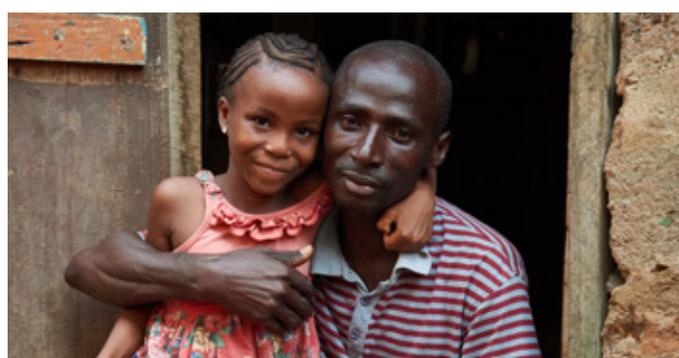


Scaling Up Nutrition (SUN) Movement Strategy 2021-2025

A SUMMARY



Following wide consultation across the Scaling up Nutrition (SUN) Movement, a new Strategy was agreed by the SUN Movement Lead Group at their annual meeting, held 7 December 2020. This document provides a brief oversight to complement the comprehensive Strategy document and its annexes.

The SUN vision



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.

The challenge



The triple burden of malnutrition, characterised by the coexistence of undernutrition (stunting and wasting), micronutrient deficiencies, and overweight and obesity, has risen dramatically in recent years. The challenges are greatest in conflict-affected and fragile contexts.

The COVID-19 outbreak is likely to roll back many years of progress. Malnutrition may exacerbate the impacts of COVID-19: undernutrition compromises the body's immunity as well as the cognitive development, and emerging evidence suggests that obesity may predispose individuals to the most serious impacts of COVID-19.

Action to improve nutrition can only achieve lasting success by addressing systemic drivers of poor health, political instability, socio-economic and environmental vulnerabilities, tackling gender inequalities and upholding human rights. Investing in nutrition remains a key element of building human capital and is essential to achieving the Sustainable Development Goals (SDGs) and fostering resilience against future pandemics.

Reinforcing the SUN Movement approach



SUN is a Movement – not an organisation, development programme or financing mechanism. Its members currently

include 62 countries, four states in India, four networks, at least 14 government and philanthropic donors, two development banks, 16 United Nations agencies, more than 4,000 civil society organisations and over 900 small, medium, and large businesses. Since its inception, the Movement has made significant progress – particularly in helping to establish institutional homes for nutrition within governments, through the creation of multi-sectoral and multi-stakeholder platforms – and through the development and costing of nutrition plans, also from domestic budget investments.

Next steps



Key findings of the 2018 Midterm Review and the 2020 Strategic Review of the SUN Movement indicate the need for the Movement to be more country-led, country-driven and action-oriented. The Movement must be rooted in country structures, supported by a global system that is equally country-focused, also supporting countries to finance country nutrition priorities and drive needsbased, context-appropriate, and evidence-based nutrition impact, at scale.

The Strategy prioritises country leadership and focuses on supporting systemic change at the country level. It seeks to capture the ambition of SUN countries and guide the work of all actors at all levels – national and sub-national, regional and global – aligning concerted action behind and responding to national priorities set out by governments in SUN countries. As part of these efforts, the Strategy aims to contribute towards achieving the goals of the 2030 Agenda for Sustainable Development.

There will be an enhanced effort to strengthen partnerships to achieve greater impact on nutrition, through food systems, health systems, social protection systems, actions by the private sector and better collaboration between humanitarian and development actors, and through education, water, sanitation and hygiene (WASH) and climate change adaptation.

Key priorities



Governments of SUN member countries, and all actors who support them at the national, subnational and global levels, are committed to addressing the systemic drivers of malnutrition.

The Strategy puts emphasis on impact on nutrition at the country level and country leadership in addressing all forms of malnutrition. This includes supporting nutrition-specific and nutrition-sensitive actions through strengthened food, health and social protection systems, and with a focus on youth, gender equality and socio-economic equity.

Country leadership and country priorities need to be at the centre of the Movement's work. Countries will determine the institutional system for nutrition coordination that is right for their contexts and provide political and technical leadership for action. The global system needs to gear up and align behind what countries wish to see happen.

Strategic objectives

Summary of SUN 3.0 strategic objectives

Shared vision, principles of engagement, and ways of working

Strategic objective 1: Strengthen and sustain strong policy and advocacy to position nutrition outcomes			
Country coordinator (CC) positioned in strategic and institutionalised government structure to allow maximum leveraging of resources and influence for nutrition action	Create regional peer learning platforms for country stakeholders to promote sharing and dialogue via links to existing regional bodies	SUN Movement Secretariat (SMS), global networks, SUN coordinator (SC) support the CC and country stakeholders to develop and implement priorities. Focus on aligning resources, building country capacities and mobilising financial resources	SMS, SC, global networks support country-level advocacy for nutrition and the country priorities . Lead Group (LG), Executive Committee (ExCom), SC, SMS and global networks undertake advocacy at all levels to promote nutrition action in line with broad country priorities—in their organisations and ecosystems

Strategic objective 2: Develop and align shared country priorities for action						
Accelerated progress towards achieving all SDGs, especially SDG2	More countries make faster progress towards WHA nutrition targets	Accelerated progress in nutrition actions: policy, legislation, finance and coverage , enabled by strengthened policy, legislation and improved resource allocation to nutrition action	Country priorities implemented by country-level stakeholders working together, supported proactively by all SUN stakeholders	Commitments to country priorities agreed by country-level stakeholders (government, donors, UN, civil society, business) and global	Country priorities developed , with outcomes, targets, outputs, inputs and costings	Led by CC, country-level stakeholders (governments, donors, United Nations, civil society, business) join together to develop country priorities

Strategic objective 3: Build and strengthen country capacity with technical assistance and knowledge management				
Monitoring of the development and implementation of country priorities is led and facilitated by the CC, supported by country stakeholders and SMS, leveraging joint annual assessments	Annual reporting on progress against priorities, led by CC, to country stakeholders and ExCom, SC, networks and SMS	Lessons learnt and new knowledge proactively used, exchanged and translated into policies and strategies for advocacy and programming	Mutual accountability: annual 360 –degree light touch performance assessment of all SUN Movement entities implemented	Review of country progress towards WHA, SDG and other targets and SUN added value , shared with CC, networks, SC, ExCom, LG, and SMS

Strategic objective 4: Ensure SUN governance promotes country leadership and government responsibilities, aligns resources and strengthens mutual accountabilities					
Country coordination team Accountable to government and the country coordinator for: <ul style="list-style-type: none"> Leading inclusive development and review of country priorities Lead oversight of execution of country priorities Leveraging financial and political support and knowledge, as well as evidence and technical assistance to support country priorities Ensuring the tracking of progress against priorities 	Global networks Accountable to their members, steering committees, SC and ExCom for: <ul style="list-style-type: none"> Organising work to support country prioritisation via technical assistance, capacity-building, advocacy and knowledge mobilisation Mobilising financial resources and capacities (donors responsible for collectively funding well-defined priorities) 	Secretariat Accountable to Coordinator for: <ul style="list-style-type: none"> Articulating and amplifying the needs of countries to design and implement priorities Improving coordinated advocacy and communications at the global and country level Supporting country processes to deliver country priorities Facilitating support to meet country needs through resources from Movement members Supporting proactive knowledge management 	Executive Committee Accountable to the LG and entire Movement for: <ul style="list-style-type: none"> Providing strategic direction Reviewing and supporting country progress Supporting the performance of the Secretariat and global networks Supporting SC, SMS and network leadership in fundraising for SUN support system Providing fiduciary oversight of SUN infrastructure Managing membership of ExCom and LG 	Coordinator Accountable to United Nations Secretary-General, LG chair, working closely with ExCom for: <ul style="list-style-type: none"> Execution of the SUN strategy at the global level Contributing to setting the strategic direction as an ex officio member Leveraging assets of the LG Leading and supporting fundraising for SMS and networks, with ExCom support 	Lead Group Accountable to the entire Movement for: <ul style="list-style-type: none"> Overall leadership and guidance for all parts of the Movement Nutrition leadership within their respective organisations and at the highest political levels to promote investment in and action for nutrition

Mobilising resources for nutrition



As part of the above, the Strategy sets out financing needs for countries to be able to scale up actions, accompanied by a call for enhancing the efficiency of current spending and for leveraging resources from domestic budgets, donor partners, private investors and innovative sources (i.e., 'more money for nutrition' and 'more nutrition for the money'). It also recommends an explicit focus on technical assistance for mobilising financial resources.

There is an urgent need for the SUN Movement to be able to respond effectively to country demands relating to nutrition, financing, and, to better understand and anticipate the evolving needs, as countries progress. This is especially important, given the ongoing and anticipated impacts of COVID-19, on both domestic and donor funding. Given the fragmentation of the financing architecture and the precariousness of the current moment, the SUN Movement is uniquely positioned to play this role in its third phase.

Opportunities such as the UN Food Systems Summit (FSS) and Nutrition for Growth (N4G) Summit offer an important chance for countries and donors to commit to scaling up nutrition action and resources.



Organisation of the Movement



As described in strategic objective 4, the ambition of the third phase of the SUN Movement (2021-2025) is to ensure that governance of the Movement promotes country leadership and mutual accountability.

Recognising that SUN countries have their own governance structures to which they are accountable and that each SUN Network (civil society, United Nations, donor and business) also has its own governance models, the Strategy details the need for clear accountability mechanisms. These mechanisms will be developed in the operational planning phase and will help clarify the ways in which different parts of Movement will work most effectively together – to achieve common goals.



How to measure success



Countries need strong assessment mechanisms at the national level to track their nutrition outcomes and progress made towards World Health Assembly and SDG targets and other commitments, and to be held accountable to them via mechanisms such as the Global Nutrition Report. The SUN Movement can support countries in assuring data quality, if identified by countries as a priority. The SUN Movement Monitoring, Evaluation, Accountability and Learning (MEAL) database has been established to help global supporters track a wide range of indicators that describe the country context for nutrition action.

An essential component of knowledge work is documenting the value added by the SUN Movement. Overall brokering and management of knowledge on what works, how, and, why is essential. How does membership in the SUN Movement, and a movement approach (country-owned, multi-sectoral and multi-stakeholder collaboration) lead to more action and investment in support of country nutrition priorities?

What success will look like in 2025



The SUN Movement's efforts will be judged a success if all parts of the Movement can demonstrate how its collective efforts clearly contribute to accelerating nutrition outcome improvements – and systemic change – at national and sub-national levels, and to saving lives and increasing resilience in countries, especially those affected by fragility and conflict.

The Strategy and its objectives provide a strategic framework to guide the Movement to achieve these goals, with appropriate course correction as needed throughout operationalisation.

The move to implementation for scaled up nutrition



The Strategy sets out the importance of being country-led and country-driven in operationalisation and implementation in the next phase, as well as building on the multi-sectoral, multi-stakeholder and systems approach. This will require all parts of the Movement to step up to support implementation.

A carefully managed and coordinated process to align SUN Movement structures and activities with the new Strategy is required. As requested by the Lead Group, and, in line with her mandate, this process will be led by the SUN Coordinator working across all parts of the Movement.

To accelerate the process of operationalisation, an informal multi-stakeholder SUN Movement operational group (SUN Ops Group) has been established under the auspices of the SUN Movement Lead Group. The SUN Ops Group will be active between mid-December 2020 and June 2021. It will promote changes in the SUN Movement to deliver the Strategy, by working with colleagues across the Movement.

The Strategy should be seen as a living document that will evolve with the process of operationalisation. A roadmap for operationalising the Strategy will be developed, together with a clear timeline, roles and responsibilities, and, a carefully managed change management process. This roadmap will be continuously reviewed and refreshed throughout 2021 to 2025.

