

Terms of Reference

Change Management and Project Management Support to the informal multi-stakeholder SUN Operationalisation (SUN Ops) Group

Objective

- To provide change management expertise to support the work of the SUN Ops Group – an *informal and time-bound group to promote change in the SUN Movement to deliver SUN 3.0*- with particular emphasis on refreshing governance, accountability and delivery arrangements that support country level leadership.
- To provide project management expertise to help structure and drive the SUN 3.0 Ops Group work, with engagement across the movement and transparent communications, so as deliver recommendations to the Lead Group by end April 2021.

Background

Over the course of 2020, the Scaling Up Nutrition (SUN) Movement has undertaken a major refresh of its strategy, to set the course for the third phase of its operation and delivery, 2020 – 2025. This strategy refresh has built on previous lessons and reviews, notably the 2018 Mid-Term Review and 2019 Strategic Review of SUN as well as the previous decade of experience across the movement. The strategy for this third phase of the SUN movement sets out an ambitious vision for to align global efforts to scale up nutrition efforts behind country leadership. This vision puts SUN countries at the centre of the effort, with four strategic objectives:

- SO 1: **Strengthen and sustain strong policy and advocacy environments at the sub-national, national, regional and global levels to position nutrition outcomes as a key maker and marker of sustainable development.**
- SO 2: **Develop and share country priorities for action.**
- SO 3: **Build and strengthen country capacity to develop, prioritise, finance, implement, and track country actions through strengthened TA and knowledge management.**
- SO 4: **Ensure governance of SUN that promotes country leadership and responsibilities of government, aligns the resources of all movement stakeholders behind country priorities, strengthens mutual accountability between movement stakeholders and to those most at risk of malnutrition, and has robust mechanisms to ensure such promotion, alignment and mutual accountability is realised.**

The strategy puts forward a revised theory of change and a series of illustrative outcomes that could be sought for the SUN Movement. The strategy also proposes that SMART indicators, together with a risk matrix, are developed to enable all stakeholders to have a clear sense of country progress, to understand the effectiveness of their own contributions, to facilitate lesson learning between countries, and to achieve progress towards the SDGs at the global level. These elements should provide the foundation and compass for the roll-out of the SUN Movement Strategy for 2021-2025.

Henrietta Fore, UNICEF Executive Director and Chair of the SUN Lead Group, has confirmed that implementation of SUN 3.0 should now begin, in parallel to this work. Each part of the SUN Movement needs to pivot quickly to **strategy roll-out**, to help ensure its effective implementation.

The SUN Operationalisation Group - or Ops Group – has been established to help advise on and support strategy roll-out. The group will be informal and time-bound: an ***to promote change in the SUN Movement to deliver SUN 3.0, active between mid-December 2020 and September 2021.*** The

core objective of the group would be to work with colleagues across the movement, particularly country based colleagues, to design and move into new ways of working that support the shift to true country ownership of the Movement, helping to accelerate implementation of SUN 3.0. The TORs for the Ops Group were approved by the SUN ExCom in December 2020.

The main deliverables of the SUN Ops Group are:

- A report with detailed recommendations against the tasks as set out in “Scope”, submitted to the Lead Group by **30 April 2021** for discussion and approval.
- A Summary of Implementation, produced by **15 September 2021**, reporting to the Lead Group and ExCom on the implementation of the recommendations.

The purpose of this consultancy support is to bring both external change management expertise and project management support to the work of the Ops Group in relation to these deliverables. This will help ensure:

- The SUN Movement can draw on good change management practice from within and outside the nutrition community, with a particular emphasis on governance and accountability best practice in country-led initiatives or ‘movements’.
- The process of developing recommendations for the SUN Lead Group addresses the questions laid out in the Ops Group TORS in a timely manner and with appropriate engagement across the movement; and
- The report to the Lead Group is produced on time with clear, actionable recommendations.

The Ops Group work has agreed it’s work should be delivered using the following principles:

- Operate under the auspices of the Lead Group
- Consult and agree on the scope and objectives for SG 3.0 with representatives from all parts of the Movement;
- Establish transparent and open ways of working at the outset including regular and open channels of communication for the Ops Group and all SUN colleagues;
- Ensure meaningful opportunities for consultation and engagement with stakeholders across a variety of different platforms (focus groups, surveys, workshops), with particular focus on ensuring a strong country voice;
- Make effective use of evidence and data to support recommendations;
- Any recommendations from Ops Group going to the Lead Group should be clear and actionable recommendations, developed and tested by colleagues across SUN, with a focus on country stakeholders.

The contractor(s) must operate by these principles and in a completely neutral, transparent and objective manner, in order to retain effective engagement and trust from across all stakeholders in the Movement.

[Link to SMS Functional Review Exercise](#)

A linked process, the SUN Movement Functional Review of the SMS, is being undertaken by UNOPS between December and July 2021. It will review current staffing and organisational set up in order to develop a revised organisational structure for the SMS, complete with a comprehensive refresh and revision of staffing, job descriptions, working relations, required skill sets/ competencies, headcount, contract levels and reporting. Both the Ops Group work and the Functional Review of the SMS are needed, but they are different processes operating at different levels. Both processes are important

to the effective implementation of SUN 3.0. Good co-operation and alignment between the two processes, coherence in objectives and aims should be built in from the start.

Scope of work

The components of the work required are as follows:

1. Support the Ops Group to systematically work through operationalisation - as identified in their TORs.

The contractor should support the Ops Group with change management expertise to address the following questions, drawing on external best practice and evidence as appropriate. The aim is to run an inclusive, and transparent engagement process across the Movement, (and externally as appropriate), to embed the principle of country leadership, and tease out how the operational model can best support this. The outcomes of this engagement process will then form the basis of recommendations to the Lead Group. However, the process of consultation, discussion, learning and embedding change across the Movement will ultimately be as important as the final report. Issue areas to be covered are:

a) Governance and Accountability

- **Country level:** What does experience across SUN Countries illustrate in relation to key governance principles for the operation of multi-stakeholder country structures? In what ways can we use MSPs or other mechanisms to strengthen accountability of national governments to meet their nutrition commitments? Mutual accountability between nutrition stakeholders to achieve nutrition objectives? How do we strengthen alignment and contributions of national SUN Networks within the broader governance/accountability frameworks?
- **Global level:** What should a refreshed accountability framework for SUN 3.0 consist of in terms of relationships between the SUN countries, the Lead Group, the ExCom, the SUN Global SUN Global Support System (GSS) and the SUN Movement Coordinator? This workstream should review reporting arrangements, ways of working and decision-making responsibilities.
- **ExCom:** What should ExCom's revised mandate, composition, membership terms and Terms of Reference be, in line with the needs of SUN 3.0?
- **SUN Movement Coordinator, and SMS:** Working in partnership with the Functional Review, what should be the strategic level scope and key objectives of the SUN Movement Co-ordinator and the SMS and how do these fit within a refreshed accountability framework?
- **SUN Global Networks** – What should the Networks' strategic and operational arrangements look like to ensure they are fit for purpose and operating in a harmonized manner together with SMS, but still able to deliver on their individual mandates in SUN 3.0? What measures can be taken/changes are needed to ensure that network-specific reporting does not duplicate other SUN reporting to avoid over-burdening countries with such demands?

b) Delivery

- **Technical Assistance:** What are SUN country technical assistance requirements/needs under SUN 3.0 and how can TA mechanisms be structured to ensure these are effectively fulfilled while building long-term national capacity? How can we better support in-country TA offerings and strengthen south-south and regional TA provision? What other TA mechanisms can be leveraged / where can we find synergies?
- **Funding:** What are the priorities of a SUN Pooled Fund' or broader pooled funding means, and what are the preferred design options for improving existing instrument/s or creating a new one/s, taking into consideration past experiences and the SUN Pooled Fund evidence package?

- **Knowledge Management (KM):** Based on the KM needs of SUN countries and stakeholders, what are the critical KM requirements for the Movement, and what are the preferred design options for an effective KML (knowledge management and learning) system, taking into consideration the outcomes of the recent SUN KML assessment?
- **Monitoring, Evaluation, Accountability and Learning (MEAL):** What should be the process to define results/indicators for evaluating SUN 3.0 success, taking into account the existing MEAL system and the strategy's proposed outcomes in relation to 'what success will look like'?

2. Support project management of the Ops Group

The contractor should support project management of the work of the Ops Group, as tasked by the Group and in partnership with the SMS. Project management tasks might include:

- Design, guide and document engagement/consultation exercises across the breadth of the TORs.
- Management of the SUN Ops Group workplan, with milestones towards the final deliverables, a breakdown of workstreams.
- Working closely with the SMS to schedule, organise and prepare summaries for meetings of the Ops Group
- Development and support of a communications plan, including engagement with Country Focal Points, Networks, ExCom and Lead Group, working in close partnership with the Global Support System.
- A plan for drafting, consulting on and finalising the recommendations report on time for the Lead Group, allowing for adequate time to address any issues/concerns raised by the LG.
- Work closely with the Global Support System (SUN Movement Secretariat and SUN Network Secretariats) ensure all other aspects of project management and support for the Ops Group is provided.

3. Deliverables

In addition to the activities defined in the 'Scope', the contractor will be expected to draw together the work of the Ops Group to:

- develop a report with detailed recommendations against the tasks as set out in "Scope" that can be submitted to the Lead Group by **30 April 2021 for** discussion and approval.
- lead the development of a Summary of Implementation, produced by **15 September 2021**, reporting to the Lead Group and ExCom on the implementation of the recommendations.

Expertise required

We anticipate that this assignment will require input from a team of experts (?):

- **An external change management expert focusing on governance and accountability.**
 - This individual will work to address some of the more challenging issues related to the Movement's ability to ensure mutual accountability of all actors, and its aim to further strengthen its country-led/country-driven character.
 - This will require experience with similar 'Movement' approaches and a mastery of fundamental principles of governance and mutual accountability (in various settings: governmental, grassroots, international NGO, private sector and multi-lateral and spanning across development and emergency contexts).
- A project management expert who will focus on developing and managing the consultation processes required to draw on **existing expertise from across the SUN Movement**, particularly when it comes to addressing the topics included in the 'delivery' workstream such

as a) **technical assistance** b) **resource mobilisation, including options for pooled funding** c.) **knowledge management** and d) **Monitoring, Evaluation, Accountability and Learning (MEAL)**

- Both experts will need to demonstrate success in designing, implementing and synthesising **inclusive and participatory consultation** processes;
- Experience or familiarity with the SUN Movement highly desired, experience with other types of 'Movements' or country-led initiatives is essential
- English is the working language of the Ops Group. However, consultation design and management will require French and Spanish language competencies so additional language skills will be strongly favoured

Timeframe

February– October 2021

FCDO contacts

This assignment will be led by the SUN 3.0 Ops Group, with formal management through Jo Moir at FCDO. A close partnership with the SMS on all logistical and project management aspects of the work will be required.