

# Review of SUN Country National Nutrition Plans

Based on the revised SUN Checklist 2020 on the criteria and characteristics of 'good' national nutrition plans

In May 2021, 63 countries and four Indian states count themselves as members of the Scaling Up Nutrition (SUN) Movement. One of the goals of the [SUN Movement Strategy and Roadmap for 2016-2020](#) was for all member countries to endorse nutrition plans at the highest level of government (SUN Movement, 2016a). The new [SUN Strategy 3.0, 2021-2025](#) continues to emphasise the objectives to: Strengthen and sustain strong policy and advocacy environments (SO1); and Develop and align shared country priorities for action (SO2); giving particular focus to Strengthening national nutrition plans and common results frameworks to transform them into compelling proposals and resource mobilisation strategies (SUN Movement, 2020).

In 2020, 42 SUN countries reported having a national nutrition plan (NNP), 36 of which had developed action plans to achieve the goals set out in the plan (SUN Movement, 2020). Since then, further countries have joined SUN and prepared NNPs, including Timor-Leste and Ecuador.

Between 2018 and June 2020, the Maximising the Quality of Scaling Up Nutrition Plus (MQSUN+) project<sup>1</sup> conducted two rounds of systematic review of a sample of 26 SUN country NNPs in collaboration with the SUN Movement Secretariat (SMS). These were based on the [Checklist on the criteria and characteristics of 'good' national nutrition plans \(NNP Checklist\)](#) approved in 2016 (SUN Movement, 2016b). The [reviews](#) sought to identify common strengths and gaps across plans, to inform cross-country learning and define future guidance required by SUN countries. Also, to offer actionable recommendations for each country to inform next steps in their plan development or implementation, or to improve future planning. Following their two rounds of reviews, MQSUN+ proposed light updates to the NNP Checklist to clarify and modify some characteristics based on the review experience, and to better integrate gender and equity aspects. The SMS revised the NNP Checklist towards the end of 2020 and it is now awaiting publication as an update to the original NNP Checklist.

In 2021, the SMS requested the [Technical Assistance to Strengthening Capabilities](#) (TASC) project to review a further set of 13 NNPs, using the revised NNP Checklist. This review had two main objectives:

1. Provision of advice to countries on where their existing or future NNPs might be strengthened
2. SMS monitoring of the number of good quality NNPs that have been developed under SUN

This report provides a summary of the 2021 review. Individual briefs have also been developed for each country to present key findings on the five main checklist areas and corresponding recommendations (examples of recommendations are provided in Annex 2). The individual briefs provide tailored feedback for use at country level. They were complemented by debriefing discussions offered to the SUN Focal Point of each country, to enable elaboration of any of the recommendations and to ensure they were useful for the country. It also responds to the SUN 3.0 approach to ensure primacy for technical assistance is given to country needs.

<sup>1</sup> <https://mqsunplus.path.org> MQSUN+ was a consortium of five expert nutrition organisations, funded by the UK's FCDO (then DFID) to support the SUN Movement and FCDO through nutrition technical assistance.

# Overview of the NNP Checklist

The original NNP Checklist was developed and launched in 2016 through a consultative process between the United Nations (UN) Network for SUN (now UN Nutrition) and the SMS, together with a group of experts. The NNP Checklist is a tool to offer guidance for developing multisectoral nutrition plans and to assist in reviewing existing plans and associated planning documents. It sets out key features of a 'good' NNP, defining the key elements that should be included.

The NNP Checklist was lightly revised in 2021 by MQSUN+ and SMS, largely to improve the integration of gender considerations and equity indicators. This review has used the revised 2021 version of the NNP Checklist to assess plans.

The NNP Checklist was developed to be aspirational in nature. Therefore, it is an important caveat that, depending on each country's own context and policy framework, some aspects may not be feasible for inclusion in a country's main nutrition planning document at the time of publication. This is particularly true where these aspects are documented elsewhere, such as in policy documents, or intended to be detailed in supplementary planning documents (such as advocacy and communication plans, monitoring and evaluation plans, capacity development plans and/or sub-national plans). In addition, there is significant variation between countries in the availability of up-to-date, reliable nutritional survey data and information on the current, immediate and underlying causes of malnutrition, as well as in capacity to conclusively map and monitor ongoing interventions<sup>2</sup>. However, the NNP Checklist provides a helpful, comprehensive framework to support multisectoral planning and to review existing SUN country plans to assess strengths and gaps.

The NNP Checklist is organised into five areas, each of which are further subdivided into between two and seven criteria which list several discrete aspects of a comprehensive and detailed NNP, as illustrated in Figure 1 below.



Figure 1. Areas and corresponding criteria of the updated NNP Checklist<sup>3</sup>.

2 See, for example: <https://www.who.int/initiatives/strengthening-national-nutrition-information-systems-%28ec-nis-project%29>; Scaling Up Nutrition in Practice 2. Information Systems for Nutrition. April 2014. <https://www.who.int/initiatives/strengthening-national-nutrition-information-systems-%28ec-nis-project%29>

3 This figure presents a summary of the revised 2021 NNP Checklist. For further detail on the individual characteristics defined for each Criterion, refer to the full Checklist.

## Review methodology

Following positive outcomes in terms of the usefulness of the previous NNP reviews, more SUN countries indicated their interest in a review of their plans. In December 2020/January 2021, SMS therefore invited SUN countries that had not already had their plans reviewed in previous phases, to submit their NNPs for review. In total, 13 plans were shared and included as part of this review<sup>4</sup>.

This review followed the same methodology as that of reviews previously conducted by MQSUN+, only including the main country plan document. Reviews of related documents – such as food security and nutrition policies, separate NNP costing documents, annual operational plans, monitoring and evaluation (M&E) frameworks, and advocacy strategies – were not included unless specifically shared as an annex or complementary document to the main plan.

As the NNP Checklist criteria are comprehensive and applicable to the full range of planning documents that might be associated with an NNP, this report focuses on “basic characteristics”, as defined by MQSUN+. These comprise a subset of questions from the NNP Checklist that all plans, regardless of country context, should include in the main planning document. Findings according to these basic characteristics, organised by NNP Checklist Area, are summarised in this report. The methodology is detailed in Box 1.



### Box 1. Review methodology tool and process

The TASC team data analyst created a survey tool using Survey Monkey software to lead reviewers through a systematic process of reviewing each plan against the NNP Checklist criteria and sub-criteria. The survey comprised 139 questions in multiple-choice format combined with text boxes to provide supporting evidence and concluding remarks for each criterion. The supporting text complemented the analysis of the results. For each plan, two individuals reviewed the main NNP document. Reviewers worked independently to assess each characteristic. Once both reviewers had completed their reviews, their responses were examined side-by-side. They were reconciled by the two reviewers or by the Team Leader, using the supporting evidence provided by the qualitative information from the text boxes or by referring back to the plan itself, as necessary. The data analyst compiled the full set of 13 reconciled plan reviews and calculated the proportion of plans fulfilling each criterion.

**Limitations:** This review only included analysis of the main NNP document unless supplementary annexes were supplied as part of the main plan, in which case they were also included. The findings therefore indicate how well the NNP Checklist criteria are presented in this key document. In some cases, NNPs noted that supplementary documents, such as an M&E framework, an advocacy plan or a capacity development strategy would be developed subsequently. In other plans, reference was made to the NNP’s specific purpose in implementing a National Nutrition Policy. Some NNP Checklist aspects, therefore, might have been fulfilled in the policy document, in other aspects of the planning process or in upcoming supplementary documentation. Similarly, specific country contexts and the availability of current survey data and information to support situation analyses or selection of actions, could not be explored beyond that which was included in the NNP document itself. This was a restricted desk review exercise, focused almost exclusively on the NNP document. Therefore, the reviewers were not able to assess conclusively whether information omitted from a situation analysis was available in country surveys/nutrition information systems, or whether it was not available to those developing the plan.

## Data processing

The figures presented in the following sections illustrate how many plans met each criterion. For the majority of the criteria, only a ‘yes’ or ‘no’ answer was feasible (a characteristic was present or absent). For a minority of criteria, a response of ‘partially’ was included when a plan might show some elements of inclusion of the criteria, but with inadequate depth to be considered as fully satisfying the criteria. The denominator for each criterion is 13 unless explicitly stated otherwise (coverage of 13 NNPs).

<sup>4</sup> Two additional countries expressed interest, however, their NNPs had either already been reviewed through an alternative process or were not yet ready for review within the timeframe of this project. For the latter, the TASC team reviewed a pre-planning document and provided feedback to the country directly.

## Overview of reviewed national nutrition plans

A total of 13 NNPs were included in the systematic review (Figure 2). Three of the plans were final drafts approaching validation at the time of the review, and the TASC team fast-tracked those plans for review so that recommendations could be considered prior to validation processes. Four plans had reached their end dates, and the reviews were timely for informing the development of the next NNP. The remaining six plans assessed were at mid-term.

### Thirteen national nutrition plans reviewed



Figure 2. Characteristics of SUN country national nutrition plans included in the review.

The following section presents summaries of the reviews according to basic characteristics and other observations of the reviewed plans' performance within each of the 5 NNP Checklist Area. Annex 1 reports the results for all criteria and selected sub-criteria included in the NNP Checklist.

## Key results by Checklist Area

### NNP Checklist Area 1: Situation analysis and policy and programming review

Area 1 of the NNP Checklist assesses plans' description of the country nutrition situation (Criteria 1-3), as well as proposed actions and coordination mechanisms to address the key nutrition issues identified (Criteria 4-6). The majority of plans included all the basic aspects in this Area (Figure 3).

All plans discussed the nutritional status, trends and/or determinants of malnutrition for children under five. All but one discussed (at least briefly) the nutritional status of women of reproductive age, while eight plans mentioned adolescent nutrition. More than half of the plans (7) touched on equity in their situation analysis, however the majority of this related to gender equity, while marginalised groups received very low attention across plans. Only four of the plans included sex-disaggregated data for key child nutrition indicators, and just six discussed sub-national disparities in malnutrition prevalence. More than half the plans (7) specifically included gender equality as a principle or as part of the strategic vision. However, just three followed through by describing how gender considerations would be integrated across plan activities.

While all plans to some degree documented gaps, lessons learned or areas for improvement, three NNPs did not review sectors beyond health and food security. Only two plans included a review of past or current responses to address issues of gender equity or women's empowerment.

All plans detailed actions that were in line with global recommendations, such as the [Sustainable Development Goals \(SDGs\)](#), the [World Health Assembly \(WHA\)](#) targets and the nutrition-specific interventions cited in the Lancet ([Bhutta et al. 2013](#)) and included at least some actions that responded to issues raised in the situational analysis and programming review.

Five plans (just over a third) cited all six WHA nutrition-related targets. The remaining plans each included a selection of these targets: all included a target for stunting; the majority sought to address anaemia in women of reproductive age (or the subset of pregnant women) (11 plans); and to increase the rate of exclusive breastfeeding (ten); nine plans committed to no further increase in childhood overweight; eight to reduce wasting or maintain it below 5%; and seven to reduce low birth weight. Just two plans failed to include Specific, Measurable, Achievable, Relevant and Timebound (SMART) results, despite selecting relevant objectives and goals.

All plans included actions to address bottlenecks in the enabling environment, alongside a mix of nutrition-specific and nutrition-sensitive actions, while half the plans reviewed included innovative or contextually-focused approaches. In general, it was beyond the scope of the review to assess the appropriateness of the balance between nutrition-specific and nutrition-sensitive actions, or of the inclusion of specific interventions. However, it was noted that where a plan was led by the health sector, there was often a greater focus on health-related actions. Nine plans (over two-thirds) included actions incorporating gender dimensions of nutrition, such as interventions to promote women's decision-making or generate income for economically vulnerable women. However, only five of these plans included more than one or two actions, with more deliberate inclusion of a set of approaches to advance gender equality.

## Area 1: Situation analysis and programming review



Figure 3. Number of NNPs fulfilling basic characteristics of the NNP Checklist: Area 1.

In terms of plan implementation, all but one plan described multisectoral governance bodies at the national level, and all but two, at the sub-national level. Three plans outlined accountability mechanisms to ensure transparency, relating to the engagement of communities and/or local stakeholders in contributing to plans, scrutinising plans and/or having a forum for feedback on implementation progress.

Many plans lacked an analysis of potential risks to plan implementation: eight plans presented a risk analysis and just two of those went on to present mitigation strategies. However, nine plans included measures to address nutritional emergencies, with several of these providing detailed consideration of emergency preparedness and response approaches and five presenting actions to link humanitarian relief to recovery and development efforts.

## NNP Checklist Area 2: Stakeholder engagement and high-level political commitment

Area 2 of the NNP Checklist focuses on ensuring the engagement of all stakeholders during the development of the plan (Criterion 7) and sustaining political support for the plan during implementation (Criterion 8). All the plans reviewed provided an explanation of how stakeholders were involved in the plan development through meetings, workshops, providing inputs and review. Only a minority of plans included a brief description within the document complemented by an annexed stakeholder list. Ten plans described how national government stakeholders were engaged, while six also mentioned sub-national government engagement. However, the omission of documented sub-national level engagement does not necessarily mean that the sub-national level was not engaged, as several plans only broadly described the participating stakeholder groups. The same is true for the question of whether gender expertise informed plan development: while four plans specifically mentioned engagement of stakeholder bodies with gender expertise (such as a ministry of women’s affairs), many plans did not detail stakeholders involved. So it is difficult to draw a conclusion around the adequacy of their consultation of gender experts, as well as the engagement of other sector stakeholders and SUN network representatives.

The majority of plans demonstrated high-level political endorsement, often through the inclusion of a preface signed by a high-level government representative (such as a Prime Minister, State Minister or Secretary), as well as sector ministry endorsements. Such endorsement places importance on nutrition, aids accountability and signals to all stakeholders that they are expected to integrate the relevant aspects of the plan into their existing responsibilities. Two plans showed no evidence of high-level endorsement<sup>5</sup> and could benefit from securing this in subsequent NNPs (Figure 4). No plans detailed any mechanism for managing potential conflicts of interest during plan development.

Most plans included actions to advocate for the plan at national and sub-national levels to increase awareness, advance implementation and/or secure funding.

### Area 2: Stakeholder engagement and political commitment

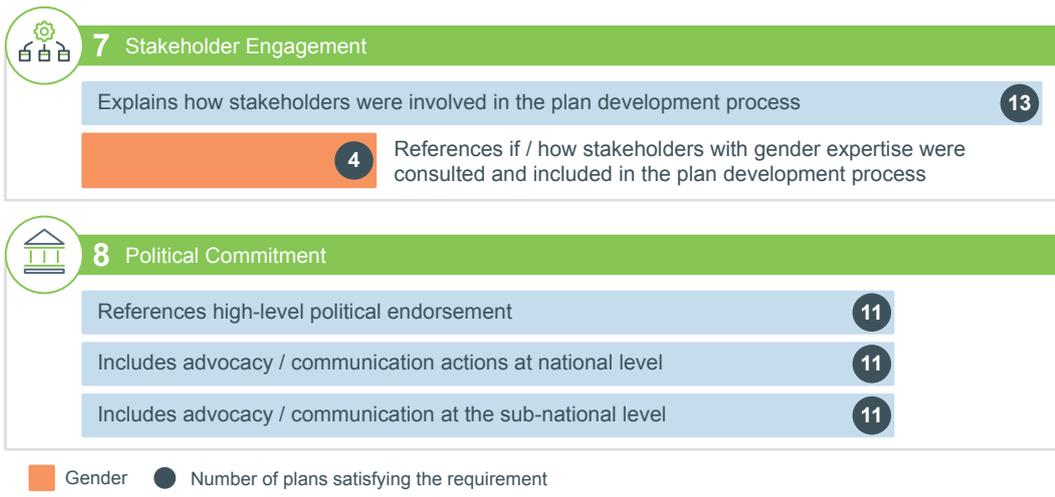


Figure 4. Number of NNPs fulfilling basic aspects of the NNP Checklist: Area 2.

<sup>5</sup> Both of these were already mid-way through implementation, therefore not pre-validated drafts.

### NNP Checklist Area 3: Costs and budgetary framework

This area concerns financial arrangements for implementing the NNP. Overall, only a limited number of plans included financial framework information (Figure 5). Estimated costs for plan implementation were included in seven (just over half) NNPs. However, it is often the case that a plan document is finalised prior to a detailed costing exercise.

Six of the seven costed plans included cost estimates for coordination and governance activities at the national level and five at the sub-national level, alongside costs for nutrition-specific and nutrition-sensitive actions. All seven costed plans included costs for workforce capacity building and information systems to track implementation and expenditure. However, only three of the seven costed plans provided details of the costing methodology, making it difficult for a reader to understand the specific costs included in the figures presented (e.g. staffing, equipment, supplies, training etc.), how these were calculated and any assumptions underpinning them.

Five plans made reference to alignment to sector budgets, suggesting an intention to embed nutrition actions within sector action plans. Details on the actual sectoral allocations and processes to ensure future allocations were not elaborated. A few plans set a target for a share of the government budget to be allocated to nutrition. This is one mechanism to hold actors accountable for their commitments and a strong instrument to support advocacy, tracking and negotiations to ensure that nutrition is highlighted among other governmental priorities.

Only two plans provided an estimate of the current funding gap between the cost of the plan and available financial resources. One of these described the estimated funding gap, although the costs already covered by sector budgets beyond the Ministry of Health were not presented. The other clearly presented a funding gap of less than 7%, suggesting that the plan was designed around secured or already existing funding to ensure that all detailed actions could be implemented as foreseen.

For the majority of plans, no funding gap was presented. It was therefore impossible for a reader to tell, even for the costed ones, which costs were already covered by existing budgets and which activities currently had no funding allocation at all.

Once plans have been developed, resource mobilisation efforts are required. It is often necessary to prioritise interventions, key populations and/or vulnerable groups, if not already adequately detailed in the plan or where funding shortfalls are likely. However, only one plan contained any criteria for prioritising actions in the event of inadequate funding.

Given the high degree of ambition of several NNPs and the significant stakeholder investment in their development, it is important to ensure that a feasible and actionable plan is validated. Ensuring the inclusion of an overview of agreed basic criteria for prioritising actions in the plan in the context of funding shortfalls (potentially priority target areas, groups or actions selected according to agreed vulnerability criteria) is useful to engage financial decision makers as early as possible and to focus advocacy efforts where the need is highest.

Five plans described financial tracking methods, including mechanisms for fund allocation and expenditure, although these were often brief and merited a more detailed financial management plan.

### Area 3: Costs and budgetary framework

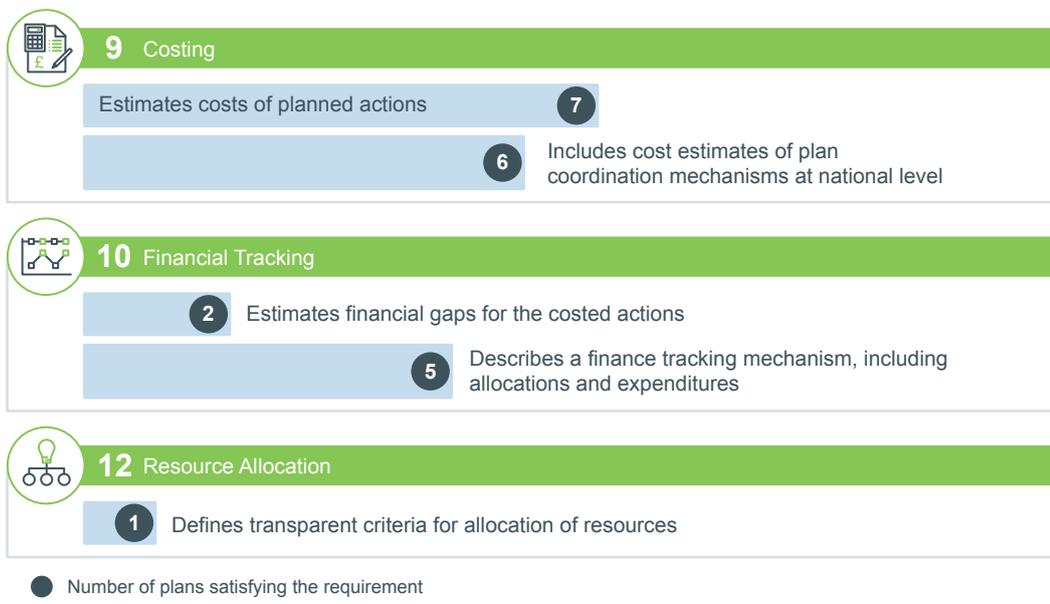


Figure 5. Number of NNPs fulfilling basic aspects of the NNP Checklist: Area 3.

## NNP Checklist Area 4: Implementation and management arrangements

Area 4 concerns implementation mechanisms (Criterion 13) and capacity-building needs of individuals and institutions (Criterion 14) to carry out the plan (Figure 6). Several countries develop separate, detailed operational framework documents to complement an NNP, focused at the higher level of planning. Hence the only aspect considered as basic for this Criterion was the identification of the lead and supporting organisations for each action. Nine plans (over two-thirds) met this criterion. Most of these named responsible government bodies, with supporting UN, civil society organisations (CSOs) or private sector partners named only generically.

Encouragingly, in 11 of the 13 plans, NNP operational frameworks appeared to be based on existing delivery systems and workforce capacity. In ten NNPs, strategic priorities were linked to those of sectoral plans, and links were made to both sub-national plans and those of non-state actors in five of the plans reviewed. Four plans explicitly stated the commitment of stakeholders to jointly target interventions to efficiently use resources.

Almost all plans described capacity building needs or related actions at both institutional and individual level. These comprised some detailed and creative approaches, ranging from specific implementation-focused actions to holistic packages incorporating initiatives such as nutrition diploma courses in academic institutions, for the longer-term strengthening of country nutrition capacity. However, details on institutional training arrangements were not usually included and many plans did not specify whether or not a capacity assessment exercise had been conducted to identify gaps that the plan would work strategically to fill. The specific capacity-related needs of men and women were also not considered by the majority of plans.

### Area 4: Implementation and management arrangements

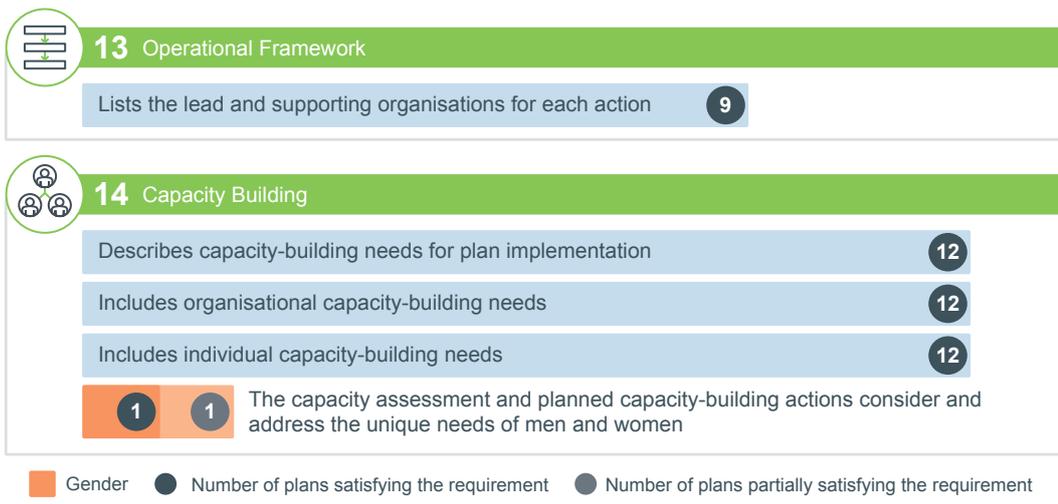


Figure 6. Number of NNPs fulfilling basic aspects of the NNP Checklist: Area 4.

## NNP Checklist Area 5: Monitoring, evaluation, operational research and review

This area of the NNP Checklist includes elements typically found in a monitoring and evaluation (M&E) framework, which is often developed separately, after completion of the NNP. However, an overview presenting basic aspects of the M&E system for the plan (selected in [Figure 7](#)) should ideally be included in the main document.

The majority of plans reviewed included both nutrition-specific and nutrition-sensitive indicators<sup>6</sup> (beyond the nutrition impact targets described in Area 2), as well as enabling environment indicators. Conversely, equity indicators were only mentioned in a small minority of plans. Where they existed, they were often confined to two or three activities within the plan, for example, targeting support to food insecure households. Six plans included gender equality or gender-sensitive indicators, yet only one plan briefly mentioned collection of sex-disaggregated data. The M&E frameworks which accompany several of the plans (not included in this review) might contain more of these details.

Only three plans detailed annual output targets and most plans did not offer timelines for activity implementation. This is a particular constraint in plans of long duration: four plans spanned a ten-year period, which may limit their capacity to increase the pace of progress on nutrition as well as to ensure adaptive management over time. Providing targets for each year of plan operation is an important tool to allow continued tracking of progress and to allow timely indication if results are not on track. However, where NNPs are complemented by implementation or operational plans, this detail may be included subsequently.

Ten plans identified a multisectoral nutrition information platform either already in place, or to be developed, to support data analysis, knowledge management, learning and communication. Five plans provided detail around the flow of information and ten included measures to strengthen routine and survey nutrition information systems. Five plans provided some description of how indicators are integrated into sectoral information and surveillance systems.

Eight plans (almost two-thirds) provided a description of how progress would be reviewed and discussed operational research actions to support achievement of the plan's targets and goals.

Seven plans described actions to communicate data, results and progress to stakeholders and beneficiaries; while six (almost half) described inclusion of feedback loops in the monitoring process to inform adjustments to implementation. Eight plans defined operational research priorities and five of these described a mechanism to identify and prioritise operational research opportunities.

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<sup>6</sup> N.B. One plan had no M&E framework at all and two had very sparse overview descriptions, hence there was no detail on indicators. This is not to say that the plans did not envisage any monitoring of nutrition-specific and nutrition-sensitive activities.

## Area 5: Monitoring and evaluation

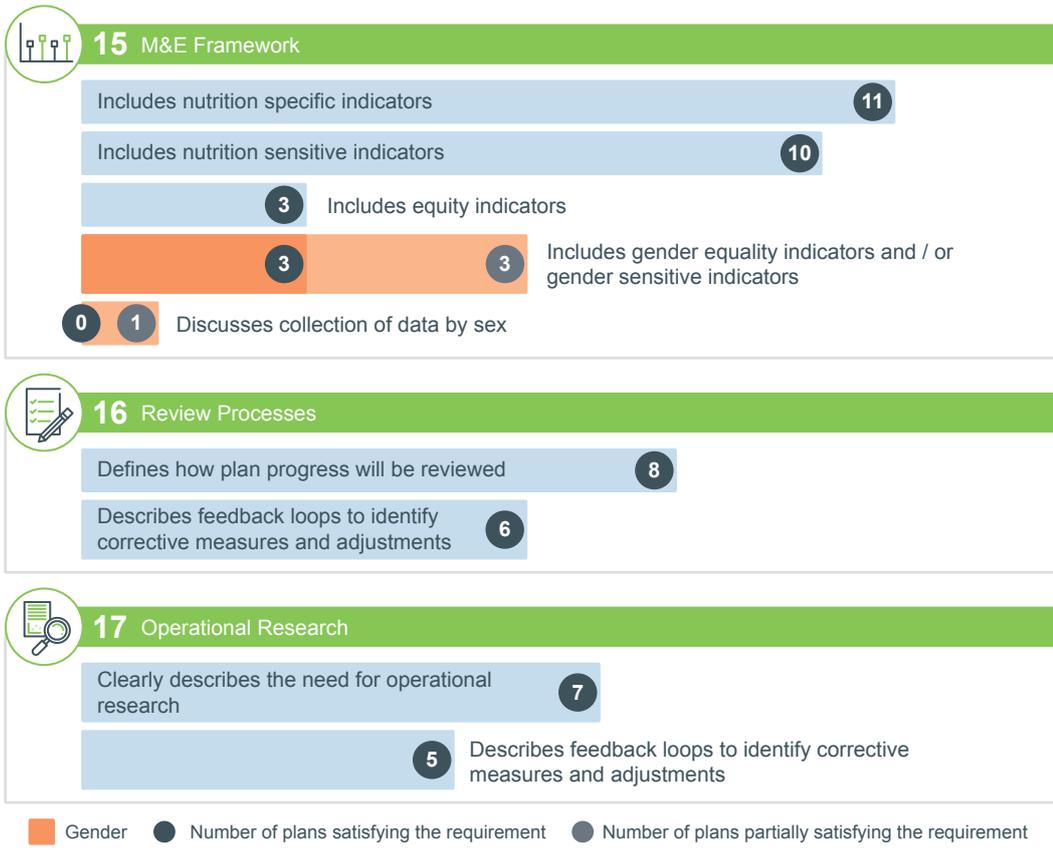


Figure 7. Number of NNPs fulfilling basic aspects of the NNP Checklist: Area 5.

## Discussion of key findings

**Overall, the majority of the reviewed NNPs included core elements of the NNP Checklist that are important to facilitate effective planning and implementation, including:**

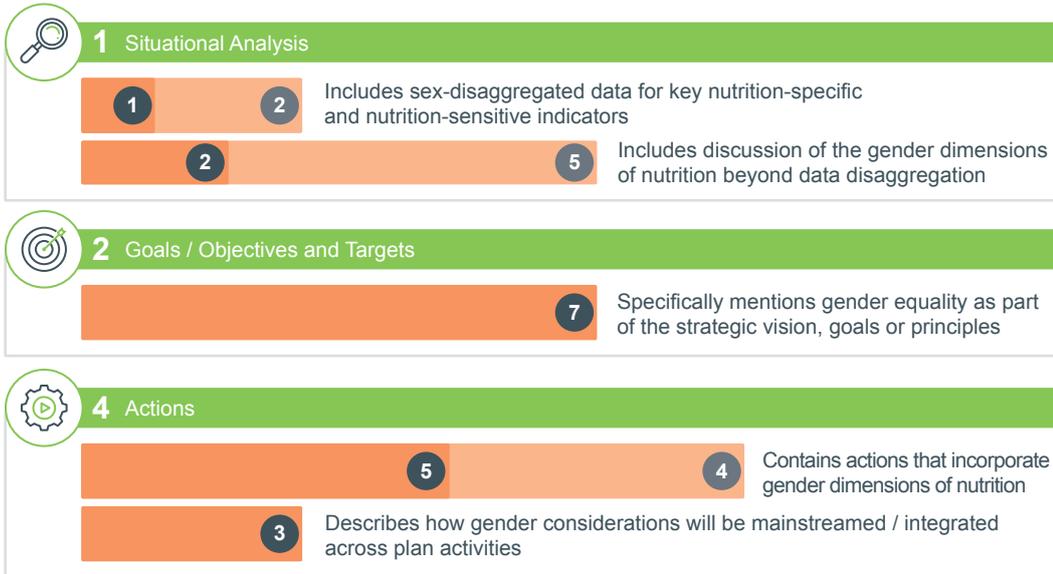
- Information on the nutritional status of children under five and women of reproductive age and on the main determinants of malnutrition.
- A commitment to global frameworks, indicators and recommendations related to reducing malnutrition.
- Definition of a selection of agreed SMART results.
- Actions consistent with global evidence, while responding to identified context-specific issues.
- Multisectoral governance arrangements at both national and sub-national levels to facilitate coordination of planned actions.
- Clear links to other national sectoral and multisectoral strategies and plans, including national development plans in some cases.
- Identification of technical or governance capacity-building needs and/or actions to support effective implementation of the plan.
- Reference to high-level endorsement of the plan and multi-stakeholder engagement in plan development.
- Actions for advocacy and communication at both national and sub-national levels.

**Similarly to the previous MQSUN+ analysis, this review found the following three areas to be less well articulated in the majority of NNPs:**

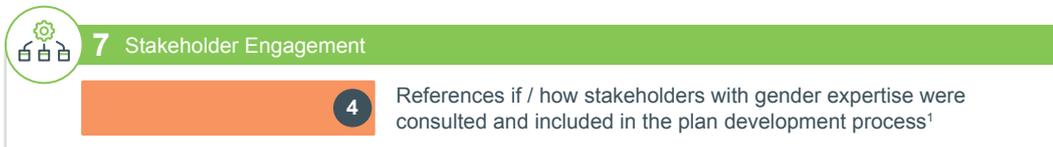
- **Area 3, Costs and budgetary framework**, was minimally documented in most plans. While it is understood that costing, financing arrangements and financial tracking systems are frequently developed following drafting of the NNP document, an early initial analysis of the financial situation to estimate the funding gap against the plan's programmatic priority actions is important to include in the main planning document. This not only assists resource mobilisation planning, but also supports implementers to rationalise activities and set criteria for prioritising actions in the event of funding shortfalls. Just two plans in this review included an assessment of the financial gap. Financing for nutrition features strongly in SUN 3.0 and countries could enhance this aspect of their plans to improve early engagement of their own ministries of finance, as well as donors and other investors.
- **Integration of gender and equity considerations.** The majority of plans documented the importance of gender and women's empowerment on nutrition in their plan's situation analysis and stated principles to at least some extent. A minority made brief mention of other vulnerable or marginalised groups. However, in most cases, the sections on actions and implementation mechanisms did not follow that lead and a lack of detail was presented on gender and equity integration in the plans' priorities, actions, indicators and monitoring approaches. This is illustrated in [Figure 8](#) below in terms of gender. The intergenerational cycle of malnutrition and the importance of preventing maternal malnutrition in addressing child malnutrition is highlighted in the recent Lancet series, while SUN recognises that: "Good nutrition will only happen when women and girls are empowered. Actions that recognise and address gender and social inequalities are empowering and effective ways of tackling malnutrition." (SUN Movement, 2019).
- **Assessing risks to plan implementation and defining corresponding mitigation strategies.** While an impressive nine plans (over two-thirds) included emergency preparedness and response measures, eight described potential risks to the plan implementation but only two of those included mitigation strategies. This element requires strengthening across plans, particularly in light of the COVID-19 pandemic and in the face of restricted funding environments.

In addition, operational research priorities were not included in almost half the plans and the reasons behind this merit further exploration.

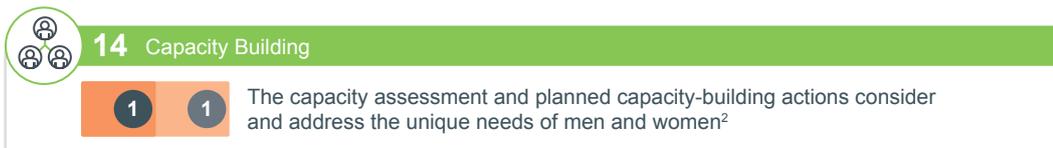
## Area 1: Situation analysis and programming review



## Area 2: Stakeholder engagement and political commitment



## Area 4: Implementation and management arrangements



## Area 5: Monitoring and evaluation



■ Gender ● Number of plans satisfying the requirement ● Number of plans partially satisfying the requirement

**Figure 8. Number of NNPs demonstrating gender sensitivity across NNP Checklist areas.**

<sup>1</sup>All 13 plans described stakeholder engagement within the plan; <sup>2</sup>only 12 plans mentioned any capacity assessment or capacity-building actions within the plan; <sup>3</sup>only 12 plans included any indicators within the plan; <sup>4</sup>only 10 plans described data collection.

Linking financial planning, equity and risk mitigation, SUN 3.0 emphasises alignment around country priorities. Prioritisation or targeting exercises inform implementation plans, advocacy, communication and resource mobilisation strategies that are frequently developed subsequent to NNP development. However, the plan itself can begin putting in place an agreed set of criteria for prioritisation of activities, which stem from knowledge of actions that are already funded through existing sector budgets or funding sources. Priority groups most vulnerable to malnutrition can be articulated in the plan, which will help to achieve targets with greater cost-effectiveness as well as bolster the stated commitments of many plans to address inequities. The necessity of addressing socioeconomic inequities has been further highlighted in the recent Lancet series on Maternal and Child Undernutrition Progress (Victora et al, 2021), given the huge disparities in rates of stunting and other forms of malnutrition between wealth groups in many countries, while inequity was the subject of the [Global Nutrition Report 2020](#) (Development Initiatives, 2020).

## Conclusions and recommendations

The majority of the 'basic' characteristics of the NNP Checklist were fulfilled by the NNPs reviewed, with the exception of Area 3: Costs and budgetary framework, for which aspects were only included in approximately half the plans reviewed.

Many notable strengths were identified across all the plans reviewed. These include strong attention to global frameworks and the evidence base for proposed actions; the majority presenting a good analysis of governance bottlenecks and/or lessons from previous approaches in nutrition; description of the key stakeholder groups and line ministries engaged in the plan so far and to be involved in its implementation; and the mechanism for high-level endorsement. SMART results were articulated in the majority of plans.

Of particular note in this review was the strong integration of planned implementation, coordination and monitoring approaches with sector planning. This was identified in the plans' alignment with sector policies and priorities; use of sector monitoring/surveillance systems and actions to strengthen them; and intentions in several plans to disburse finance through sector systems. These elements all support sustainable, institutionalised systems for implementation of nutrition action.

Over ten years of the SUN Movement, the importance of linking planning and costing has evolved considerably. Yet this aspect requires further attention, as highlighted in the objectives of SUN 3.0 to give greater prominence to strengthening financial frameworks for scaling up nutrition. Even where costs were presented in the plans reviewed, a description of costing methodology was missing. There was insufficient information to fully understand cost ingredients, financing arrangements or sectoral contributions and overlaps or priority gaps (e.g. staffing, costs for capacity building, human resources, equipment). An indication of the overall resource situation and gap was only clearly provided for one plan.

As several plans noted lack of funding as a primary constraint in past nutrition efforts, it would seem pertinent to begin discussions around feasibility of implementation and prospective availability of funding at an early stage. This would ensure realistic, prioritised plans are developed, while still allowing for adequate ambition to address the full remit of nutrition challenges: NNPs are a means through which more awareness, importance and funding for nutrition is leveraged to meet the ambition of the WHA and SDG targets. In that respect, a plan should articulate what needs to be done, how much it costs, what additional funding is required, and advocate for domestic and external funding for its implementation.

Although over half the plans reviewed made strong commitments to gender equity, this was not well followed through in the plans' situation analyses and interpretation of the gender-related determinants of malnutrition, or in the design of actions tailored specifically to address gender inequities. Well-formulated gender-transformative actions in which women, men, girls and boys are engaged in transforming unequal gender relations need to be central for plans to achieve their objectives.

While some elements may be further detailed in operational planning documents, the greater visibility of gender that can be provided in the overarching NNP, the more likely it is to be addressed by the subsequent implementation and workplans.

Beyond the basic characteristics, the 13 plans evaluated varied in their coverage of other areas of the NNP Checklist, as seen in Annex 3, which presents results according to all areas and sub-criteria. However, these results must be interpreted bearing in mind that only the main planning document was reviewed, while in many cases, countries developed (or go on to develop) additional planning documents – such as capacity development and advocacy strategies, financial and M&E frameworks – that include much more detail on aspects omitted or sparsely covered in their NNP. Nevertheless, it is recommended that at least a summary paragraph is dedicated to an overview or outline of these important planning elements in the NNP itself and/or reference made to subsequent supporting documents to be developed, so that a common understanding of the plan is assured amongst all stakeholders involved.

An individual brief summarising plan review findings has been developed for each country. These briefs aim to highlight the strengths of each plan and provide recommendations for improvements or areas for development in the country's next NNP. An overview of key recommendations provided to countries is included in Annex 2. The identification of strengths in the plans could be used to highlight examples of good practices for sharing and to further inform guidance to SUN countries, while the recommendations will hopefully support countries to strengthen their plans going forward.

Countries embarking on plan development can make use of a range of guidance available, such as the NNP Checklist itself and the [MQSUN+ Toolkit on Multisectoral Planning for Nutrition](#) which contains a module on plan development and links to resources and tools.

## Annex 1: Cited resources

Bhutta ZA, DAS JKD, Rizvi AR, et al. Evidence-based interventions for improvement of maternal and child nutrition: what can be done and at what cost? *Lancet*. 2013; 382:452–477.

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Development Initiatives. 2020 Global Nutrition Report: Action on equity to end malnutrition. Bristol, UK. <https://globalnutritionreport.org/reports/2020-global-nutrition-report/>

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MQSUN+ Toolkit on Multisectoral Planning for Nutrition <https://mqsunplus.path.org/multisectoral-nutrition-planning-toolkit/> MQSUN+ 2020

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MQSUN+ Brief June 2020: Review of SUN Country National Nutrition Plans. Based on the SUN Checklist on the criteria and characteristics of ‘good’ national nutrition plans. [https://scalingupnutrition.org/wp-content/uploads/2020/07/90D-MQSUNplu\\_Country-Plan-Review\\_Summary-Report.pdf](https://scalingupnutrition.org/wp-content/uploads/2020/07/90D-MQSUNplu_Country-Plan-Review_Summary-Report.pdf)

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Scaling Up Nutrition (SUN). SUN Strategy 3.0. Geneva, Switzerland: SUN; 2020 [https://scalingupnutrition.org/wp-content/uploads/2021/01/SUN-Strategy-2021-2025\\_ENG\\_web1.pdf](https://scalingupnutrition.org/wp-content/uploads/2021/01/SUN-Strategy-2021-2025_ENG_web1.pdf)

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SUN Movement Secretariat. SUN Movement Strategy and Roadmap 2016–2020. Geneva, Switzerland: SUN; 2016a. Accessed from: [https://scalingupnutrition.org/wp-content/uploads/2016/09/SR\\_20160901\\_ENG\\_web\\_pages.pdf](https://scalingupnutrition.org/wp-content/uploads/2016/09/SR_20160901_ENG_web_pages.pdf)

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Victoria, CG, Christian, P., Vidaletti, LP., Gatica-Domínguez, G., Menon, P., Black, RE., (2021). Revisiting maternal and child undernutrition in low-income and middle-income countries: variable progress towards an unfinished agenda. *Lancet Maternal and Child Undernutrition Progress*. Vol 397, ISSUE 10282, P1388-1399, April 10, 2021. DOI: [https://doi.org/10.1016/S0140-6736\(21\)00394-9](https://doi.org/10.1016/S0140-6736(21)00394-9)

## Annex 3: Results for all NNP aspects

Checklist aspect		% of plans
<b>Criterion 1: The Situation Analysis</b>		
(Criterion 1: No. 1.1) The situation analysis includes nutrition status, trends, and/or determinants of malnutrition for the following population groups:	Adolescents	62%
	Women of reproductive age	92%
	<b>Children &lt;5</b>	100%
	Children 5-10	38%
<b>(Criterion 1: No. 1.1) Information in the situation analysis is disaggregated by the following:</b>	<b>Sex</b>	31%
	Urban / rural	69%
	<b>Sub-national / district</b>	46%
	Ethnicity	15%
	Socioeconomic	54%
	Disability	8%
(Criterion 1: No. 1.1) The situation analysis discusses the risk factors (causes) of malnutrition.		100%
(Criterion 1: No. 1.1) The situation analysis (or other parts of the plan) references the following country contexts:	Political	69%
	Socioeconomic	85%
	Organisational (non-governmental, e.g. UN, civil society)	46%
(Criterion 1: No. 1.2) The situation analysis references or includes an equity analysis of groups whose human rights may be threatened (e.g. marginalised or vulnerable populations).		54%
(Criterion 1: No.1.3) Gender: The situational analysis includes sex-disaggregated data for key nutrition-specific and nutrition-sensitive indicators.		8%
(Criterion 1: No. 1.3) Gender: The situation analysis includes discussion of the gender dimensions of nutrition beyond data disaggregation alone (e.g. gender norms, traditional roles and relations, influence of gender roles on time-burden, decision making, etc., and how these factors may influence nutrition).		15%
<b>Met all basic requirements of criterion 1 (in bold)</b>		<b>15%</b>
<b>Criterion 2: Goals and Objectives</b>		
(Criterion 2: No.1.4) The document includes goals and objectives that are consistent with internationally agreed recommendations (i.e. the Sustainable Development Goals, the Decade of Action on Nutrition (2016-2025), the Zero Hunger Challenge, the Rome Declaration and the Framework for Action on Nutrition).		100%
<b>(Criterion 2: No. 1.4) Nutrition targets contribute towards the following World Health Assembly nutrition targets and diet-related non-communicable disease targets:</b>	<b>WHA 1: 40% reduction in stunting among children under 5</b>	100%
	<b>WHA 2: 50% reduction in anaemia in women of reproductive age</b>	85%
	<b>WHA 3: 30% reduction in low birth weight</b>	54%
	<b>WHA 4: No increase in childhood overweight</b>	69%
	<b>WHA 5: Increase rate of exclusive breastfeeding in the first 6 months up to at least 50%</b>	77%
	<b>WHA 6: Reduce and maintain childhood wasting to less than 5%</b>	62%
	NCD 4: 30% reduction in mean population intake of salt / sodium.	15%
	NCD 6: 25% reduction in the prevalence of raised blood pressure or contain the prevalence of raised blood pressure	23%
NCD 7: Halt the rise in diabetes and obesity.	54%	
(Criterion 2: No. 1.5) The document includes nutrition targets that are specific to the national context (e.g. reduction of child VAD, reduction of under-nutrition among PLWHA)		77%

## Annex 2: Examples of key recommendations provided to countries following the NNP review

### Area 1

Ensure a comprehensive situation analysis that examines context-specific underlying causes of malnutrition and disaggregates data by sex, socioeconomic status, sub-national disparities and other vulnerability criteria as appropriate.

Include an analysis of lessons learned across sectors from previous nutrition-related programming as well as information on ongoing nutrition activities in the country. Describe any challenges or gaps in implementing the multisectoral approach and how this plan will seek to address those.

Include a clear theory of change or results framework to illustrate to all stakeholders how the various activities across sectors contribute to shared objectives and overall plan goals.

An analysis of potential risks to plan achievements, including mitigation measures, should be incorporated. Risk analysis might include risks in the operational environment, but also risks in the face of sanitary and meteorological hazards and the impact of climate change in areas prone to food insecurity.

### Area 2

Attaching in annex a list of stakeholder organisations that have been engaged in plan development is useful to illustrate broad consultation as well as to hold stakeholders accountable for implementation.

Future plan elaboration could build on the description of existing structures and proposed intra-sectoral arrangements that foster the integration of the nutrition actions into sectoral work plans.

### Area 3

Include an analysis of nutrition financing priorities or describe the process for determining spending priorities. In addition, include a presentation of funding sources, intended funding arrangements and an analysis of the existing gaps.

Provide an overview of resource allocation, deployment and financial tracking methods for funds allocated for nutrition to different sectoral budget holders. Ensure that the criteria for the allocation of resources are defined, as well as assurance mechanisms for the tracking of funds.

It is important to present the entire costs of reaching the intended scale and coverage of the full plan. This should include an estimate of funding already secured for ongoing or future actions across all sectors and a calculation of the funding gap to reach the full budget to implement the plan in its entirety. Funding sources and timelines are needed to prioritise actions, to formulate advocacy messages to encourage investors to focus on the greatest needs, and to allow tracking of resource allocation and utilisation.

### Area 4

Presentation of a joint targeting approach and criteria would provide an opportunity to package services and to ensure convergence and a more consistent focus on the most vulnerable population groups and most cost-effective interventions. This would help to optimise prioritisation. Stated interim or annual milestones would help to review progress.

The plan should describe how it will proactively engage sub-national actors, ensure their full involvement and consultation and elaborate details of the sub-national level arrangements to coordinate and manage implementation of the plan.

A capacity needs assessment should be completed to enable the inclusion of more specific capacity-strengthening actions in terms of human resources, institutional capacity and information systems.

### Area 5

The M&E system and integrated nutrition information system need to be put in place as soon as possible. They should include a clear definition of the responsibilities for ethical data collection and management of the information, including analysis, quality assurance, learning and detail on how the information will be communicated.

The M&E plan could be improved by presenting clear timelines for the different levels of indicators and demonstrating the linkages between activities, outputs and higher-level targets by presenting a theory of change or expected pathways through which the actions would contribute to the common goal of reducing malnutrition. A joint results framework would support the establishment of a joint M&E approach as a basis for mutual learning.

Gender-sensitive indicators could be better elaborated, alongside a commitment to collect and analyse sex-disaggregated data as far as possible.

The new plan should present clear timelines for the different levels of indicators and targets. It should also demonstrate the linkages between activities, outputs, higher-level objectives and goal level targets.

### Gender

Improvements might include sex-disaggregated data and targets in each sector; specific actions and resources towards women's economic leadership; nutrition-specific objectives towards women and girls beyond their reproductive role; and clear benchmarks for tracking progress for women in the monitoring and accountability frameworks.

A thorough gender analysis will support more gender-sensitive activities in the specific sectoral plans, in the governance and multi-sectoral engagement and in the advocacy and communication engagement.

## Checklist aspect

% of plans

(Criterion 2: No. 1.5) The expected results included in this document fulfil the following SMART criteria:	<b>Specific: are easy to understand the specific measure (e.g. not "reduction of malnutrition" or "improve coordination")</b>	85%
	<b>Measurable: can be quantified and state the quantities, or objectively assessed</b>	85%
	<b>Relevant: are relevant to nutrition</b>	100%
	<b>Time-bound: include figures and dates for baseline and end line</b>	85%
(Criterion 2: No.1.6) The plan is in line with the equity analysis.		62%
(Criterion 2: No.1.6) Gender: The plan specifically mentions gender equality as part of the strategic vision, goals or principles.		54%
<b>Met all basic requirements of criterion 2 (in bold)</b>		<b>31%</b>
<b>Criterion 3: Sectoral Strategy Analysis</b>		
(Criterion 3: No. 1.7) The document describes past and current nutrition responses for the following sectors (select N/A if no specialised ministry exists in the country) <sup>7</sup> :	<b>Agriculture</b>	62%
	<b>Education</b>	38%
	Food security / livelihoods	54%
	<b>Local development</b>	8%
	<b>Water, sanitation and hygiene (WASH)</b>	54%
	Health	62%
	<b>Social protection</b>	38%
	<b>Gender / women</b>	15%
(Criterion 3: No. 1.7) The document discusses priority gaps, lessons learned, and/or areas for improvement (e.g. nutrition governance, human resource development, other system weaknesses) for the sectors included in the plan.		100%
(Criterion 3: No. 1.8) The document includes analyses of past and current gender related policies and programmes relevant to nutrition and clearly identified priority gaps, lessons learnt and areas for improvement.		23%
<b>Met all basic requirements of criterion 3 (in bold)</b>		<b>77%</b>
<b>Criterion 4: Actions</b>		
(Criterion 4: No. 1.9) The plan contains actions that are:	<b>In line with global evidence or are justified by field evidence</b>	100%
	Selected in response to issues identified in the situation analysis	92%
	Relevant to the gaps described in the policy and programming review	69%
(Criterion 4: No. 1.10) The plan identifies priority actions that address bottlenecks in the enabling environment that impact any of the following: equity, financial / human resource sustainability, planning, and/or enforcement of regulations <sup>8</sup> .	<b>Equity</b>	77%
	<b>Financial resource sustainability</b>	100%
	<b>Planning</b>	85%
	<b>Enforcement of regulations</b>	92%
<b>Human resource sustainability</b>		92%
(Criterion 4: No. 1.11) For each strategic area, the plan describes how the actions will achieve the expected results and impact, OR actions are summarised in a theory of change.		92%
(Criterion 4: No. 1.11) The document identifies innovative approaches to pilot / implement, that have evidence or justification that they may lead to positive nutrition outcomes.		54%
(Criterion 4: No. 1.11) If innovative approaches are proposed, the plan indicates the theory of change pathway believed to impact it.		23%
(Criterion 4: No. 1.12) Gender: The plan contains actions that incorporate gender dimensions of nutrition (e.g. actions that promote women's decision making, girls education, male involvement).		38%

7 Fulfilled basic requirements if at least one sector beyond health and/or food security was discussed

8 Fulfilled basic requirement if actions addressed at least two kinds of bottlenecks

*Bold: Basic requirement; Orange: Gender-sensitive aspects of the NNP checklist*

## Checklist aspect

% of plans

(Criterion 4: No. 1.12) Gender: The plan describe how gender considerations will be mainstreamed / integrated across plan activities (e.g. looking at gender across activities and considering the gender implications and how to address them; how equitable participation of men, women, boys and girls will be promoted / ensured; address harmful gender norms; how activities will be adjusted to respond to inequities).		23%
<b>Met all basic requirements of criterion 4 (in bold)</b>		<b>100%</b>
<b>Criterion 5: Risk Mitigation and Emergency Response</b>		
(Criterion 5: No. 1.13) The plan identifies the following risks that may negatively impact the implementation of the plan:	<b>Emergencies</b>	62%
	Socioeconomic risks	15%
	Programmatic risks	23%
	Political risks	15%
(Criterion 5: No. 1.14) The document clearly describes mitigation approaches (NOT related to food emergencies / crises) to address risks to implementation of the plan's actions.		15%
(Criterion 5, No. 1.15) The document includes approaches and actions to address emergency needs caused by climate-driven natural disasters, disease outbreaks, and/or socioeconomic shocks.		69%
(Criterion 5: No. 1.16) The document includes approaches and actions to link humanitarian relief to recovery and development efforts.		38%
<b>Met all basic requirements of criterion 5 (in bold)</b>		<b>15%</b>
<b>Criterion 6: Governance Mechanisms</b>		
(Criterion 6: No 1.17) The document clearly describes multisectoral and multi-stakeholder governance arrangements at:	<b>National level</b>	92%
	<b>Sub-national level</b>	85%
(Criterion 6: No. 1.18) The plan refers to existing national policies when discussing its governance, accountability, oversight, enforcement, and reporting mechanisms.		85%
(Criterion 6: No. 1.18) The document outlines existing accountability mechanisms for rights holders / their representatives, such as claiming nutrition-related rights, reporting on violation of their rights, and filing complaints where implementation is lacking.	Claim nutrition-related right	23%
	Report on violations of their rights	15%
	File complains about cases where implementation is lacking	38%
(Criterion 6: No.1.19) The plan identifies a responsible stakeholder or agency for oversight of policy and procedures for managing conflicts of interest (CoI).		15%
(Criterion 6: No.1.19) The document links a CoI institutional framework with other oversight mechanisms.		0%
<b>Met all basic requirements of criterion 6 (in bold)</b>		<b>85%</b>
<b>Criterion 7: Stakeholder Engagement</b>		
(Criterion 7: No. 2.1) Explains how stakeholders were involved in the plan development process.		100%
(Criterion 7: No. 2.1) The plan describes how government stakeholders provided input into plan development systematically at:	<b>National level</b>	77%
	<b>Sub-national level</b>	46%
(Criterion 7: No 2.2) Gender: The plan references if/how stakeholders with gender expertise were consulted and included in the plan development process (e.g. ministry of women's affairs, women's rights civil society organisations, gender divisions of the United Nations).		31%
(Criterion 7: No. 2.3) The document provides clear references to existing codes of conduct and legal obligations that were used to prevent and manage Conflict of Interest during the development, endorsement and implementation of the plan.		8%
<b>Met all basic requirements of criterion 7 (in bold)</b>		<b>100%</b>
<b>Criterion 8: Political Commitment</b>		
(Criterion 8: No.2.4) The plan references how formal high-level political endorsement (e.g. national assembly) has been achieved or will be pursued.		85%
(Criterion 8: No.2.4) The plan references how the endorsement of the plan by local authorities has been achieved or will be pursued.		46%
(Criterion 8: No.2.5) The document includes a section on advocacy and communication that describes specific plans and activities to engage stakeholders (e.g. mobilisation of champions and parliamentarians) at:	<b>National level</b>	85%
	<b>Sub-national level</b>	85%
(Criterion 8: No.2.5) The document includes a section on advocacy and communication that describes specific activities to promote implementation (e.g. rolled out to sub-national level or how citizens will be engaged) at:	<b>National level</b>	77%
	<b>Sub-national level</b>	69%

## Checklist aspect

% of plans

Met all basic requirements of criterion 8 (in bold)		54%
<b>Criterion 9: Costing</b>		
(Criterion 9: No 3.1) The document contains a clear financial framework for the planned actions that includes:	Description of costing methodology, including assumptions	23%
	Reference to alignment to sectoral budget frameworks	38%
	<b>Cost estimates of planned actions</b>	54%
(Criterion 9: No. 3.1) The cost estimates include:	Staff	15%
	Equipment	15%
	Supply / consumables	15%
	Training costs	31%
	Maintenance / utilities costs	15%
	Supervision costs	23%
<b>Criterion 9: No.3.2) The financial framework includes cost estimates for the following nutrition governance aspects:</b>	<b>Coordination mechanisms at national level</b>	46%
	<b>Coordination mechanisms at sub-national level</b>	38%
	Workforce capacity building	54%
	Information systems to track implementation and expenditure	54%
(Criterion 9: No. 3.3) The financial framework identifies innovative approaches to financing which can be implemented or piloted to attract investment, mobilise resources and ensure a good return on investment.		23%
<b>Met all basic requirements of criterion 9 (in bold)</b>		<b>8%</b>
<b>Criterion 10: Financial Arrangements</b>		
(Criterion 10: No. 3.4) The financial framework estimates baseline financing levels for the planned actions among the following sources:	Domestic (public)	15%
	Domestic (private)	8%
	External	8%
(Criterion 10: No.3.4) The financial framework includes current financial commitments for the time span of the plan for:	Domestic	15%
	External (including lending)	8%
	Considerations on uncertainties and risk	0%
<b>(Criterion 10: No. 3.4) The financial framework includes an estimate of the financial gaps for the costed actions.</b>		15%
(Criterion 10: No. 3.5) In the event of funding uncertainty or gaps, the financial framework includes:	Clear priorities for spending, or a description of the process for determining spending priorities	8%
	Implications in terms of results	8%
<b>Met all basic requirements of criterion 10 (*in bold)</b>		<b>15%</b>
<b>Criterion 11: Financial Tracking</b>		
(Criterion 11: No. 3.6) The plan describes a finance tracking mechanism that includes / will include:	<b>Government budget funding across sectors ("on-budget")</b>	23%
	<b>Off-budget government funding</b>	0%
	<b>Tracking of allocations</b>	31%
	<b>Tracking of expenditures</b>	23%
<b>Met all basic requirements of criterion 11 (*in bold)</b>		<b>38%</b>
<b>Criterion 12: Resource Allocation</b>		
(Criterion 12: No. 3.7) The plan's finance tracking mechanism describes the following assurance mechanisms:	Published independent external or internal audits	0%
	Parliamentary and/or citizens' oversight	0%
	Existing mechanisms for following up audit findings	0%

## Checklist aspect

% of plans

(Criterion 12: No. 3.8) The plan's description of disbursement mechanisms includes:	Modalities for channelling and reporting on external funds (off-budget)	0%
	Disbursement mechanisms in nutrition-relevant sectors	0%
	Ways to ensure timely disbursements, efficient flow of funds, and/or to resolve bottlenecks	0%
	Sub-national fund flow processes and oversight, with insight on efficiency and effectiveness (select "Yes" if no sub-national system)	0%
<b>(Criterion 12: No. 3.8) The plan includes transparent criteria for the allocation of resources (across sectors, programs, levels, and non-state actors) where appropriate.</b>		8%
<b>Met all basic requirements of criterion 12 (in bold)</b>		<b>8%</b>
<b>Criterion 13: Operational Framework</b>		
(Criterion 13: No. 4.1) The plan for the management and implementation of the planned actions includes roles and responsibility of:	Government	85%
	Partner	46%
(Criterion 13: No. 4.1) The operational framework references and is based on existing delivery systems and workforce capacity.		85%
<b>(Criterion 13: No. 4.1) The plan includes a mapping of stakeholders and actions (i.e., for each action, the lead organisation and supporting organisations are listed).</b>		69%
(Criterion 13: No. 4.2) The plan describes how the plan's strategic priorities are related to and linked to:	Sectoral plans from ministries / national programmes	77%
	Sub-national plans	38%
	Plans of non-state actors	38%
(Criterion 13: No. 4.2) The plan describes:	Mutual accountability mechanisms between stakeholder groups (e.g. government departments, CSOs, private sector)	54%
	A clear timeline that provides for the development of specific guidelines and annual operational planning	46%
(Criterion 13: No. 4.3) The plan describes how (arrangements / mechanisms by which) different actors will work together to:	Jointly target interventions to efficiently use resources	31%
	Consult with local actors	31%
<b>Met all basic requirements of criterion 13 (in bold)</b>		<b>69%</b>
<b>Criterion 14: Capacity Building</b>		
<b>(Criterion 14: No. 4.4) The plan describes the following types of capacity needed to implement the planned actions:</b>	<b>Individual</b>	92%
	<b>Organisational / institutional</b>	92%
(Criterion 14: No. 4.4) The plan describes the following types of capacity needed to implement the planned actions:	Review of functional, managerial, and technical capacities within and across relevant sectors	54%
	Review of delivery systems within and across relevant sectors	54%
	Capacity needs assessments, including human resource gaps	54%
(Criterion 14: No. 4.5) The operational framework's plan for capacity building includes: (check "no" for all if no operational plan)	Clearly defined milestones and time frames	38%
	Required resources and funding sources	38%
	Institutional arrangement for the training of new staff	23%
	Institutional arrangement for on-the-job training	31%
	Roles and responsibilities of government	62%
	Roles and responsibilities of national academic institutions, CSOs, companies, and/or other partners	15%

## Checklist aspect

% of plans

(Criterion 14: No. 4.6) The operational framework's plan describes approaches to meet the plan's technical assistance / expertise requirements, including:	Sourcing for in-country or external experts (where appropriate)	15%
	Required resources and funding sources	31%
	Roles and responsibilities of government	62%
	Roles and responsibilities of national academic institutions, CSOs, companies, and/or other partners	23%
(Criterion 14: No.4.7) Gender: The capacity assessment and planned capacity-building actions consider and address the unique needs of men and women (e.g. potential barriers to participation, measures to encourage active participation of both men and women, measures to more broadly integrate gender discussions into capacity-building efforts).		8%
<b>Met all basic requirements of criterion 14 (in bold)</b>		<b>92%</b>
<b>Criterion 15: M&amp;E Framework</b>		
(Criterion 15: No. 5.1) The M&E framework or broader plan includes:	Nutrition impact targets	85%
	Expected results	69%
	Annual output targets for each planned action (e.g. intended coverage / reach)	23%
	Indicators that reflect international agreements (e.g. indicators in the Global Nutrition Monitoring Framework)	77%
(Criterion 15: No. 5.2) The plan includes:	<b>Nutrition-specific indicators inputs, process, output, outcome, and impact</b>	85%
	<b>Nutrition-sensitive indicators: inputs, process, output, outcome, and impact</b>	77%
	Equity indicators	23%
(Criterion 15: No. 5.3) The M&E framework describes a data collection plan and includes:	<b>Data sources and collection methods</b>	77%
	Data gaps and measures to address those gaps	31%
	Information flows	38%
	Measures to strengthen routine and survey nutrition information systems	77%
	Description of how indicators are integrated into sectoral information and surveillance systems	38%
(Criterion 15: No. 5.4) The M&E framework describes a data analysis plan that includes:	Description of the types of data analysis and evaluation to be performed	15%
	Data quality assurance mechanisms to support rigorous data analysis and evaluation	15%
(Criterion 15: No. 5.5) The plan describes a coordination mechanism for M&E activities that includes:	Roles and responsibilities of government	77%
	Roles and responsibilities of partners	46%
	Actions for strengthening M&E capacity	62%
(Criterion 15: No.5.5) The operational framework includes milestones and time frames to finalise setting up of M&E work.		38%
(Criterion 15: No. 5.6) The plan identifies the multisectoral nutrition information platform in place, or to be developed, to support data analysis, knowledge management, learning and communication.		77%
(Criterion 15: No. 5.7) Gender: The plan / M&E framework includes gender equality indicators and/or gender-sensitive indicators (e.g. Gender-equity indicators: to assess power dynamics, gender norms, resource control, employment, household decision-making, women's status, etc.; Gender-sensitive indicators: quantitative measures disaggregated by sex (and other relevant characteristics such as age) to assess differences in outcomes between subgroups).		23%
Criterion 15: No. 5.7) Gender: The M&E plan includes reference to planned collection / disaggregation of relevant data by sex and age, how data gaps will be addressed and analysis of disaggregated data to inform decision making.		0%
<b>Met all basic requirements of criterion 15 (in bold)</b>		<b>69%</b>
<b>Criterion 16: Review processes</b>		
(Criterion 16: No. 5.8) Defines how plan progress will be reviewed.		62%

## Checklist aspect

% of plans

(Criterion 16: No. 5.8) The plan describes a multi-stakeholder review mechanism that includes:	Systematic inputs into assessment of sector or program performance (both operationally and financially) against annual and long-term goals	54%
	<b>Feedback loops to identify corrective measures and financial adjustments</b>	46%
	Participatory mechanisms to include all relevant stakeholders including local authorities and beneficiaries	31%
	Specification on how the review mechanism builds on existing sector reviews	23%
(Criterion 16: No. 5.9) The M&E framework describes the plan to communicate data, results and progress to stakeholders and beneficiaries.		54%
(Criterion 16: No. 5.10) The M&E framework describes a mechanism to monitor the implementation of the Conflict of Interest institutional framework and related processes for mutual accountability.		0%
<b>Met all basic requirements of criterion 16 (in bold)</b>		<b>46%</b>
<b>Criterion 17: Operational Research</b>		
(Criterion 17: No. 5.11) The plan describes operational research priorities, including details on:	Roles and responsibilities of government	46%
	Roles and responsibilities of partners, especially of national academic and research institutions	38%
	<b>Mechanisms for coordination</b>	38%
	Actions for strengthening capacity	38%
(Criterion 17: No. 5.11) The operational framework includes milestones and timeframes to finalise the setting up of operational research work.		23%
(Criterion 17: No. 5.11) The financial framework includes operational research cost estimates.		54%
(Criterion 17: No. 5.12) The M&E framework describes the processes for documenting and disseminating best practices and lessons learned.		38%
<b>Met all basic requirements of criterion 17 (in bold)</b>		<b>38%</b>

## Abbreviations

<b>CoI</b>	Conflict of Interest
<b>COVID-19</b>	Infectious respiratory disease caused by the SARS-CoV-2 coronavirus
<b>CSO</b>	Civil Society Organisation
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MQSUN+</b>	Maximising Quality of Scaling Up Nutrition Plus
<b>NCD</b>	Non-Communicable Disease
<b>NNP</b>	National Nutrition Plan
<b>PLWHA</b>	People living with HIV / AIDS
<b>SDG</b>	Sustainable Development Goal
<b>SMART</b>	Specific, Measurable, Achievable, Relevant and Timebound
<b>SMS</b>	SUN Movement Secretariat
<b>SUN</b>	Scaling Up Nutrition
<b>TASC</b>	Technical Assistance to Strengthen Capabilities
<b>UN</b>	United Nations
<b>VAD</b>	Vitamin A Deficiency
<b>WASH</b>	Water, Sanitation and Hygiene
<b>WHA</b>	World Health Assembly



For more information:

**Web:** <https://dai.com/our-work/projects/worldwide-technical-assistance-to-strengthen-capabilities>

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