

SUN 3.0 – From Strategy to Action: rolling out the SUN 3.0 Strategy for 2021 - 2025

Terms of reference for a SUN Operationalisation Group

1. Introduction

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.

2. From vision to action

The SUN 3.0 strategy received provisional approval from the Lead Group, subject to a few further clarifications. ED Fore, Chair of the Lead Group, has confirmed that implementation of the strategy should now begin, in parallel to this work. Each part of the SUN Movement needs to pivot quickly to **strategy roll-out**, to help speed its effective implementation.

As the SUN 3.0 strategy itself suggests, there should be a change process to support strategy roll out. This ToR suggests that a small and flexible group – a SUN Operationalisation Group, or Ops Group – to help advise on and support this transition process. The group will be informal and time-limited: an **informal group to promote change in the SUN Movement to deliver SUN 3.0, active between mid-December 2020 and end June 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.

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This change process is based on the acknowledgement that every SUN country will pursue its own path to achieve their unique priorities. The roll-out process will help identify the ways in which the supporting parts of the SUN Movement – the four networks, the SUN Movement Secretariat (SMS), the Executive Committee (ExCom), the SUN Movement Co-ordinator and the Lead Group (LG) will align behind the countries to achieve our common objectives.

Link to the SMS Functional Review

A linked process, the SUN Movement Functional Review, will also be undertaken in the period from now until July 2021. The **functional review** will focus specifically on the SMS¹; it is expected to 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. The functional review process is led by a Task Team established by the ExCom representatives from the SUN Donor Network (SDN), Civil Society Network (CSN), SUN Business Network (SBN) and SUN country Focal Points.

Both the Ops Group work and the Functional Review of the SMS are needed, but they are different processes. Both processes are important to the effective implementation of SUN 3.0. The Ops Group work may have some useful reflections on the role of the SMS in supporting country teams and in garnering country experience to help direct the future SMS strategy: these should be fed in to the Functional review. The Functional Review necessarily has some hard deadlines to adhere to in 2021, in order to ensure smooth transition of SMS staff contracts. However, with good co-operation and alignment between the two processes, coherence in objectives and aims can be built.

3. Format, principles, consultation

The Ops Group will aim to model best practice for organisational change and open trusted ways of working for SUN 3.0. Key principles could include:

- Operate under the auspices of the Lead Group
- Consult and agree on the scope and objectives for the Ops Group 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 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 colleagues across SUN, with a focus on country stakeholders.

4. Ops Group Composition

All stakeholders in the Movement should be part of the strategy roll-out process. The SUN Lead Group provides the ultimate strategic direction and oversight for the whole SUN Movement. It is therefore proposed that a Lead Group member or a representative of the Lead Group be appointed, under the authority of the Lead Group Chair, to guide the work of the Ops Group. It is proposed other members of the

¹ It was originally envisioned that the functional review would widen its attention to the entire GSS after the SMS review was complete. Specifically, it could review the current set up and ways of working of the four SUN Networks and recommend (not implement) a model for a **unified support system**. It could assess the ways in which roles and responsibilities could be allocated and streamlined to effectively deliver SUN3.0 objectives and which skills and expertise will be needed to deliver on the key functions needed across the GSS. However, further discussion is required to decide whether this is better pursued as part of the 'change process' described below.

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group are drawn from across the movement, including the Executive Committee, the Networks and the SMS, to help give direction to the process, provide specific technical expertise, and to sense check and shape any recommendations. Strong country representation should be central to the composition. The exact membership of the group will be open to representatives from across the Movement- particularly at the country level – that can offer the insight and expertise need to innovate and critically analyse the best options for rolling out the strategy.

As stated above, the Ops Group will engage the ExCom as a vital sounding board for the work and will provide regular updates to the ExCom. The SMS will provide administrative support to the group—ranging from organising meetings, taking notes and delivering quality summaries, drafting key documents if required, and helping to facilitate dialogue with national level stakeholders. Independent consultancy support, with appropriate change management expertise, may be required to support the consultations and help analyse and develop recommendations. Separate TORs for this work will be developed as appropriate.

5. Scope of this transition process

The Sun 3.0 Strategy sets out the key parameters for the next phase of SUN's work, with a clear vision of the shifts that are expected. There are, however, a number of specific questions that it may be helpful to refresh or define in order to move from strategy to action – some of these were raised in the recent Lead Group meeting. These questions fall into two broad categories: governance and accountability, and delivery. Suggested questions under both heading are outlined below. Each workstream should aim to bring SUN 3.0 to life, ensure a relatively seamless transition between SUN 2.0 and SUN 3.0, and also draw on international best practice.

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?
- **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 Support System and the SUN Movement Coordinator? This workstream should review reporting arrangements, ways of working and decision-making responsibilities.
- **ExCom:** What should ExCom's refreshed mandate, composition, membership terms and Terms of Reference be, in line with the needs of SUN 3.0?
- **SUN Movement Co-ordinator, 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?

b) Delivery

- **Technical Assistance:** What is the requirement of SUN 3.0 technical assistance to SUN countries and how can it be best fulfilled?
- **Funding:** What is the requirement for a SUN pooled fund' or broader pooled funding means, and what is the preferred design options for improving existing instrument/s or creating a new one/s ?
- **Knowledge management:** What is the requirement for a knowledge management offer to SUN countries and stakeholders, and what is the preferred design options for an effective KML (knowledge management and learning) system?
- **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'

6. Timing

To function well, the group and the wider SUN Movement will require a Roadmap (including a timeline) of actions to be undertaken to roll-out the strategy. The GSS will provide a draft for discussion and decision-making in the ExCom meeting on 11 December 2020 considering the Lead Group’s guidance on the way forward. Going forward, the GSS could also monitor and report on progress for the roll-out, keeping the whole of the Movement informed and engaged.

The timing of the SUN 3.0 roll-out process is of critical importance. Attention needs to be given to elements of SUN work that can and must continue at pace, and to other areas that need reflection and revision. Meaningful engagement with countries and other stakeholders in the Movement is required on governance issues, for example.

The timeline below proposes that the bulk of consultation and development work takes place from December 2020 to March 2021, allowing enough time for a thorough consultation process, while being able to contribute to and help set direction for the ongoing functional review process. The aim is to have clear recommendations produced for the LG by early April 2021, with time to implement recommended actions before the summer break in 2021.

| Phase of the Change Process | Activities |
|--|---|
| Phase 1: January 2020 – March 2021 <i>“Defining the action”</i> | <ul style="list-style-type: none">- Communications across the Movement to set out leadership, methodology and agree scope, objectives and how members can engage.- Initiate workstreams with leads taking forward specific tasks, being clear what is immediate work and what may take longer.- Develop and test recommendations with consultation across stakeholders- Feed into the Functional Review of the SMS as appropriate- Report to the Lead Group by early April 2021 for consideration/agreement on recommended actions. |
| Phase 2: April – July 2021 <i>“Taking the action”</i> | <ul style="list-style-type: none">- Advise on effective communication and implementation of any new governance arrangements.- Support the ongoing Functional Review process. |

7. Outputs

The Ops Group will aim to provide:

- 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.