down on tax evasion, particularly illicit financial flows.

Countries – especially those with sufficient fiscal space – should be encouraged to commit to increased domestic nutrition spending. Political will and leadership (including by SUN Lead Group members) is crucial in prioritising nutrition within national budgets. Particular focus needs to be given to countries transitioning from low-income to middle-income status as their access to donor and concessional financing (including

from the International Development Association) 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 (e.g., 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.

In addition to 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 prioritised action plans are the cornerstone of this mantra, and tools that enhance allocative efficiency (such as Optima Nutrition) are important in helping country teams prioritise actions that maximise the potential for impact. Key requirements of effective financing include adherence to demonstrable principles (equity, transparency and accountability); tracking of nutrition spending by countries and by donors; and high-quality, timely data to inform programme and policy design, mobilise resources, track progress and course-correct, and enable accountability against commitments.

The Japan 2021 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 will be imperative to: (1) secure meaningful and substantial commitments for increasing financing from all sources and (2) employ more strategic, innovative and sustainable approaches for mobilising, deploying and ensuring the efficiency of those resources.

Moreover, given the current momentum for tackling all forms of malnutrition (undernutrition, overweight and obesity) 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. More than 47 countries are experimenting with these taxes and could benefit from technical assistance to ensure they are designed efficiently.

There is growing recognition that financing must 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** is vital but limited and must be focused on the most excluded and on catalysing new domestic resources.

### SUN Movement Pooled Fund

**Background:** Founded in 2017, the [SUN Movement Pooled Fund](#) (PF) has been established as a last resort, catalytic and innovative funding mechanism providing support to SUN countries and their efforts in scaling up nutrition. Striving towards the strategic objectives of the second SUN Movement Strategy and Roadmap (2016–2020), the PF is hosted by [UNOPS](#) and managed by a seven-member team. The Fund now **supports 85 grant projects across 45 SUN countries**. In collaboration with SUN network secretariats, the contracts are allocated to selected SUN country projects according to specific eligibility criteria and through transparent and competitive calls in two funding windows. **Window 1** aims to build or strengthen the participation of

non-state actors in MSPs. Its beneficiaries are national [Civil Society Alliances](#) (CSAs) and national SBNs. **Window 2** aims to accelerate the coordinated delivery of high-impact nutrition activities by members of MSPs, encouraging cooperation across core areas through sharing and learning to increase impact. The preliminary results are presented below. They show that grant-making has been an effective mechanism for supporting flexible, country-driven, national and subnational results towards the SUN Movement’s 2016–2020 objectives. They focus primarily on CSAs, since Window 2 and SBN projects are at the mid-point of their implementation.

**Sustaining advocacy, building partnerships:** With support from the PF, beneficiaries have established or strengthened partnerships with national and subnational governments to keep nutrition on the agenda. Cumulatively, over 242 new organisations have joined their national CSAs (77% per cent of those organisations were local non-profits). This network growth has significantly increased the non-profit sector’s **participation in nutrition policymaking**. According to the most recent data, the PF has supported CSAs’ extensive contributions to **187 public nutrition plans** at the national (42) and subnational (145) level through partnership, advocacy and/or lobbying. This alignment works both ways. Thanks to grant support, there are now at least **189 CSA action plans, grassroots strategies and sustainability plans** that clearly show alignment and support to national nutrition plans.

Finally, MSPs have demonstrated that they are more active when a CSA is engaging with them. In just 18 months, the number of national MSP meetings in beneficiary countries increased from 26 (baseline) to 124. In particular cases, the beneficiary was **critical in formalising the MSP secretariat** into a government-led body (**Pakistan**). The PF **has shown its flexibility and agility in supporting countries to** react quickly to adapt, mitigate and build back better systems in the face of the COVID-19 pandemic. Almost all beneficiaries aligned their PF activities to either support their

governments in developing or aligning national response measures (**Kyrgyzstan, the Philippines and the United Republic of Tanzania**) or to address gaps in national response clusters (**Afghanistan, Guatemala and Nepal**). In conclusion, the PF has supported CSAs and SBNs in SUN countries in aligning with national nutrition priorities while **increasing national coordination** by MSPs in a participatory manner.

**Funding what is important:** The PF supported beneficiaries in mobilising resources to sustain their activities and to finance national nutrition plans. A significant intermediary result has been the **successful advocacy** by CSAs in securing national and subnational **resource allocation for nutrition**. The PF has identified 19 budget analyses that demonstrated noteworthy CSA engagement at national or regional levels, which were used to inform effective advocacy. Some beneficiaries have successfully lobbied for national and subnational domestic budgets to feature a line item specifically for nutrition (**Cameroon**). Others were successful in **increasing domestic allocation for nutrition**, even against a difficult political backdrop (Malawi and South Sudan). This would not have been possible without the funding for MSPs and their networks to map local nutrition stakeholders and vulnerable groups and translate their voices into concrete financial commitments.

However, the role that the PF has played in getting CSAs involved in innovative financing mechanisms like the [Global Financing Facility](#) is not always visible. In some cases, the CSA beneficiary served as the co-chair to the financial planning committee (**Mali and Zambia**), while in others, the CSA acted as a conduit between the non-governmental sector's perspective on nutrition gaps and the government-led investment case (**Cambodia and Senegal**). Other countries are looking towards non-traditional sources of funding, such as earmarking taxes on the extractive industry (**Mozambique**), or applying public pressure on their national government to make SMARTer commitments at the 2021 N4G Summit

(**Zimbabwe**). The support that the PF has provided has **aligned and harmonised resources while promoting mutual accountability between government and network representatives**.

**Capable, sustainable, participatory and cross-network interventions:** The PF has catalysed country-driven activities and innovation among its beneficiaries, particularly at the subnational level. In line with the [SUN Movement theory of change](#), beneficiaries have focused on bringing diverse stakeholders together for joint implementation and advocacy. This has mainly been through strengthening the individual and collective voice of the CSA and working diligently towards **influencing actions on nutrition**. Beneficiaries identified 448 nutrition champions across 23 countries, of which 187 (42 per cent) were women, and elevated national nutrition objectives. The PF catalysed the transfer of CSA leadership from international NGOs to national NGOs thanks to **increased institutional capacity (Côte d'Ivoire and Namibia)**. Increased capacity is enabling some beneficiaries to provide technical assistance to their public partners in drafting nationwide nutrition-sensitive programmes for the government and training local school districts, households, and farmers on nutritious community food production (**El Salvador and the Philippines**).

The PF further **strengthened inclusivity and diversity** by involving youth networks in advocacy campaigns or by actively recruiting women-led non-profits to CSA membership (**Bangladesh and Peru**). Equally important is the **cross-network collaboration** that SBNs have made in sustainable linkages with smallholder farmers to buyers and members within SBNs (**Sri Lanka**). Additionally, the SBN and the CSA conducted **joint advocacy initiatives and capability building** for both non-profit and for-profit members (**Kenya**). Beneficiaries have **strengthened network capacity**, local ownership and inclusivity at levels that other mechanisms may find hard to reach. The SUN Movement PF has contributed to **ensuring that nutrition is properly represented and championed at all levels of government**. Through a variety

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of activities, including high-level events, lobbying, budget analysis exercises and behaviour change campaigns, the PF has played a catalytic role in ensuring organised cooperation between stakeholders.

More information can be found on the PF website, its peer-to-peer learning series, or via the hashtag *#sunpooledfund* for the latest updates from around the world.<sup>4</sup>

4 “The Pooled Fund.” The Scaling Up Nutrition Movement, SUN Movement Secretariat, published 23 October 2020, <https://scalingupnutrition.org/spf/>.

# Annex 06 Summary

## of Executive Committee composition

(Revised terms of reference for the Executive Committee will be prepared for Lead Group approval)

Summary of Executive Committee composition: Current status, recommendations from the Strategic Review and proposed future state			
	Current status	Strategic Review recommendation (2)	Proposed future composition
'Country' representatives (in practice, country coordinator)	7	10	Increase to 10 with regional distribution aligned with the number of member countries and expansion of candidate pool to other senior leaders, including from regional governmental organisations
United Nations	2	2	Maintain current number
Donors	3	2	Maintain current number
Civil society	3	2	Maintain current number
Youth leadership organisations	0	0	1 (based on input from Lead Group, and Strategy Development Working Group discussion of 2 October 2020)
Business/private sector	2	2	Maintain current number
SUN Movement Coordinator	Ex officio	Ex officio	Maintain current practice
SUN Movement Secretariat Director	Not represented	Ex officio	Adopt if the recommendation that Director plays a chief operating officer role is adopted.
UNOPS	Ex officio	Ex officio	Maintain current practice
'Independent' members	1 Ex officio (special adviser) (3)	3 (of which one is a global nutrition expert)	Retain flexibility to call in ex officio special advisers with concurrence of Lead Group Chair, but not mandate.
Chair (1)	Independent, (chosen by membership)	Independent (appointed from outside)	Maintain current practice until renewal of Executive Committee and then they will discuss options and decide on modality
Total	20	25	25 (4)

**Summary of Executive Committee composition:  
Current status, recommendations from the Strategic Review and proposed future state**

- 1) In light of the expectation that members will dedicate time to actively consulting with the networks from which they are nominated and in recognition of the time commitment required to serve as Chair, it was recognised that the Chair could not be called on to play both roles. The membership also felt it was important to further ensure that the Chair not be perceived as representing any one network, but rather the Executive Committee as a whole. Therefore, during the 28–29 January 2019 retreat, the membership proposed that the Chair, once elected, is no longer considered as one of the seats allocated per network, and that the seat from which the Chair comes would be considered vacant and filled according to agreed procedures. This increases the membership of the Executive Committee by one seat, allotted to the Chair. This recommendation was validated by the Chair of the SUN Lead Group.
- 2) Strategic Review (recommendation 21) Revise the composition of the Board. The current balance of representation on the Executive Committee should be revised to increase country representation and to add members who have no association with SUN, including an independent chair. A reasonable composition of the Board would be as follows: the independent chair; ten country representatives nominated by SUN country focal points; two UN representatives, two donor representatives, two civil society representatives (regional and country) and two private sector representatives, nominated by their respective networks; and three independent members with expertise relevant to SUN's strategic objectives, including an external global nutrition expert. The Board would include UNOPS, the SUN Coordinator and the SUN Secretariat Director as ex officio members.
- 3) See the terms of reference of special adviser, ex officio member of the Executive Committee
- 4) Current special adviser term expires the end of 2020, so not counted. Assumes that the Director of the SUN Secretariat becomes an ex officio member.

## Annex 07

# Proposed terms of reference

## for the 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.
- 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 the Movement is on course to achieve its objectives, proposing and/or considering any course adjustments as required.
- (b) Advise on opportunities that may accelerate efforts to achieve its goals, as well as on factors that may obstruct progress (e.g., climate change, global or regional crises or emerging threats and international processes).

- 2.5 Embody the spirit and principles of the SUN Movement and work to preserve and promote its unique character.

### 3. Reporting and accountability

- 3.1 Accountable to the United Nations Secretary-General and reports to the Secretary-General through its Chair on progress towards its goals.
- 3.2 Delegates oversight of SUN Movement operations (e.g. SUN Coordinator, SUN Movement Secretariat) to the Executive Committee.
- 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 a year to review the progress of the SUN Movement:
  - (a) On the margins of the United Nations General Assembly in September in New York, at the SUN Movement Global Gathering or at 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 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) one additional Executive Committee meeting based on specific issues under discussion that are relevant for that member; and (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 the United Nations system rules and procedures as guidance.

#### 5. Chair of the Lead Group

- 5.1 Appointed by the United Nations Secretary-General and is responsible for ensuring that the Lead Group functions in a way that reflects its 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 on as the most senior representative of the Movement to advocate for its goals at the highest levels of the global finance and development infrastructure.
- 5.5 Ensures that the United Nations 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 United Nations Secretary-General, the Lead Group will include leaders from government, business, other parts of civil society and the United Nations system. No deputation will be considered.
- 6.2 Serve at the request of the United Nations Secretary-General, for a period of two and a half years, with option to renew for an additional two and a half years. Under extraordinary circumstances, a third term may be considered.
- 6.3 The process for nominations to the Lead Group will be managed by the Lead Group Chair, who will establish a nominations committee comprising the Coordinator, the Chair and Vice-Chair of the Executive Committee and a representative of the office of the United Nations Secretary-General.

## Annex 08

# Summary of SUN Movement

## impact indicators on nutrition, 2021–2025

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

- Increased coverage rates of essential nutrition-specific actions (e.g., vitamin A supplementation, complementary feeding and exclusive breastfeeding).
- 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 per cent to y per cent 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).
- Governments protect and ensure the right to food and good nutrition for all those under their responsibility as primary duty bearers (including ensuring that civil society has the freedom to work and do its job of holding government to account).
- 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 United Nations (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 and 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 forward while others will not.).
- Countries have achieved a market transformation where governments incentivise and consumers and producers prioritise consumption and production of affordable aspirational nutritious food. Indicator: % market share of food products on market that meet minimum three 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 programme funding.

- Donors mobilise both long-term and short-term funding for the prevention and treatment of malnutrition and recognise acute malnutrition as a long-term development issue.
- All SUN countries have made SMART commitments on nutrition as outcomes for N4G and these are reflected in national nutrition plans.
- Nutrition is well-embedded in humanitarian response (e.g., the response to pandemics, food crises, displacement crises, etc.). Indicators: number of governmental and humanitarian stakeholders' emergency response plans that include nutrition. Governments ensure the humanitarian space needed to provide assistance to those most in need (determined by OCHA).
- 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 Lead Group, Executive Committee and SUN Movement Secretariat.
- Opportunity for high-performing countries to 'graduate' to a different level of commitment. In turn, these 'star' SUN countries could mentor up-and-coming SUN countries. Indicator: 30 per cent of SUN countries attain 'star' level by 2025. A given number of mentoring partnerships are established between countries.
- The SUN Global Support System, including networks, works seamlessly together in providing support to countries, at the international, regional and country levels. A multi-stakeholder approach, based on trust by empowered government country coordinators, is especially critical in crisis affected countries and to implement the humanitarian–development Nexus. Indicator 1:

multi-sectoral functioning of nutrition partners and SUN networks at the country level. Indicator 2: number of events organised jointly by SUN networks at the regional level.

- Country capacity, especially in fragile states, has been developed to deliver all aspects of nutrition action.
- Increased youth engagement, as measured by number of youth champions worldwide, but also the number serving on the SUN governance structures.

### Policy indicators

- SUN success leveraged by tabling nutrition as a high political issue and nutrition coordination at a higher governance level than before (e.g., the Prime Minister's Office, which helps mobilise other essential sectors).
- SUN countries put in place nutrition governance and planning processes at the national and subnational levels, with subnational focal points and multi-sectoral platforms.
- All SUN countries define context specific SMART nutrition targets aligned with the WHA targets and non-communicable disease targets. Indicator: per cent 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 (linked to robust accountability mechanisms, ideally from within countries).
- All policies incentivise and prioritise nutrition. Indicator: Nutrition mainstreamed into key sector policies, plans and legislation at the national and subnational levels, as defined in the national nutrition plan. Indicator goal: in at least 50 per cent of SUN countries by 2025.

### Impact indicators

- Decline in malnutrition in line with progress needed to meet SDG 2 –

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wasting, stunting, overweight and anaemia. Indicator: Decrease these by 2 per cent every year in SUN countries, using 2020 figures as baseline.

- National WHA targets and non-communicable disease targets as set by the countries themselves are realised by 50 per cent of SUN countries by 2025.

(A draft accountability framework is being prepared by the SUN Secretariat with the network facilitators for further review and agreement in the operational planning phase.)

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