

SCALING UP NUTRITION MOVEMENT

# SUN Strategy 3.0

2021-2025



A graphic of several light blue rays emanating from the top left, set against a teal background.

# SUN VISION

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**By 2030, a world free from malnutrition in all its forms.** Led by countries and governments, supported by organisations and individuals – collective action ensures every child, adolescent, mother and family can realise their right to food and nutrition, reach their full potential and shape sustainable and prosperous societies.

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## Abbreviations and acronyms

<b>CC</b>	Country coordinator
<b>CSA</b>	Civil Society Alliance
<b>ExCom</b>	Executive Committee
<b>FCAS</b>	Fragile and conflict-affected states
<b>FCDO</b>	Foreign, Commonwealth & Development Office
<b>GDP</b>	Gross domestic product
<b>GSS</b>	Global Support System
<b>ICE</b>	Independent Comprehensive Evaluation
<b>IDA</b>	International Development Association
<b>IBRD</b>	International Bank for Reconstruction and Development
<b>LG</b>	Lead Group
<b>MEAL</b>	Monitoring, Evaluation, Accountability and Learning
<b>MQSUN</b>	Maximising the Quality of the Scaling Up Nutrition Programme
<b>MSP</b>	Multi-stakeholder platform
<b>N4G</b>	Nutrition for Growth
<b>NGO</b>	Non-governmental organisation
<b>NNFSS</b>	National Nutrition and Food Security Secretariat
<b>NPC</b>	National Planning Commission
<b>OCHA</b>	United Nations Office for the Coordination of Humanitarian Affairs
<b>PF</b>	Pooled Fund
<b>SBN</b>	SUN Business Network
<b>SC</b>	SUN Movement Coordinator
<b>SDGs</b>	Sustainable Development Goals
<b>SMART</b>	Specific, measurable, achievable, relevant and time-bound
<b>SMEs</b>	Small and medium enterprises
<b>SMS</b>	SUN Movement Secretariat
<b>SO</b>	Strategic objectives
<b>SUN</b>	Scaling Up Nutrition
<b>UN</b>	United Nations
<b>UNN-REACH</b>	United Nations Network–Renewed Efforts against Child Hunger and Undernutrition
<b>UNOPS</b>	United Nations Office for Project Services
<b>WASH</b>	Water, sanitation and hygiene
<b>WHA</b>	World Health Assembly

# 01 Executive summary

**The focus:** The Scaling Up Nutrition (SUN) Strategy 2021–2025 (SUN 3.0) prioritises country leadership and focuses on supporting systemic change at the country level. It seeks to capture the ambition of SUN countries and guide the work of all actors at all levels – national and subnational, regional and global – aligning concerted action behind and responding to commonly agreed national priorities set out by governments in SUN countries. As part of these efforts, SUN 3.0 aims to contribute towards achieving the goals of the 2030 Agenda for Sustainable Development.

SUN 3.0 is committed to fundamental, non-negotiable aspects of effective nutrition action, including equity and the principle of leaving no one behind. For its third phase, the SUN Movement will drive forward gender equality and enshrine youth leadership across the Movement. SUN 3.0 will strengthen partnerships to achieve greater impact on nutrition through food systems, health systems, social protection systems, actions by the private sector and humanitarian and development actors, and through education, water, sanitation and hygiene (WASH) and climate change adaptation.

Even before COVID-19, very few countries were on track to meet the World Health Assembly (WHA) and Sustainable Development Goal (SDG) nutrition targets. The pandemic is likely to roll back many years of progress, particularly in low- and middle-income countries, as strategies to reduce virus transmission are disrupting food and health systems and overloading social protection systems, with severe socio-economic impacts. The combined effects of COVID-19 itself,

as well as corresponding mitigation measures, have shown the need for large-scale coordinated action and institutional reform.

Investing in nutrition remains a key element of building human capital and is essential to achieving the SDGs and fostering resilience against future pandemics. The challenges are greatest in conflict-affected and fragile contexts, requiring a stronger link between humanitarian and development efforts to reduce humanitarian needs through inclusive risk-informed development programming. An urgent, coordinated response and scaled up investments from governments, donors, the private sector, United Nations agencies and civil society (international, national and local) are now crucial. The pandemic has made clear that SUN 3.0 is needed now, more than ever, to keep nutrition on the global agenda, protect the most vulnerable, prioritise evidence-informed actions and make the case for investing in nutrition.

SUN 3.0 is designed to lead this call to action across all those working on the SDGs. *This third phase of the Strategy will be judged a success if actors across the Movement can demonstrate that their individual and collective efforts contribute clearly to accelerating nutrition results through systemic change at the national and subnational levels and to saving lives and increasing resilience in countries affected by fragility and conflict (FCAS).* Indicators of success are described further in Section 8.

**Key priorities:** SUN 3.0 emphasises impact on nutrition at the country level and country leadership in addressing all forms

of malnutrition. This includes supporting nutrition-specific and nutrition-sensitive actions through strengthened food, health and social protection systems, and with a focus on gender and economic equity.

The SUN Movement urges all stakeholders to adopt, own and deliver collectively developed strategic objectives as immediate priorities. All parts of the Movement – member governments, the four SUN networks, the SUN Movement Coordinator, the SUN Movement Secretariat, the SUN Movement Executive Committee and the SUN Movement Lead Group – are expected to step up in equal measure and intensify their efforts to accelerate the delivery of nutrition outcomes at scale, and to work together to align and focus those efforts on priorities within countries. Opportunities such as the Nutrition for Growth (N4G) Summit offer an important chance for countries and donors to recommit to scaling up nutrition action and resources.

The SUN 3.0 Strategy sets out four strategic objectives as reflected in the SUN 3.0 strategy framework (theory of change):

- 1) Strengthen and sustain strong policy and advocacy environments at the subnational, national, regional and global levels to position nutrition outcomes as a key maker and marker of sustainable development.
- 2) Develop and align shared country priorities for action.
- 3) Build and strengthen country capacity to develop, prioritise, finance, implement and track country actions through strengthened technical assistance and knowledge management.
- 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, with robust mechanisms to encourage

and ensure such promotion, alignment and mutual accountability is realised. In fragile and conflict-affected states (FCAS), where the government may be unwilling or unable to lead, SUN partners shall work together in collaboration with humanitarian actors and include them in any multi-stakeholder platforms.

Since the outset, the Movement has aspired to achieve an empowered and elevated nutrition coordination position and structure led by government and supported by a multi-stakeholder team in each country. In this Strategy, the term ‘country coordinator’ refers to the responsibility for and function of nutrition coordination in SUN member countries and the institutional arrangements to ensure empowered and adequate support. Countries may decide to adopt this title or to retain the title of focal point. However, for the purposes of this Strategy, the position is generically referred to as country coordinator. SUN 3.0 encourages flexibility for countries in determining the appropriate shape and terminology that these roles and arrangements take in different country contexts.

The Strategy sets out the financing needs for countries to be able to scale up actions, accompanied by a call for enhancing the efficiency of current spending, and emphasising the need to leverage additional resources from domestic budgets, donor partners, private investors and innovative sources (i.e., ‘more money for nutrition’ and ‘more nutrition for the money’).

The Strategy also details the proposed governance approach and the need for clear accountability mechanisms. These will be developed in the operational planning phase, together with revised terms of reference, to support the shift from SUN 2.0 to SUN 3.0 and manage potential conflicts of interest across all duty bearers and stakeholders, including national and subnational governments, global partners, networks (Civil Society, United Nations, Business, Donors and potentially Academia), the Lead Group, the SUN Coordinator, the Executive Committee and the SUN Secretariat.

TABLE 1: Strategic shifts from SUN 2.0 to SUN 3.0

SUN 2.0	SUN 3.0	Commentary
Someone else (e.g., the Secretariat) is SUN	You (and <b>we</b> ) are all SUN	Stronger ownership: everyone steps up to meet SUN 3.0 objectives
<b>Definition of success:</b> “all countries will continuously improve country planning and implementation to end malnutrition; mobilise, advocate and communicate for impact; and strengthen capacity for multi-sectoral and multi-stakeholder collaboration at all levels”	<b>Definition of success:</b> “actors across the Movement demonstrate that their individual and collective efforts contribute clearly to accelerating <b>nutrition results</b> through systemic change at the national and subnational levels and to saving lives and increasing resilience in countries affected by fragility and conflict”	A shift from a focus on advocacy and setting up multi-stakeholder platforms to a <b>focus on nutrition results</b> at national/subnational levels
Intended to be <b>country-led</b>	<b>Country-driven, country-led, country-owned</b>  ‘Walking the talk’ on country leadership	A <b>stronger focus on country leadership</b> is reflected in the proposed new governance arrangements. The composition of the leadership and governance structures more purposefully reflects the spirit of ‘country-owned, country-led’
Individual <b>focal points</b> nominated by national governments were responsible for country-level coordination; however, they did not feel empowered/ supported to play this role	An empowered <b>senior country coordinator and multi-stakeholder platform team</b> with the authority to lead coordination, incentivise integration and align stakeholders, and to facilitate the empowerment of the powerless (voices of malnourished women and children, youth, minority groups, humanitarian actors)	A major departure from SUN 2.0 to <b>empower and support countries to be able to lead, act at scale and accelerate progress</b> . Countries will determine the institutional system that is right for their contexts, supported at the highest levels, and provide political and technical leadership for nutrition
Focus on <b>undernutrition</b> (stunting, wasting, micronutrient deficiencies)	Scope of focus expanded to <b>all forms of malnutrition</b> (stunting, wasting, micronutrient deficiencies, and overweight and obesity)	An emphasis on all forms of malnutrition based on stakeholder consultations and changing epidemiology
<b>Knowledge and technical assistance provided</b>	<b>More strategic knowledge management and technical assistance</b> available to countries <b>on demand</b>	An explicit focus on technical assistance for mobilising financial resources
Progress made in areas such as financial tracking and budget analysis	Focused and proactive approaches to financing nutrition action	A significant shift towards proactively leveraging financing for nutrition, with stronger links between advocacy and financing
SUN Movement <b>governance led by the Lead Group</b> , which had high turnover and met infrequently	<b>Executive Committee</b> steps up to play a stronger governance role	Based on recommendations from the Mid-term Review, Strategic Review and guidance from Lead Group in September 2019
<b>SUN Movement Secretariat capacities tailored to SUN 2.0</b>	<b>Global support system capacity</b> and skill sets upgraded to reflect SUN 3.0 priorities	To be finalised in the operationalisation phase
<b>Strategy process</b> built on the SUN Independent Comprehensive Evaluation through a highly consultative and inclusive process	<b>Strategy developed</b> through a highly consultative and inclusive process	Building on recommendations from the SUN Independent Comprehensive Evaluation, Mid-term Review and Strategic Review and stakeholder consultations

**FIGURE 1: Strategic shifts from SUN 2.0 to SUN 3.0**



**The process:** The Strategy development process has built on SUN 2.0 and recommendations from the Mid-term Review (2018) and the Strategic Review (2019–2020). It has been informed by a wide consultation process among SUN stakeholders and has combined the importance of being consultative,

transparent and inclusive as a Movement with the need for urgency demanded by changing events. Operationalisation of the Strategy will be set out in separate plans, including a change management process, and will reflect the strategic shifts outlined in Table 1.



# 02 Introduction

## A changing external and internal context

### Who is SUN?

'We' are all SUN. Anyone who cares about nutrition and is willing to take effective action, while adhering to SUN principles, is SUN. SUN exists for the communities and people at risk of malnutrition. While governments are responsible for ensuring adequate nutrition for their populations, all SUN stakeholders have an obligation to align behind and support these efforts and ensure accountability to those at risk of malnutrition.

SUN includes every government member of SUN; every individual, business, organisation, or independent humanitarian and development actor that is a member of a SUN network at the country or global level; every member of the Lead Group and the Executive Committee, and the organisations they represent; the SUN Coordinator; and the SUN Movement Secretariat.

SUN is a Movement – not an organisation, development programme or financing mechanism. Its members currently include 62 countries, four states in India, four networks, at least 14 government and philanthropic donors, two development banks, 16 United Nations agencies, more than 3,000 civil society organisations and over 800 small, medium and large businesses.

### Why a new Strategy?

The SUN Movement requires a new Strategy to guide and accelerate progress in its third phase. The Strategy must build on the Movement's progress and achievements over the last decade, respond to the lessons learnt and feedback from the Movement, and adapt to new challenges and changing contexts. By revisioning its future, the SUN Movement can be fit for purpose in a changing world.

Two independent evaluations, together with feedback gathered at the 2019 SUN Global Gathering, inform the priorities and thinking for the next phase of SUN (2021–2025).<sup>1</sup> Annex 1 summarises the approaches and issues identified in SUN external assessments.

Much has been achieved under SUN 2.0. The Movement has facilitated the establishment of institutional homes for nutrition within governments through the creation of multi-stakeholder, multi-sectoral platforms, and through the development of nutrition plans and analyses of national nutrition budgets (see Annex 2). Notable successes in the second phase include:

- 42 SUN countries have a national nutrition plan, 36 of which have developed action plans to achieve the goals set out in their national nutrition plans.

<sup>1</sup> These include the Mid-term review (2017–2018) of the SUN 2.0 Strategy and the Strategic Review (2019–2020).

- 55 SUN countries have an active national multi-stakeholder platform,<sup>2</sup> while 42 SUN countries are working with key actors across sectors at the subnational level (local governments and officials, grassroots organisations, local businesses and development partners).
- 30 SUN countries have a monitoring and evaluation framework, while 50 SUN countries have completed a national budget tracking exercise.
- The Youth Leaders for Nutrition programme was developed, empowering 13 young champions to advocate for nutrition in their countries, including through community and youth training programmes and

keynote addresses at high-level events (e.g., the SUN Global Gathering and the Tokyo International Conference on African Development).

Key findings of the 2018 Mid-term Review and the 2020 Strategic Review are highlighted in Box 1. The findings indicate the need for the SUN Movement to re-orientate to be more country-led, country-driven and action-oriented. The SUN Movement must be rooted in country structures, supported by a global system that is equally country-focused and supporting countries to finance and drive needs-based, context-appropriate and evidence-based nutrition actions at scale.

### Box 1: Highlights from the Mid-term Review and Strategic Review

*"In conclusion, the findings show that the SUN Movement has many strengths, but it has more to do if it is to seriously 'move the needle' on the many issues that its members face in improving nutrition. This requires more attention to the following:*

- *Good practice in delivery of known interventions*
- *Experimenting with and evaluating new approaches*
- *Increasing investment both by SUN member countries and by international partners in nutrition-specific and nutrition-sensitive measures*
- *Improving the alignment and harmonisation of financial and technical resources in support of interventions that are likely to be effective.*

*Mutual accountability, stronger governance that pays greater attention to country impact, engagement of both SUN member countries and of international partners at the level of senior decision makers and improved learning and knowledge sharing all have their part to play in this." (Mid-term Review, 2018)*

*"As SUN's second phase draws to a close, there is a need to reorient the locus of power and decision-making and the focus of the Movement towards SUN member countries."*

*"We urge the Movement to respond with the same innovation and boldness that characterised its inception."*

*"The goal of being country-driven, country-led and country-centred will need to be reflected in how the Movement is structured and operates, not just in what it articulates as its strategic priorities or principles." (Strategic Review, 2020)*

Source: MQSUN+ 2018 and MQSUN+ 2020

<sup>2</sup> Multi-stakeholder platforms in all countries seek to ensure multi-sectoral government engagement by having representation from a range of ministries. Stakeholder groups outside the government are also represented.

## Facing the challenges

The SUN Movement has made important strides in raising the visibility of nutrition within global and national agendas and enhancing the status of nutrition in global health and development priorities, such as the WHA targets, the SDGs and the United Nations Decade of Action on Nutrition.<sup>3</sup> Despite this progress, globally, no country is on track to meet all six of the WHA nutrition targets and only eight countries are on track to meet four of the targets. For stunting, 31 of 76 countries are on track to meet the target; for wasting, 40 of 79 countries are on track; for exclusive breastfeeding, 33 of 71 countries are on track; and no countries are on track to meet the anaemia or overweight targets. These challenges are greater in fragile contexts, particularly in areas of conflict (Development Initiatives, 2020).

The **triple burden of malnutrition**, characterised by the coexistence of undernutrition (stunting and wasting), micronutrient deficiencies, and overweight and obesity, has risen dramatically in recent years. Most countries experience at least two forms of malnutrition (Development Initiatives, 2020). More than 70 per cent of people with overweight and obesity live in low- or middle-income countries, and as economies grow, the burden of obesity shifts to the poor (Shekar and Popkin, 2020).<sup>4</sup> An enabling environment – to make it easier for people to make healthy food choices – is essential. Governments can provide positive incentives to responsible businesses to build affordable and healthy food markets. They can also pass regulations to curb and end irresponsible business nutrition practices, including the production, marketing and promotion of products containing high levels of added sugar, salt and saturated and trans fats (AlphaBeta, 2016).<sup>4</sup>

Action to improve nutrition cannot achieve lasting success without addressing

**gender inequalities and human rights** in access to power, food and health care. Unequal nutrition outcomes within nations are rooted in deeper inequities arising from unjust systems and structures affecting people's daily living conditions. Significant progress has been made in measuring nutrition inequalities, but efforts to address them remain weak (Development Initiatives, 2020). Persistent inequities take considerable effort and time to change; therefore, the role of independent humanitarian action to address the immediate and mid-term nutritional consequences of these inequities is vital. The independence, competencies and experience of national and international humanitarian actors must be protected and included in the SUN Movement approach to combating malnutrition in all its forms.

## Emerging threats and opportunities

Climate change threatens nutrition through the seasonality of infections, cropping patterns and the diminishing micronutrient content of foods. Climate change is increasing our vulnerability to humanitarian crises, with the world's eight worst food crises all linked to both conflict and climate shocks (OCHA, 2020). However, responding to these threats is also an opportunity to form strong alliances with the climate community and look for 'triple-duty actions' that address the syndemic of undernutrition, obesity and climate concerns (Swinburn and others, 2019). Awareness of the importance of food systems is increasing and a United Nations Food Systems Summit planned for 2021 is an opportunity to demonstrate the value of nutrition to other audiences.

The COVID-19 pandemic has interrupted the delivery and scale-up of nutrition interventions, strained food systems and health care, and devastated livelihoods and economies. There is a serious risk that the pandemic could wipe out years of development progress, with profound consequences for nutrition. Moreover,

3 For more information, see the Global Targets 2025 <<https://www.who.int/nutrition/global-target-2025/en/>>, The 17 Goals <<https://sdgs.un.org/goals/>> and UN Decade of Action on Nutrition <<https://www.un.org/nutrition/>>.

4 See also, for example <<https://ncdalliance.org/>>.

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malnutrition may exacerbate the impacts of COVID-19: undernutrition compromises the body's immunity, and emerging evidence suggests that obesity may predispose individuals to the most serious impacts of COVID-19.

The pandemic makes it essential for SUN members to keep nutrition high on global and national agendas to protect the most vulnerable, make health, food and social protection systems work for nutrition, prioritise evidence-informed actions and

make the case for investing in nutrition. More than ever, it is time to work with policymakers and businesses to avert the harsh COVID-related consequences of rising diet-related non-communicable diseases and obesity, and to protect the nutrition of mothers, infants and young children in the first 1,000 days of life (Wellesley and others, 2020). These actions are critical to prevent the pandemic from cascading across generations by compromising human capital.

# 03 SUN 3.0:

## A Strategy to accelerate nutrition action and systemic change, 2021–2025

SUN 3.0 will be country-led and country-driven. SUN has always been country-driven in its aspirations and intent, but has not yet fully achieved this in execution, as articulated by the Mid-term Review and the Strategic Review. Becoming more country-led and country-driven will accelerate progress towards the nutrition outcomes desperately needed to meet the WHA and SDG nutrition targets. SUN 3.0 will focus and align the Movement's energy where it is needed most.

A behavioural shift – from words to action – will need to take place to make this happen. All parts of the Movement will share the vision to support and help realise country leadership and priorities. All organisations and institutions – at the country and global level – will ask themselves (and be asked): are we supporting a given country's current action plan? If not, why? SUN values teamwork without egos, accomplishment without logos, and mutual accountability mechanisms to build trust (see Section 5: 'Governance and operations').

### SUN 3.0 strategic objectives

SUN 3.0 will be more country-led and country-driven by achieving four strategic objectives (SOs).

**SO1: Strengthen and sustain strong policy and advocacy environments** at the subnational, national, regional and global levels to position nutrition outcomes as a key maker and marker of sustainable development. This will increase the likelihood of generating additional resources and political capital to accelerate nutrition improvement.

**SO2: Develop and align shared country priorities for action.** This will help focus, catalyse and align the resources of the entire Movement to deliver a manageable set of actions that advance the nutrition status of all. Country priorities come from and build on existing national nutrition plans, where they exist.

**SO3: Build and strengthen country capacity** to develop, prioritise, finance, implement and track country actions through strengthened technical assistance and knowledge management. Knowledge management and technical assistance will also demonstrate the SUN Movement's value addition, both to nutrition outcomes and to the conditions and actions needed to generate those outcomes.

**SO4: 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, with robust mechanisms to encourage and ensure such promotion, alignment and mutual accountability is realised.** In FCAS, where the government may be unwilling or unable to lead, SUN Movement members shall work together in collaboration with humanitarian actors and include them in any multi-stakeholder platforms.

Figure 2 summarises the SUN 3.0 strategic objectives and is based upon the principle that collective, consistent and evidence-based action by all stakeholders leads to an acceleration in improved nutrition outcomes and systemic change at national and subnational levels. This approach is more effective than fragmented, individual actions. The summary describes the essential requirements for achieving each strategic objective and the roles and responsibilities required of each entity.

Figure 3 presents the strategy framework for SUN 3.0 (theory of change) and the key elements for delivering the SUN 3.0 outcomes and vision.

Box 2 describes the fundamental, non-negotiable basis for effective nutrition action that is vital for success and upon which SUN action is based. Governments of SUN member countries and all actors who support them at the national and global levels must address these systemic drivers of malnutrition.

Key suggestions and ideas for advancing private sector engagement through SUN 3.0 are as follows and elaborated in Annex 3:

- Emphasise the importance of a food systems approach, including food fortification, to increase access to healthy diets; and emphasise the underlying importance of consumer demand and consumer purchasing power to diet quality.
- Support small and medium enterprises to produce and sell more locally or regionally produced nutritious foods and secure their access to markets (Monitor Deloitte, 2019).
- Diversify the approach to the private sector and unlock the potential of retail, logistics, marketing, communications and other non-food sectors (e.g., soap and hygiene product manufacturers) to mobilise resources and improve access to healthy diets.
- Integrate these considerations in the commitments of the SUN Business Network.

5 For more information, see <<https://scalingupnutrition.org/nutrition/gender-equality-empowerment-women-girls/>>

## Box 2: Fundamental basis for effective nutrition action

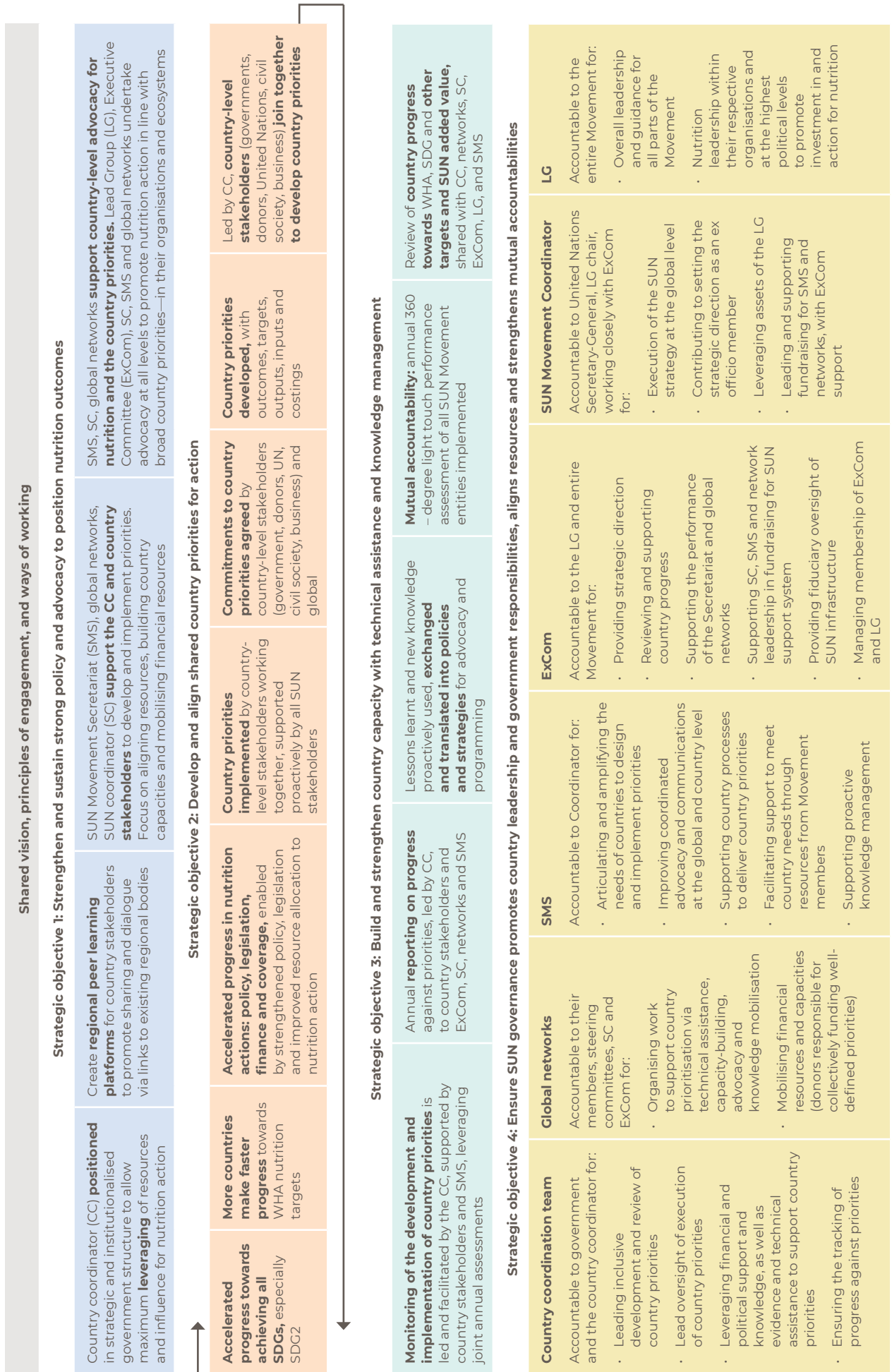
SUN works to strengthen partnerships between all stakeholders to achieve greater impacts on nutrition. The key enabling conditions for effective nutrition action are:

- Food systems that deliver healthy, accessible, affordable and sustainable foods
- Health systems that provide quality nutrition services for all, including in hard-to-reach areas
- Social protection systems that integrate nutrition outcomes, particularly those focusing on the first 1,000 days from conception to age 2 years
- A private sector – including food and non-food businesses (large, medium, small) – that shifts its resource base/core business towards improved nutrition and aligns with global and national norms
- Girls' education, which is crucial to an improved nutrition legacy
- Safe drinking water and sanitation and hygiene services, which support improved nutrition outcomes
- An understanding that improved nutrition leads to gender equality and that improved gender equality leads to improved nutrition
- Placing nutrition at the forefront of tackling the climate crisis on national and international agendas
- Initiatives to end poverty and address structural inequalities that deliver improved nutrition and efforts to address malnutrition that deliver economic and social benefits
- Promoting and protecting independent humanitarian spaces and humanitarian actors to provide impartial needs-based assistance and humanitarian assistance leveraged to deliver nutrition in FCAS and other humanitarian contexts
- Promoting civil society and community-based organisations to ensure that community voices are heard

Key commitments in delivering SUN 3.0 are:

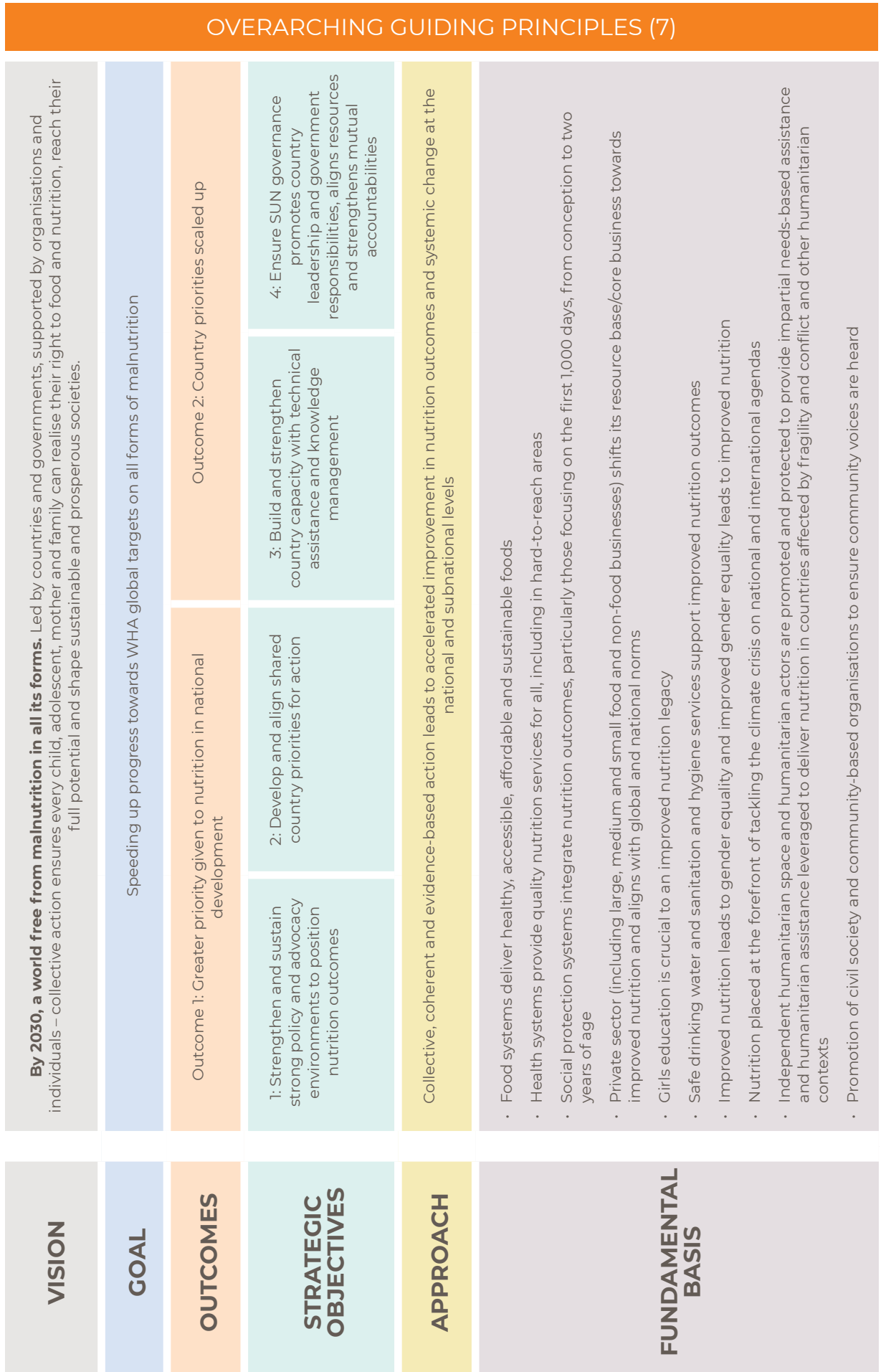
- Driving equity in support of 'leaving no one behind', including responding to the call for action on gender equality, diversity, and women's empowerment so that all SUN Movement actors can re-orient their work, translating gender equality and empowerment commitments into action and results at the country level. Gender equality should be reflected in SUN governance structures at all levels.<sup>5</sup>
- Building on the success of the SUN Civil Society Network Youth Leaders for Nutrition programme by enshrining youth leadership across the Movement and incorporating youth into all SUN governance structures. This will be developed in the operationalisation phase in collaboration with young people, including the Youth Leaders for Nutrition.
- Ensuring the inclusion of humanitarian actors, humanitarian donors and civil society that are required to deliver nutrition assistance impartially and independently to those most in need, in conflict situations and other humanitarian settings.

**FIGURE 2: Summary of SUN 3.0 strategic objectives**





**FIGURE 3: Strategy framework for the third phase (theory of change)**



## Priorities for each of the SUN 3.0 strategic objectives

### SO1: Strengthen and sustain strong policy and advocacy environments

An enabling environment for nutrition places nutrition firmly within global and country development initiatives and plans (see Box 3, 'Sierra Leone' and 'the Philippines'). This (a) reinforces the centrality of nutrition for sustainable development; (b) secures domestic financing for nutrition; (c) ensures strong nutrition policies and legislation are in place on vital issues, such as the International Code of Marketing of Breast-milk Substitutes, maternity protection, the right to food, and mandatory food fortification; and (d) promotes links with broader economic and social policies, such as housing, labour, urban planning, transport, gender, education and social protection, in order to achieve more equitable nutrition outcomes for all. There is an urgent need to develop strategies for embedding nutrition actions into resource allocation decisions relating to COVID-19 responses.

Country leadership for nutrition is nurtured and sustained through the establishment of a strong institutional home for nutrition within the government. In this Strategy, the term 'country coordinator' is used to describe the responsibility for and function of nutrition coordination in countries and the institutional arrangements for that support. Countries may decide to adopt this title or to retain the title of focal point. At the country level, governments should ensure that the country coordinator position and structure are sufficiently elevated and empowered to effectively position nutrition within national development priorities.

The country coordinator and the supporting team have the potential to be key agents of change in SUN 3.0. Ideally, the office of the country coordinator would be located within a high government office (e.g., within Planning, Finance, Coordination, Prime Minister/President's Office) and would be empowered to coordinate across line ministries to reflect the centrality of nutrition for sustainable

development. This will not always be possible, however, and countries will determine the appropriate location based on their specific context. The country coordinator is someone who can mobilise action across government ministries, at the national and subnational levels, and across different stakeholder groups, and would have the required resources to do so. An active web of support would be built up around the country coordinator's office, comprising national, regional and global stakeholders. Ministerial responsibility for the work and support of the country coordinator and any technical staff will be decided within each country context. Parliaments also have a role in helping countries prioritise nutrition in their development agenda, including investments. In 2019, multi-stakeholder nutrition platforms were engaging with parliaments in 45 countries, while 15 SUN member countries had dedicated national parliamentary networks.

The country coordinator function is intended to be a more empowered position. The empowerment derives from the support given to the coordinator from their government and all parts of the Movement and reflects the convening power and resources needed to fulfil the function successfully. SUN partners will align behind country priorities, including through existing multi-stakeholder platforms, and this will be enforced by the SUN governance and accountability mechanisms that support the country coordinator. In contexts with an active nutrition cluster/coordination mechanism, the multi-stakeholder platform should include the cluster in the platform in a fully functional manner. Annex 4 includes the generic terms of reference for the country coordinator to be tailored to each country context.

The country coordinator, with support from country stakeholders across sectors, will converge and align actions at the subnational level, mobilise resources and scale up effective actions. These efforts will draw on evidence and experience, both nationally and from other countries, driven by equity principles. A recent review of subnational collaboration from 14 case studies highlights important lessons, such

as situating leadership of national and subnational multi-stakeholder platforms; creating incentives for collaboration through policy coherence; promoting decentralisation and autonomy for

decision-making; and advocacy, community mobilisation, convergence of services, financing and monitoring and evaluation.<sup>6</sup>

### Box 3: Sierra Leone: Community-level nutrition advocacy to create an enabling environment for nutrition

FOCUS 1000, an NGO, has played a critical role in strengthening the policy and advocacy environment for nutrition in Sierra Leone. The organisation is a SUN pooled fund grant recipient, and works with over 6,000 religious leaders, 10,000 traditional healers, 4,000 market women, 70 media practitioners and 180 community-based organisations, specialising in advocacy and awareness-raising, capacity development, community engagement and evidence-based research.

FOCUS 1000 increases linkages and synergies between community health workers and nutrition service providers from district to community levels, thereby strengthening community-based services. In partnership with the Government, United Nations agencies and the SUN Movement Secretariat, FOCUS 1000 is championing the legislation of a bill to regulate the marketing of breastmilk substitutes in Sierra Leone. FOCUS 1000 has also convened leaders of different faiths to work respectfully together.

Sierra Leone has made improvements in nutrition data quality, with the support of Focus 1000. Between 2017–2018, as part of the CHANGES Consortium (supported by the United Kingdom Foreign, Commonwealth & Development Office (FCDO)) to improve the quality, availability and accessibility of reproductive, maternal, newborn and child health services, FOCUS 1000 supported the Ministry of Health and Sanitation to improve the quality and timeliness of data collection and reporting from health facilities and communities. With this support, the data collection and reporting system transformed from a paper-based to a digital system with significant improvements in both quality and timeliness of submissions.

#### The Philippines: Engaging all levels of government for coordinated nutrition action

The Government of the Philippines, supported by FCDO-funded Nutrition International, formulated the Plan of Action for Nutrition 2017–2022 and ensured its alignment with the new Philippine Development Plan.

Strong engagement took place at the national and subnational level through consultations and focus group discussions, which provided important information for landscape analyses, mobilised less engaged government units, identified potential nutrition champions and facilitated greater understanding of how nutrition outcomes could be integrated into programmes and platforms. This resulted in a set of priority nutrition actions that were used to develop a Common Results Framework. The Government also carried out an exercise in budget assessments and allocations to compare existing commitments and additional resource requirements.

The Plan of Action for Nutrition 2017–2022 has provided a rallying point for nutrition stakeholders at the national level since its launch. Local governments, the Philippine Coalition of Advocates for Nutrition Security, tertiary-level students (through the Philippine Association of Nutrition), and other nutrition actors from the various stakeholder groups have come together to support the Plan's implementation. The Plan has also led to the development and implementation of a Regional Plan of Action for Nutrition 2019–2022.

<sup>6</sup> For more information, see <[https://scalingupnutrition.org/wp-content/uploads/2020/07/From-National-Vision-to-local-implementation\\_ENG.pdf](https://scalingupnutrition.org/wp-content/uploads/2020/07/From-National-Vision-to-local-implementation_ENG.pdf)>.

At the regional level, the Movement will build on existing regional entities to allow governments and networks to coordinate, learn from and engage with each other and encourage the regional entities to raise nutrition as a priority and speak as one voice (e.g., the African Union, the Economic Community of West African States, the South Asian Association for Regional Cooperation, the South African Development Community and SUN Civil Society regional networks). Alignment at regional level across the entire SUN Global Support System (GSS) (see Section 5: ‘Governance and operations’) would also help to ensure coordination and stronger partnerships for improved nutrition outcomes.

At the global level, all components of the GSS will commit to aligning with the government-led country consensus on priorities. Being driven by country priorities also means that global networks and the SUN Secretariat must work together more effectively and efficiently to provide that support. An example of one way to improve the collective functioning of the GSS is through a joint workplan and budget.

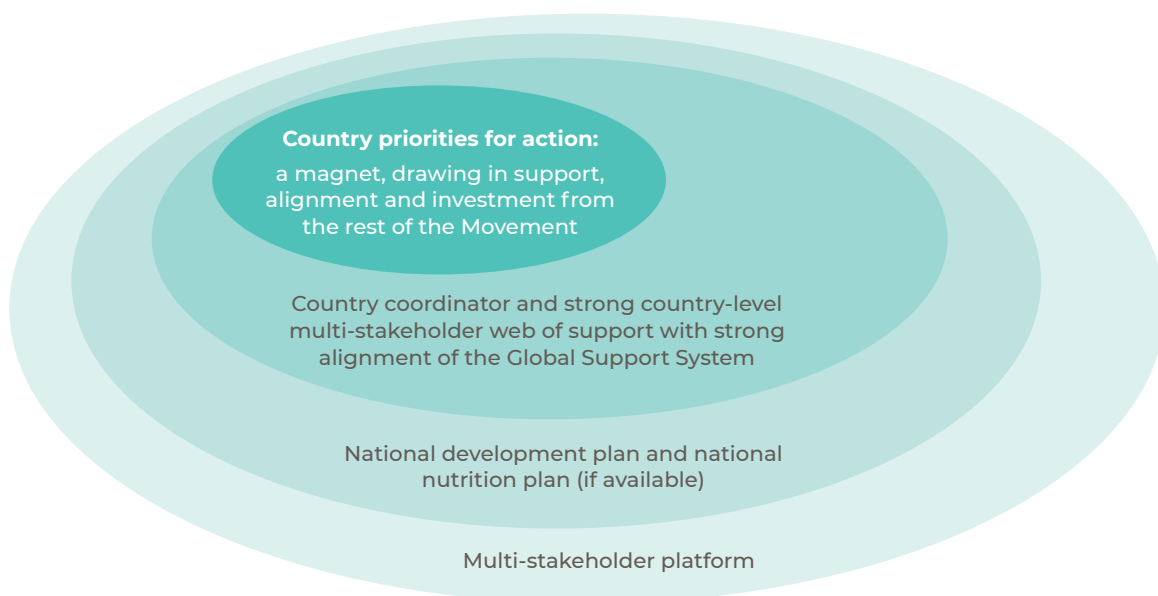
### SO2: Develop and align shared country priorities for action

A successful country prioritisation process will (a) focus action on achieving specific outcomes; (b) incentivise stakeholder alignment within the country and from the GSS; (c) increase the chances of attracting investments of energy, resources and finances from governments, donors, businesses and other investors to a manageable set of evidence-informed actions that systemically change supply and demand in favour of nutrition; and (d) improve accountability within the Movement by reducing ambiguity about country priorities.

The majority of SUN countries have a national nutrition plan – a significant achievement of SUN 2.0 – and are therefore already building on a strong foundation (MQSUN+ 2020). The challenge in SUN 3.0 is to identify the priorities for the next 3–5 years that will advance nutrition in all countries. Figure 4 outlines the relationship between these different entities.

There is no one-size-fits-all approach and no blueprint for specific countries.

FIGURE 4: SUN entity relationships



The common principles for prioritisation are: (a) government is in the lead; (b) each set of country stakeholders will identify its own process for developing feasible priorities for each stakeholder, drawing on support from the global networks and the SUN Movement Secretariat as requested; (c) a wide range of country stakeholders and sectors will be brought into the process, in line with SUN principles; (d) actions from a wide range of sectors and stakeholders will be considered; (e) a focus on evidence and results on the ground, with strong emphasis on equity, including gender equity, displaced and migrant populations and refugees, and FCAS where relevant (see Box 4, ‘Mali’); and (f) the activities of the rest of the Movement outside the country will be closely aligned to support country priorities.

Under the leadership of the country coordinator, each country will be supported to convene, guide and align different government entities, civil society organisations (including indigenous groups and local community organisations), donors, United Nations agencies and businesses at the country level to facilitate a process that leads to a set of prioritised actions.<sup>7</sup> Governments that commit to finance an enhanced proportion of these actions from their national budgets will be more likely to leverage financing from partners and will help motivate other governments to emulate them. If feasible, WHA and SDG targets should be considered by countries in setting their own targets.

#### Box 4: Mali: Aligning country priorities in fragile and conflict-affected states

To overcome challenges and address needs more efficiently and effectively in fragile and conflict-affected countries, humanitarian and development actors need to establish links to deliver shared objectives in fighting malnutrition. During the National Nutrition Forum in June 2019, the Government of Mali committed to increasing its nutrition budget line to fund activities previously covered by humanitarian funding and to ensure coherence between existing nutrition coordination mechanisms.

In this spirit, in October 2020, all nutrition stakeholders validated the new Nutrition Multisectoral Action Plan, which includes both humanitarian and development issues. Members of the Nutrition Cluster and the SUN multi-stakeholder platform and SUN networks met to discuss DHIS2 (District Health Information System) data and share experiences on national prevention campaigns, screening for malnutrition and other nutrition interventions.

SUN networks also develop specific activities with the Nutrition Cluster. For instance, the SUN Civil Society Alliance and the Nutrition Cluster jointly led and participated in a regional workshop in January 2020, organised by Action Against Hunger, in preparation for the N4G Summit. Collaboration was strengthened through the creation of a country roadmap and the establishment of a committee to implement it ahead of the Summit, bringing together all the SUN networks. A Nutrition Inter-Ministerial Committee meeting brought together all the ministerial departments and allowed humanitarian and development actors to discuss the country’s participation, the level of participation and the type of commitments to be made. The SUN Civil Society Alliance and the Nutrition Cluster are discussing the setup of a small working group with the Protection Cluster to work on protection and nutrition issues in conflict areas.

<sup>7</sup> The Multi-Stakeholder Platforms toolkit was created to support this: <<https://msptoolkit.scalingupnutrition.org/>>.

### **SO3: Build and strengthen country capacity to develop, prioritise, finance, implement and track country actions through strengthened technical assistance and knowledge management**

#### ***j) Technical assistance requisition and provision: more country-driven, recognised, streamlined and inclusive***

Country coordinators and the country-level stakeholders who provide a web of support will have capacity development needs. Addressing them will require developing a set of priority actions that the rest of the Movement can align behind and provide tangible support to finance, implement and monitor (see Box 5, ‘Myanmar’). The requisition and provision of technical assistance will be led by the country coordinator, and in-country partners such as United

Nations agencies, civil society, businesses, researchers and donors should be, as is often the case, the first port of call for delivering that technical assistance. When a request for technical assistance cannot be fulfilled by an in-country partner, SUN global networks should find resources to support in-country partners.

On the few occasions when the request for technical assistance cannot be met by either in-country partners or global network partners, the country coordinator with knowledge of other country stakeholders, advises the SUN Movement Secretariat so that it can find global/regional partners or additional resources to support. This ‘last resort’ mechanism can potentially be funded through global nutrition frameworks or a dedicated mechanism, such as the Pooled Fund, which provides funding for catalytic projects to support multi-stakeholder platforms in countries (see

#### **Box 5: Myanmar: Strengthening capacity in support of country priorities**

Incremental capacity building in Myanmar triggered improvements in national policy and coordination for nutrition, including the engagement of four additional government ministries.<sup>8</sup> In support of a new government in 2016, neutral UNN-REACH facilitators<sup>9</sup> helped create a climate of inclusiveness around nutrition, building bridges and stimulating inter-ministerial and inter-network dialogue and collaboration. In 2017, the Nutrition Sector Coordination Group was established, led by the Ministry of Health and Sports.

To help operationalise the Nutrition Sector Coordination Group, Myanmar used analytical ‘nutrition stock-taking’ exercises and United Nations Nutrition Network tools, while strengthening data management capacity and improving multi-sectoral, multi-stakeholder coordination. Additional externally-funded government nutrition positions strengthened the nutrition workforce, enhancing data management. The analytical exercises, spearheaded by the National Nutrition Centre, identified gaps and inequities and were crucial to building trust and promoting data sharing. This led to a new national nutrition plan (the Multi-Sectoral National Plan of Action for Nutrition, 2018–2022), whose first cohort prioritised seven states/regions according to epidemiology and intervention coverage. Nutrition capacity assessments on coordination and governance, one of the three main streams of the national nutrition plan, were undertaken at national level in 2018 and subnational level in 2019.

The experience in Myanmar underscores the long-term process of strengthening nutrition capacity and the need for strong partnerships and a commitment to sustainable development.

<sup>8</sup> The Ministry of Agriculture, Livestock and Irrigation; the Ministry of Social Welfare, Relief and Resettlement; the Ministry of Education; and the Ministry of Planning and Finance.

<sup>9</sup> UNN-REACH (UN Nutrition Network Renewed Efforts Against Child Hunger and Undernutrition) support began in 2015 and remains ongoing in Myanmar. See <<https://www.unnetworkforsun.org/sites/default/files/2020-10/UNN%20Tale%2011-Series%201%20%28Myanmar%20UNN-REACH%29.pdf>>.

Annex 5). The SUN Movement Secretariat will put systems in place to strengthen the coordination and transparency between SUN technical assistance providers and United Nations technical assistance providers. As part of the Strategy operationalisation process, a team will be tasked with establishing how this could be managed and how to strengthen the accountability of technical assistance.

*ii) Monitoring, evaluation, accountability and learning: more focused on supporting the delivery of country priorities*

SUN members – countries, networks, organisations and the individuals who represent them —have a responsibility to (1) learn about what works (as well as why and how) and share know-how about what works; (2) be more accountable to each other and to people at risk of malnutrition; (3) course-correct nutrition promoting actions at the subnational, national, regional and global levels, and; (4) evaluate the value added by SUN. These four functions of SUN knowledge work are

encapsulated in the MEAL programme, for which the SUN Movement Secretariat is primarily responsible, working closely with country coordinators and networks as well as partners on the ground.<sup>10</sup>

**Learning: Brokering and management of knowledge on what works, how and why.** The SUN Movement Secretariat will act as an active knowledge broker to facilitate the flow of relevant new evidence and experience generated from within SUN countries and networks and outside the Movement (e.g., from the scientific community) that (a) makes the case for nutrition as a sustainable development imperative; (b) highlights effective programmes and policies that could be adapted and emulated by other SUN members; and (c) helps countries prioritise actions. The SUN Movement Secretariat also has a key role in facilitating the sharing of relevant learning from one country to other, often via regional and South-South exchange opportunities and platforms (see Box 6, ‘SUN country learning’).

### Box 6: SUN country learning and knowledge-sharing through regional platforms

The SUN Global Gathering provides an opportunity for the Movement to serve as a knowledge broker, fostering learning and knowledge-sharing. During the 2019 Global Gathering, one workshop addressed the theme of ‘Regional partnerships in action: Coming together for improved cooperation and nutrition results,’ and considered the potential role of formal regional platforms in promoting cross-border nutrition agendas.

Participants highlighted the key opportunities presented by these regional platforms. For example, the Economic Community of West African States brings together 15 countries in West Africa, including through a nutrition forum in which SUN focal points and other nutrition experts meet. This is supplemented by a regional civil society platform, led by Action Against Hunger.

Similarly, the Central American Integration System (SICA) is headed by the presidents of eight member states from Central America and focuses on peace and security, within the specific objective of tackling food insecurity and climate change. In South Asia, the South Asian Association for Regional Cooperation brings together eight countries to promote welfare and economic development, with nutrition featuring frequently on the agenda.

Workshop participants concluded that the SUN Movement should continue to strengthen its integration with existing formal regional platforms to contribute to and accelerate regional initiatives that promote good nutrition.

<sup>10</sup> An external review of the MEAL programme is currently in process.

**Accountability: Promoting 360-degree perspectives.** To promote mutual accountability within the Movement, the Secretariat will implement a ‘light touch’ mechanism, such as an online engagement survey, to allow all Movement members to express their views on how well different SUN components are working. Questions may address, for example: how well the Executive Committee is working to support the SUN Coordinator, the Secretariat and networks and leverage the Lead Group for nutrition; how well the country coordinators and their multi-stakeholder teams are facilitating the prioritisation and implementation of action plans; how well the global networks are supporting country priorities; how well donors are coordinating their actions at the country and global levels; how well the SUN Coordinator is doing in listening to the Movement and articulating the needs of nutrition in the wider development and humanitarian landscape; and how well the country coordinators and multi-stakeholder platforms are linking with National Development Plans, global initiatives and other agendas.

**Monitoring progress at the country and institutional/system levels.** Countries need strong assessment mechanisms at the national level to track their nutrition outcomes and progress made towards the WHA and SDG targets and other commitments, and to be held accountable to them via mechanisms such as the Global Nutrition Report. The SUN Movement can support countries in assuring data quality, if identified by countries as a priority. The MEAL database is important for tracking a wide range of indicators that describe the country context for nutrition action.

The actions undertaken by the entire Movement in support of country-specified priorities – and the outcomes they generate – will also need monitoring to allow for course corrections and accountability. Institutional and systemic change within countries needs to be monitored, assessed and shared, on an annual basis, drawing on qualitative and quantitative data. The Joint-Assessment<sup>11</sup> process captures

progress in institutional and systemic shifts for nutrition and helps to assess of capacity building, training and integration needs.

**Evaluation of SUN added value.** An essential component of knowledge work is documenting the value added by SUN. When and where does membership in the SUN Movement and the support it provides lead to more action and investment in support of country priorities? Do actions and investments happen faster, better, at scale and more sustainably, with an acceleration of nutrition status and progress towards all the SDGs they drive? Investors need to see credible estimates of this value-add, as do SUN members and people at risk of malnutrition. Some of this knowledge work will have to be undertaken by external actors for external credibility.

**SO4: Ensure governance of SUN that promotes country leadership and responsibilities of government, aligns the resources of all Movement stakeholders behind country priorities and strengthens mutual accountability**

The implications of this strategic objective for how the SUN Movement operates are described in Section 5. Both the Mid-term Review and the Strategic Review identified the need to strengthen the governance of SUN. Governance relates to roles, responsibilities and accountabilities; the attainment of SO4 is therefore fundamental to the achievement of SOs 1–3. SO1 is focused on strengthening the policy, legislative and advocacy environment at the country level and beyond. Everyone has a role to play and specifying those roles promotes clarity, efficiency and harmony. SO2 is focused on developing a set of priorities that focus energy, stimulate alignment, deliver results and promote accountability. A clear outline of responsibilities is essential to ensuring that collective action yields results. SO3 is focused on building capacity at the country level to achieve the first two strategic objectives. When each part of the Movement has clearly assumed accountability for building capacity, SO3 becomes more attainable.

<sup>11</sup> For more information, see <<https://scalingupnutrition.org/progress-impact/monitoring-evaluation-accountability-and-learning-meal/joint-assessment-exercise/>>.



# 04 Financing for SUN 3.0

## Prioritising financing for nutrition

Financing for nutrition will be a clear priority in SUN 3.0. It will be pursued proactively and vigorously as a deliberate and significant shift from SUN 2.0.

Before the onset of the COVID-19 pandemic, the global community estimated that US\$7 billion a year was

needed to finance the scale-up of a package of evidence-based interventions, mostly through the health sector. These interventions would prevent 65 million cases of stunting and 265 million cases of anaemia in women by 2025, compared with the 2015 baseline. In addition, at least 91 million children under 5 years of age would be treated for severe wasting and 105 million babies would be exclusively

### Box 7: Côte d'Ivoire: Empowered leadership and national investment to mobilise external resources for nutrition

After Côte d'Ivoire joined the SUN Movement in 2013, the Deputy Chief of Staff to the Prime Minister was appointed as SUN focal point and a multi-sectoral National Nutrition Council was established under the Prime Minister's Office. A permanent technical secretariat was set up as an operational arm to lead the development of the national nutrition policy and the National Multi-sectoral Nutrition Strategic Plan.

In 2016, the Prime Minister hosted a high-level donor round table to launch the Plan and mobilise financing for its implementation. The Prime Minister, accompanied by Ministers of Health, Education, Finance, Budget and Planning, Agriculture, and representatives from other key ministries, pledged a financial commitment of 15 per cent of the overall costs of the Plan (with the total cost estimated at US\$470 million). This domestic commitment was accompanied by investments from the Power of Nutrition (US\$10.4 million that leveraged financing from public and private partners including the Jacobs Foundation, Bernard van Leer Foundation, UBS Optimus Foundation, and the Bill & Melinda Gates Foundation). Further, financing was leveraged from the International Development Association through the World Bank Group (US\$50 million), with technical assistance from the European Union.

The National Multi-sectoral Nutrition Strategic Plan was aligned with the National Development Plan 2016–2020, and nutrition was integrated into the public investment programme, ensuring a transfer of funds to implement and monitor disbursements. While the country's aid management platform enhanced the transparency of contributions, the translation of pledges into disbursements remains a challenge. With the right strategy to guide national funding, the alignment of programmes with national development priorities, and a clear roadmap based on robust data, external funding partners rallied around the leadership of the government to support improved nutrition and results have been achieved on the ground.

breastfed during the first six months of life, over a period of 10 years. These investments would need to go hand-in-hand with nutrition-sensitive investments through other sectors and systems, such as food, agriculture, social protection, water and sanitation, and education. The COVID-19 pandemic and the climate crisis have increased the costs and the urgency of these investments – and leveraging these resources will be critical to preserve human capital and drive national economies.

Malnutrition, in all its forms, remains a major driver of poverty; and poverty is equally a driver of malnutrition. Interventions to prevent malnutrition thus also reinforce poverty reduction and are among the most cost-effective in development. The last decade has brought greater recognition of the importance of investing to address the immediate and underlying drivers of poor nutrition. Yet national nutrition plans remain significantly underfunded. Economic contractions resulting from the COVID-19 pandemic will require increasingly creative measures to address this financing gap and ensure that gains made during SUN 2.0 are not lost.

The financing landscape for nutrition has improved in recent years, including as a result of actions taken through the SUN Movement. Many countries have developed costed plans, common results frameworks and established financial tracking mechanisms. Steps have been taken to link countries with financing mechanisms that can be used to implement parts of national plans. This includes the Global Financing Facility, the Power of Nutrition and the Global Agriculture and Food Security Program, among others.

Public and private institutions have shown interest in collaborating on SDG 2 and the development community is increasingly looking to the private sector to help address the nutrition funding gap, particularly in response to the deteriorating investment climate.

New financial commitments have been and will continue to be secured from donors – including both philanthropic and non-traditional sources – through

the N4G Summit and other global events. Improvements are also being made to the transparency and accountability of donor spending. This includes improved donor reporting through the Development Assistance Committee creditor reporting system of the Organisation for Economic Co-operation and Development and through the Global Nutrition Report.

To deliver the ambitious vision set out in SUN 3.0, however, a further push will be urgently needed to enable countries to navigate the complexities of the financing landscape, harness more domestic resources in support of national plans (see Box 7: 'Côte d'Ivoire') and ultimately translate plans into concrete progress on the ground. Efficient spending and an integrated approach linking improved nutrition with other approaches (e.g., climate change response, food systems engagement and economic development funding for nutrition) will be key principles guiding all countries in obtaining greater results, including from existing financing (see Annex 5).

### Mobilising financing for nutrition

There are several reasons why it remains difficult to convert costed plans into financed and implemented plans. These include the nature of the plans themselves, the complexity of the financing landscape and whether a sufficiently compelling evidence-based investment case can be made. While needs will vary by country and context, SUN 3.0 will give particular focus to:

- Strengthening national nutrition plans and common results frameworks to transform them into compelling proposals and resource mobilisation strategies. This involves considering the potential sources of funding and capital available, including domestic financing, official development assistance, innovative financing and blended finance contributions, including from the private sector and other private sources.
- Building awareness about the type of financial resources that can be requested to address country priorities,

as well as how to request them and from whom. This can be taken further by mapping current and future public and private funding flows and investment capital and supporting the development of evidence-based financing plans (including from domestic and global sources).

- Enhancing nutrition financing literacy, including to help address confusion and a lack of transparency on how funding sources for nutrition function, how projects are approved and what types of activities are eligible.
- Supporting countries to allocate resources, to prepare investment cases and to identify suitable capital providers, financing structures, intermediaries and financing instruments to help translate nutrition plans into investment opportunities for the private sector. Proactive steps must be taken to identify financing structures, nutrition-relevant value chains and sub-sectors, and potential target companies to be reached.
- Enabling governments to invest political will and domestic funds to address the causes of humanitarian need, in contexts where short-term, unpredictable funding is vital.
- Understanding how to best support countries to increase fiscal space and domestic spending on nutrition, and coordinate and incentivise integrated financing with donor support.

### Strengthening capacity to improve financing for nutrition

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

### Developing expertise across the SUN Movement on nutrition financing

Building on the nutrition-financing expertise among Movement partners, coordinated through the Secretariat-supported Financing Community of Practice, this model will be strengthened in SUN 3.0 with greater rigour and proactive engagement in financing for nutrition as a clear priority to gather capacity and align with priorities. Action will focus on:

- Promoting up-to-date sources of nutrition financing, methodologies and issues related to financial tracking, and supporting the broader policy dialogue regarding development financing and how it pertains to nutrition.
- Advising and supporting the SUN Movement Coordinator, the Executive Committee and other key stakeholders in the SUN Movement on outreach and advocacy.
- Cultivating and developing a resource pool of experts and available expertise on nutrition and health financing to expand the Movement's efforts and effectiveness.

### Championing and policy engagement

- Developing and managing relationships with major sources of nutrition financing, including foundations and investors with a specific interest in nutrition. This might include engaging investors that hold significant emerging market debt positions, shareholders and investors in global food and nutrition, and pharmaceutical brands, to leverage greater support for nutrition.
- Working with funding sources to identify better ways to accommodate country needs and promote better investments in nutrition outcomes, including in countries that face regular or repeated humanitarian crises.
- Providing 'secured space' for dialogue between stakeholders of different SUN entities to seize the opportunity to attract, promote and leverage more

investment/resources for nutrition. This includes SUN support to governments in creating an enabling investment environment for nutritious food by leading the shift towards better supply and demand of nutritious food, while assuring responsible behaviours on the side of businesses and investors.

### Supporting country preparedness for funding opportunities

- Developing tools to support capacity building on resource mobilisation and maintaining an information repository on available nutrition funding sources. The repository may also be used to house a broader set of nutrition financing-related information resources, such as the World Bank Global Investment Framework and donor spending analyses.
- Disseminating information and best practices on innovative financing structures from other sectors and on best practices for improving countries' access to funding from global sources.
- Supporting or facilitating the establishment of new financing mechanisms for nutrition, including helping to develop opportunities for corporate investment.
- Developing good practice guidance based on country experience in navigating the development-humanitarian funding landscape to improve the ability to align funding to priorities in government national nutrition plans. Development funding in FCAS must be needs-based and less risk-averse to facilitate implementation in unstable contexts where the burden of malnutrition is greatest
- Identifying countries' technical support gaps related to nutrition financing and working with partners to find models to address these gaps
- Working with countries and partners to generate lessons and identify opportunities for increasing domestic resource allocation to nutrition
- Piloting approaches to optimise country preparedness for financing opportunities (from organisations

such as the IDA, the Global Financing Facility and The Power of Nutrition) in order to identify lessons and best practices, highlight country technical support needs and inform global-level discussions on how to make financing sources work better for nutrition

### Accountability and learning

- Set up systems to track progress in key areas of nutrition financing (nationally and globally) and capture, leverage and disseminate key lessons and opportunities for improvement.
- Contribute to impact measurement, evidence generation and knowledge management in the field of financing for nutrition, particularly on the effectiveness, impact and costs of actions needed to address malnutrition in all its forms (e.g., double/triple-duty actions).

### Financing the SUN support structures

#### (Global Support System, multi-stakeholder platforms and subnational platforms)

During the SUN 3.0 Strategy period, action to consolidate success, accelerate progress, and support structural and systemic change to end all forms of malnutrition will be made possible by:

- a) providing adequate support to SUN member countries by building the capacities needed to develop, resource and implement their national nutrition plans and stated priorities;
- b) increasing the coordination and alignment of SUN stakeholders to achieve nutrition results at the national and subnational levels.

#### i) Global Support System (GSS)

Overall coordination for the SUN Movement takes place at global level. Enhanced mechanisms for decentralisation will be explored during the first year of SUN 3.0 to improve coordination and support to countries for approval by the Executive Committee. Financing for the GSS will be clarified

### Box 8: Peru and Guatemala: Leveraging resources for nutrition

**Peru** has successfully reduced stunting through government commitment at the highest level and multi-sectoral efforts that target the main determinants of malnutrition. In Peru, financing from the World Bank's International Development Association (IDA) is deliberately focused on evidence-based interventions. The Ministry of Economy and Finance has created incentives for a coordinated response across government to address malnutrition through results-based budgeting – developing budgets based on the relationship between programme funding levels and expected results.

Results-based budgeting emphasises results, value for money and ringfenced budgets. Real-time individualised data, as well as regular household and demographic surveys and birth registration, played a critical role in evaluating priorities and monitoring progress. Regional health authorities were rewarded with an increase in their budgets if they achieved development targets, including those related to chronic malnutrition, water and sanitation. In this way, stunting reduction became a national priority, with shared responsibility across government.

**Guatemala** is a model for multi-sector, multi-stakeholder food and nutrition security governance in Latin America and the Caribbean, starting with the 2012 Zero Hunger Plan, the Presidential Commission to Reduce Chronic Malnutrition and most recently the Great National Strategy for Nutrition 2020 (Gran Cruzada Nacional por la Nutrición). The 2020 Strategy brings together all sectors: government (central and municipal), private sector, non-governmental organisations, international cooperation, academia, religious and civil society, and focuses on the municipal level, the community and the family as the axis of governance for operationalisation.

In 2017, Guatemala requested a US\$100 million loan from the World Bank's International Bank for Reconstruction and Development (IBRD) facility to support the implementation of its National Strategy to Prevent Chronic Malnutrition. This was paired with a Global Financing Facility investment that provides the government with financing through a performance-based buydown of the IBRD loan interest and charges. The resources freed up from the debt payments are then matched with domestic resources and reinvested in a conditional cash transfer programme that promotes health visits for children and pregnant women, thus contributing to improving health-related determinants of undernutrition in addition to the nutrition-specific focus of the main IBRD project.

following a functional review of the GSS. To fulfil the coordination function, each of the global networks' secretariats will require financing aligned with their specific roles and mandates.

Fundraising will be supported by the global networks' secretariats, steering committees and membership, with support from the SUN Coordinator and Executive Committee. To improve the scope and success of fundraising, the SUN Coordinator, together with the GSS, will coordinate the development of an aligned and coherent GSS workplan and budget, as well as the associated reporting on collective progress.

Table 2 shows a provisional global budget for the GSS in SUN 3.0, which reflects intensified support and capacity strengthening to countries and an accelerated learning agenda. The estimated costs do not reflect specific activities, organisation and contracts of personnel required for SUN 3.0. For the SUN Movement Secretariat, estimated costs account for 60 per cent of total expenditure. Provisional global budget figures do not include the value of in-kind contributions through global networks or the SUN Movement Secretariat. The figures are included for illustrative purposes. They are provisional and indicative only and will be finalised during operationalisation of the Strategy.

**Table 2: GSS indicative costs for SUN 3.0**

	SUN 3.0
	GSS 3.0 indicative costs 5 years 2021–2025
Global networks	US\$24.3 million
SUN Movement Secretariat	US\$52 million
Total GSS	US\$76.3 million (or US\$15.3 million/year)

### ii) National and subnational coordination structures

The financing of national and subnational coordination structures is an essential component of nutrition financing in SUN countries and will require greater support in SUN 3.0. Coordination is critical to the success of all multi-sectoral and multi-stakeholder action, and resources are essential to ensuring that key activities are undertaken by the relevant stakeholders and aligned to common priorities and goals. As far as possible, country coordination structures and processes will be financed by in-country financing

mechanisms, whether through domestic budgets or through donor funding at the national level.

The cost of these structures varies greatly between countries and contexts, and accurate budgets will be prepared on a country-by-country basis as priorities are set and operationalised. Examples from Honduras, Nepal and Senegal illustrate the key elements of functional, appropriate and efficient country coordination ecosystems (Box 9).

Country networks play a critical role in facilitating the contributions of

### Box 9: Honduras, Nepal and Senegal: Government coordination structures for nutrition at country level

**In Honduras**, the institutional arrangements for nutrition include the National Food Security and Nutrition System, which comprises the National Food Security and Nutrition Council, the Surveillance Commission, the Inter-institutional Technical Committee and the Technical Unit (UTSAN). The SUN government focal point is the current Director of UTSAN, reporting to the Secretary of General Government Coordination.

**In Nepal**, a National Nutrition and Food Security Secretariat (NNFSS) was established in 2013, with the support of UN-REACH. The NNFSS is housed in the National Planning Commission (NPC). The NPC facilitated the implementation of Multi-Sector Nutrition Plan (2013–2017). The NNFSS contributed to including nutrition within the National Development Plan and plays an integral role in coordinating the implementation of the Plan, while working with sectoral ministries on budget allocations for nutrition interventions.

**In Senegal**, the Unit for the Fight against Malnutrition, housed in the General Secretariat of the Government, has a National Executive Office and Regional Executive Offices and is made up of 12 ministerial sectors, a representative of civil society, the private sector and local authorities. It has strategic and operational missions and ensures the implementation of nutrition projects and programmes. Structures for coordination and monitoring have also been established at the subnational level.

stakeholders from outside government. Network support structures and financing mechanisms for SUN networks and government nutrition programmes differ between countries and receive funding from a diverse range of sources. The nature and level of financing required by these networks varies in accordance with the network and the national context. For example, in some countries, the United Nations system offers support to SUN country governments as part of delivering their own mandates to support improved nutrition. In other countries, more focused support, such as donor-supported UNN-REACH project funding, is provided to strengthen country coordination. In contrast, most civil society networks and business networks rely heavily, if not completely, on outside funding to coordinate the multiple actors engaging at the national and subnational levels.

### *iii) The SUN Pooled Fund and pooling of funds*

The SUN Pooled Fund (PF) has grown substantially in recent years, from an initial US\$3 million investment to a multi-phased, total budget of US\$18.5 million over three years. The evolution of the PF is further highlighted in Annex 5. An enhanced SUN Movement PF, and any additional mechanisms for pooling of funds, will support critical actions to catalyse progress towards the SUN Movement's objectives as a last resort, where resources are not available from other sources at country, regional, or global levels. This will involve close consultation among the SUN Movement Secretariat, the country coordinator and the global networks. Activities could include providing technical assistance, developing innovative practices and supporting learning between countries.

Further learning will be carried out by the PF consultative group to assess and address the requirements of the SUN 3.0 Strategy and ensure best use of PF.

# 05 SUN 3.0

## Governance and operations

As the Movement has evolved, so too have its governance arrangements. As an outcome of the Independent Comprehensive Evaluation in 2015, the role of the Lead Group was modified and the Executive Committee was created.

### Implications of the SUN 3.0 Strategy for 2021–2025

As described in strategic objective 4, SUN 3.0 ensures governance of the Movement that promotes country leadership and mutual accountability. The Movement has been successful in mobilising diverse stakeholders towards this purpose, facilitated by an inclusive governance structure. However, to further support, drive and facilitate country-level impact, there is a need to tighten accountability. Building on existing governance structures and ensuring they have the required capacities, SUN 3.0 governance will better embody the spirit of 'country-owned, country-led' and will be more clearly aligned with country priorities.

To complement the SUN Movement Principles of Engagement (see Annex 2), SUN 3.0 articulates **seven** guiding principles for all SUN Movement members:

- 1) We are all accountable to people at risk of malnutrition.
- 2) Governments (and their agents) are the primary duty bearers for addressing the nutritional needs of people at risk of malnutrition, and as such, the rest of the Movement supports the government in carrying out its duties and holds it accountable.
- 3) As a Movement, SUN is a hybrid model, organised under the auspices of the United Nations, but not solely of the

UN, and that is a fundamental aspect we want to safeguard.

- 4) SUN is a means to an end: accelerating reductions in malnutrition. Rather than positioning the SUN Movement itself, our focus is on positioning *nutrition* to fill the leadership void and repair the 'broken' system diagnosed in the 2008 *Lancet* series on maternal and child undernutrition. The need for and role of the SUN GSS will decrease as the political positioning of nutrition becomes increasingly institutionalised in member countries and stakeholder organisations.
- 5) The SUN Movement was founded to drive the scale-up of evidence-based solutions to malnutrition. The epidemiology of malnutrition has grown more complex since 2010 and the evidence-base (particularly for nutrition-sensitive interventions) has increased. Country stakeholders, under the leadership of the country coordinator, will prioritise actions based on the evidence of the highest impact solutions tailored to the nutritional epidemiology and implementation environments in different countries.
- 6) SUN members have their own governance structures to which they are accountable, and each network also has its own governance. By joining the Movement, all stakeholders commit to mutual accountability.
- 7) Trust and stewardship are essential to safeguard SUN Movement principles. All stakeholders commit to transparently manage conflicts of interest using the tools and procedures developed for this purpose (see Section 6, 'Managing conflicts of interest').



Improvements in governance, accountability and capacity make clear that every member of the Movement is committed to 'stepping up' to accelerate action towards ending all forms of malnutrition.

Table 3 summarises the revised roles, responsibilities and accountabilities of the component entities of the Movement.

### Membership, roles and capabilities for SUN members and structures

As a global movement striving to support country action, members are organised in

and supported by various structures. The expected criteria for membership and the roles and capabilities of members and structures are as follows.

#### *i) Country coordination and national multi-stakeholder networks/platforms/teams*

The SUN Movement was born from the understanding that progress on nutrition requires action from multiple sectors and stakeholders. Given the diversity of national contexts, we are not prescribing governance models, but rather, guiding characteristics of effective coordination at the national and subnational levels, as

**TABLE 3: Roles, responsibilities and accountabilities of SUN Movement members and structures**

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

identified during the Movement's decade of experience.

**Guiding document for formulation and operationalisation:** This document provides the foundation and direction for formulation and operationalisation of national platforms. It shall describe the institutional position, the spirit of operating as a team and the individual responsibilities of the country coordinator and team, as well as their contribution to the platform functions. It shall also outline the rules of engagement and other processes, such as objectives, accountabilities, supervision and reporting.

**Shared vision, goals and objectives:** To work as a team, multi-stakeholder platforms must have a shared vision and clear goals and objectives to be achieved in a specific period of time. The process of developing this shared vision has to be led by the government under the office of the country coordinator and must be inclusive and consultative to foster coherence and ownership by all stakeholders. Countries may seek strategic facilitators from elsewhere in the Movement to support this process.

**Authority and empowerment:** The country coordinator and platform/team should have adequate authority to make the case for the nutrition agenda under the auspices of the government structures. Government should provide clear terms of reference to clarify the duties and powers of the multi-stakeholder platform and guide the actions of its stakeholders (including government departments and national and global partners), noting the importance of respect for impartial and independent humanitarian and development actors. The development, resourcing, implementation and tracking of the country's costed priorities requires empowerment of the country coordinator and investment in the team's capacity.

**Inclusivity:** An inclusive approach provides space for all key stakeholders to fully engage and bring their added value to this process, with respect for impartiality and independence (as noted above). This also cultivates a sense of ownership, equality and mutual responsibility.

**Technical expertise and added value:** Ending malnutrition requires a range of technical expertise. It is thus equally important that the country coordination for nutrition harness the range of expertise available in-country, and externally as required, to create value addition to the various processes that will be undertaken by the platform.

**Reciprocal accountability:** Multi-stakeholder platforms have inherently embedded features of a team. For these platforms to function optimally, all members should feel valued, accountable to each other and responsible for contributing to the team processes that build the plan and its outputs and outcomes. It is crucial that the government ensure a conducive environment for members to deliver on their obligations.

Countries are responsible for national nutrition commitments and the country coordinator and support team are accountable within national structures. The focus of SUN accountability is on progress in achieving results for improved nutrition. SUN 3.0 will review progress through a systematic review and 360-degree accountability processes to follow up with the country coordination team. Factors that impede progress may be identified for remedial action, including through the involvement of the SUN Coordinator, together with all stakeholders. SUN accountability processes will also provide opportunities for review of results by national and subnational stakeholders and the roles of all other stakeholders in country.

**Joint resource mobilisation:** The government, through the country coordinator, should endeavour to put in place mechanisms that allow resource mobilisation from both domestic and international sources for financing and the implementation of national plans.

**In fragile settings:** SUN offers a platform to bridge the humanitarian–development divide in fragile settings. The country coordination team should establish effective engagement with the United Nations Office for the Coordination of Humanitarian Affairs (OCHA). This should include engagement with each country-level Cluster Lead for Nutrition, Food

Security, Health, WASH and Early Recovery. Ideally, the SUN coordination and clusters would adopt common indicators, including stunting and wasting.

Effective coordination, experience, information and knowledge sharing between the multi-stakeholder platform and the cluster system should result in common understanding of the emergency nutritional needs. With this understanding, they must mobilise and coordinate their respective stakeholder groups to maximise their contributions to nutrition, based on their comparative advantages, ensuring that each network's support and programming links directly to humanitarian principles and the country's priorities (e.g., agreement for sufficient humanitarian space to allow independent humanitarian actors to assist people not covered by governmental services).

Generic terms of reference for the country coordinator role are proposed in Annex 4. They are based on SUN experience to date and can be adapted by each country to its specific needs.

**Global networks working at national level for impact on nutrition:** Networks recognise that the top priority for the next phase is supporting country action and impact. Therefore, all network members commit to (1) leveraging their membership in SUN to ensure that their in-country entities prioritise support to the country coordinator and align with the country's priorities; (2) supporting national networks with relevant, targeted assistance that matches their respective roles and responsibilities within national nutrition plans and multi-stakeholder platforms; (3) enhancing knowledge-brokering and capacity development, including the shared provision of technical assistance and MEAL services where necessary; (4) implementing the SUN rules of engagement and conflict of interest procedures for all stakeholders; (5) working together to empower youth and women's voices; (6) ensuring a stronger country voice in SUN governance to reinforce a more balanced distribution of decision-making power within the Movement, with a stronger representation of country views; (7) engaging, supporting and strengthening the nutrition leadership role

of existing regional economic communities and avoiding building parallel regional structures; and (8) developing strong connections with global cluster leads in fragile contexts to identify opportunities for the increased impact of joint cluster contributions to nutrition outcomes.

## ii) The Global Support System

The GSS refers to the four SUN networks and the SUN Movement Secretariat. In SUN 3.0, the GSS will work together as one to support optimal in-country nutrition impact. This requires:

- 1) A revised theory of change to identify the shared goals and objectives of the GSS, aligned with the SUN 3.0 strategy framework, but recognising its support role.
- 2) A joint work plan with measurable time-bound indicators and targets for joint action, linked to the shared goals and objectives. These metrics should be adopted into a renewed MEAL system as a tool to help improve mutual accountability of the GSS to SUN countries.
- 3) Joint fundraising. Linked to this, the SUN Donor Network should strive to support the adoption of one set of overall GSS objectives to streamline reporting processes with harmonised accountability expectations.
- 4) Unified ways of working and communicating (across the GSS and with SUN countries) to help build one team and one goal.
- 5) Support from individual network governance systems and the Executive Committee for a one-GSS workplan, fundraising strategy and reporting mechanism.
- 6) Global networks that continue to function as distinct networks, with renewed commitments as outlined below, but with an emphasis that their efforts contribute to the GSS and not individual network work plans or objectives.

### — SUN Donor Network

Members of the SUN Donor Network commit to (1) leverage their membership

in SUN to elevate nutrition within the priorities of their respective organisations – at headquarters and in countries; (2) use their voices in global, regional and national fora to elevate nutrition; (3) participate in developing and giving full consideration to evidence-based, costed country priorities; (4) engage with each other and the GSS to deliver on SUN 3.0; (5) enhance collaboration and coordination between different bilateral donors and development banks, private philanthropies, and relevant innovative financing mechanisms; (6) prioritise knowledge generation and sharing for nutrition within respective organisations; (7) embrace the spirit of strengthening and elevating coordination at the country level, led by governments, and consider catalytic financial support to these national structures where required; and (8) review and refresh the donor network governance structure to align with the ambitions of SUN 3.0 and be willing to explore the option of knowledge transfer, intensive learning and peer-to-peer exchange between donor countries and SUN countries and institutions, in line with the SDG agenda. This should enhance sustainability and capability.

#### — UN Network for SUN

The UN Network for SUN commits to strengthening governance and accountability by (1) engaging single leadership at the country level (via Resident Coordinators, and where appropriate, Humanitarian Coordinators) representing collective United Nations actions, supporting national priorities, providing technical assistance and capacity strengthening, managing overlaps and fostering United Nations joint programming; (2) creating a conducive space and sufficient trust for key humanitarian agencies (Global Nutrition Cluster, OCHA, UNHCR) to join the SUN Movement and ensure a multi-sectoral approach, identifying nutrition outcomes during crisis, conflicts and natural disaster response, including for migrant, displaced populations and refugees; (3) providing support to country stakeholders through its normative, technical and programmatic role in policy formulation and its programme design and

implementation role on technical issues; (4) documenting country experiences to inspire learning across borders, including from non-SUN countries; (5) supporting and implementing analytical exercises to galvanise diverse actors, fostering synergies, informing multi-sectoral policies and strategies and tracking nutrition progress; (6) providing toolkits of technical inputs, knowledge-sharing and linking countries for greater learning and cooperation through exchanges; and (7) strengthening country-regional-global feedback loops that support country-driven guidance and feed into other tools/resources.

#### — SUN Civil Society Network

The SUN Civil Society Network commits to (1) hold all stakeholders accountable, including ourselves, for commitments and actions at the global, regional and national levels, in support of country priorities; (2) enhance the capacity of national/local civil society organisations through technical support to the network's national level platforms (Civil Society Alliances); (3) strengthen regional networking and collaboration to ensure cross-country assistance, funding, learning coordination and appropriate linguistic support to Civil Society Alliances; (4) support Civil Society Alliances to expand their membership to encompass all community perspectives; (5) boost the advocacy capacity of the network, bringing the grassroots and community perspective to national and global decision-makers and prioritising vulnerable groups, including support for the development of the Youth Leaders for Nutrition Programme; and (6) support civil society organisation members as programme implementers.

#### — SUN Business Network

The SUN Business Network commits to (1) grow the network and its membership at the global and national levels with a focus on enabling and furthering the engagement of small and medium enterprises, and encouraging large national and multinational companies to act, invest and innovate via responsible and sustainable actions and operations to improve nutrition and increase consumer

demand for nutrition; (2) strengthen business-to-business linkages between national companies with investors and multinational companies, facilitate technical assistance partnerships and enable the investment opportunities required by members to advance the nutrition agenda; (3) increase the focus on gender, including through dedicated support for women-led businesses and those with the potential to reach women consumers; (4) build and better leverage strategic partnerships with key global and regional business associations and investors; (5) advocate for and facilitate public-private dialogue by engaging with governments to create an enabling business environment and unlock business investment through legislation, regulation, finance instruments, and incentives that guide businesses to positively impact nutrition and public health-related goals; and (6) adopt strengthened accountability mechanisms for business, including linkages to the Nutrition for Growth Responsible Business Pledge.

#### — SUN Academia Network

SUN 3.0 may be an opportunity to formalise an academia network within the Movement. This reflects the origins of SUN in academic research on the magnitude of the problem of malnutrition and the set of evidence-based solutions; and given that prioritisation at the country level needs to be driven, in part, by the local epidemiological context. Many organisations within the existing networks have strong technical expertise. The power of academia is illustrated by the coalescence of multiple research organisations to publish the *Lancet* series on undernutrition, and more recently under the banner of the Standing Together for Nutrition consortium, which has provided rigorous, consensus-based projections of the impacts of COVID-19 on nutrition. While the elevation of academia's formal role has merit, the need for and feasibility of a SUN Academia Network will be explored more fully in the operationalisation phase. Potential mandates of the SUN Academia Network would be to (1) elevate the role of academia in driving the evidence base;

(2) strengthen national research capacity; (3) prioritise implementation science and research based on needs identified by SUN countries; and (4) leverage academic voices to advocate for and position nutrition. The Strategy proposes to explore the need and feasibility for new academia networks. This proposal will be examined by the Executive Committee and referred to the Lead Group

#### iii) SUN Movement Secretariat and Director

The SUN Movement Secretariat plays a central role in enabling the multiple members and structures of the Movement to work together to advance progress on country-level priorities and the global positioning of nutrition.

Five core capacities of the Secretariat have been identified for the 3.0 Strategy period. These build on existing capacities but may require additional sharpening and enhancement:

- 1) Strategic advocacy and communications: This has been recognised as a critical role and needs to be further sharpened, including how to strategically use the engagement of the Coordinator and Lead Group members.
- 2) Knowledge management: All parts of the SUN Movement generate knowledge and this rich source of evidence – ranging from up-stream science, to implementation research, to political economy analyses and evidence on the positioning of nutrition – are key assets in accelerating progress.
- 3) Country engagement and backstopping: This involves facilitating support and guidance for national advocacy, positioning, planning, multi-sector and multi-stakeholder collaboration, costing and implementation, and monitoring and evaluation of national nutrition plans. It also requires coordinating capacity building efforts and technical assistance (at the global level, when in-country support is not feasible).

- 4) Resource mobilisation: To deliver on the ambitions of the SUN 3.0 Strategy the support system needs adequate resources. The Secretariat will support the Executive Committee Standing Committee on Financial Oversight, the Coordinator and the governing bodies of the networks in their joint responsibilities to secure sustainable and predictable resourcing for the GSS.
- 5) Support to governance of the SUN Movement: The Secretariat will continue to play its role in providing support to the SUN Movement Coordinator, including but not limited to policy assessment and advice across major strategic issues, preparing background documents and notes for the record, and supporting the follow-up of the Lead Group and Executive Committee. The Secretariat will ensure that members of the Executive Committee are fully updated on the breadth and pace of developments across the Movement so that the Executive Committee can fulfil its responsibilities to support and guide SUN Movement countries and the SUN Movement Coordinator, and oversee alignment efforts. The Secretariat will also enhance its support to members of the Executive Committee (who are nominated from governments of member countries to play their roles and who are closely involved with what is happening at the country level), support change where needed and escalate to the Executive Committee as required.

The Secretariat will be led by an empowered Director, who will play the role of Chief Operating Officer and report to the SUN Movement Coordinator. In leading the Secretariat, the Director will be responsible for monitoring and achieving key targets, escalating any operational challenges and implementing the Secretariat budget and workplan. Assisted by the wider Secretariat, the Director will support the Executive Committee in its governance responsibilities.

Once the Strategy is finalised, an external assessment of the Secretariat's size, structure and required skills will be undertaken to assess capacity requirements. It is envisioned that the

broader GSS would also be reviewed in this exercise.

#### *iv) Executive Committee and its Standing Committees*

The Strategic Review recommended that the Executive Committee be transformed into a governing board. Because of the nature of SUN as a movement, we are not recommending a legally incorporated board. However, a significant increase in board functions is proposed, as per clear advice from the Mid-term Review and the Strategic Review and based on global best practices.

Significant shifts in expectations related to level of effort and the composition of the Executive Committee are proposed in order to better reflect the spirit of 'country-owned, country-led'. Annex 6 presents a proposal for the composition of the Executive Committee, which builds on current practice and takes into consideration recommendations from the Strategic Review and input from the Lead Group, while limiting the number of members to 25. The final composition will be agreed during the operationalisation phase. Revised terms of reference for the Executive Committee will also be prepared for Lead Group approval and should address level of effort and capacity, ensuring inclusive and balanced composition and managing conflicts of interest.

For level of effort and capacity:

- Indicate the typical level of effort required from members and renew membership based on this revision, with extension of current membership an option, but not a given, taking into account a balance between 'renewal' and 'continuity'.
- Revise the clause in the terms of reference related to "serving in personal capacity" to state: "Members are nominated by networks, are supported in their role by their institutions, and bring to the table the points of view of the respective networks; however in their position on the Executive Committee, they need to serve for the good of the Movement. There is no delegation." As part of the membership

nomination process, each member's host institution will send written commitment from the appropriate authority supporting the member to engage with the designated level of effort.

- Ensure the Secretariat can provide enhanced support for members whose institutions cannot provide adequate backstopping support for their full participation.

For a more inclusive and balanced composition:

- Adopt the Strategic Review recommendation to increase to ten the number of members nominated from governments of member countries, expanding the potential profile to other senior government officers or members of official regional governmental organisations.
- Establish an extra seat for representation from youth leadership associations.
- Encourage networks to look at the current practices of the SUN Civil Society Network, which has nominated members who occupy country-, regional- and headquarters-level positions.
- In the spirit of all members 'stepping up' we will revise membership of the Executive Committee to ensure increased representation from the governments of member countries, as well as continued strong representation from the networks. At the same time, we will strive to keep the Executive Committee to 25 members or fewer, in order to be a manageable size. The proposed changes are, in general, in line with the recommendations from the Strategic Review; however, we have not allocated three seats to members external to the SUN Movement.

For further enhancing independence and managing conflict of interest:

- Maintain current practice with the Chair and Vice-Chair being independent but chosen by the Executive Committee until renewal of Executive Committee, at which point the renewed membership will discuss

options and decide on the modality for maintaining a rigorous, inclusive and transparent process.

- To mitigate perceived conflicts of membership involvement in nomination of the Lead Group, adopt the practice proposed above in the Lead Group section.
- Elevate oversight of conflicts of interest to one of the standing committees and draw on the expertise of an independent ethics adviser.

The Executive Committee will structure its work to align with the competencies and requirements of the Secretariat and the rest of the GSS to better support them in carrying out their functions. The proposed standing committees and their responsibilities are as follows, with an optimal number and commensurate arrangements to be determined in the operationalisation phase:

- **The Country Programme Committee** will provide support and review of the country liaison function. It will report to the full Executive Committee on country progress through a strengthened review process of countries, elevate issues that need to be addressed and vet requests from governments to join the Movement.
- **The Governance, Membership and Ethics Committee** will lead the recruitment of Executive Committee members, provide final vetting of members of the networks, update terms of reference of the Lead Group and the Executive Committee and manage conflicts of interest based on the existing toolkit, experiences of the Movement and input from an independent ethics adviser.
- **The Finance and Audit Committee** will provide fiduciary oversight to the SUN Movement structures and processes, monitor and take joint responsibility to support sustainable and predictable resource mobilisation for the GSS and the wider Movement (along with the network governance bodies and the SUN Movement Coordinator), and monitor and support efforts to mobilise resources for national plans.

- **The Advocacy and Communications Committee** will support country-based and global advocacy efforts including leveraging the assets of the Lead Group.
- **The Management Committee** will comprise the Executive Committee Chair and Vice-Chair and the chairs of the standing committees and will be the principal interface with the SUN Movement Coordinator and the Chair of the Lead Group. It will set agendas for the full Executive Committee and the Lead Group, advise on capacities required in the Secretariat and networks and provide input to the Lead Group Chair on the Coordinator's performance.

#### v) SUN Movement Coordinator

The Coordinator is the leader and public face of the SUN Movement on a day-to-day basis and is responsible for engaging with all high-level external stakeholders. The Coordinator is appointed by the United Nations Secretary-General at the level of Assistant Secretary-General to ensure access to high-level policymakers in member country governments and networks. The Coordinator is accountable to the Secretary-General, with performance review informed by input from the Chair of the Lead Group and the Executive Committee, through the Chair and Vice-Chair.

The responsibilities of the SUN Movement Coordinator are as follows:

- 1) Provide strategic guidance and support in achieving the Movement's mission and vision as an *ex officio* member of the Executive Committee.
- 2) Undertake and lead representation, advocacy, and liaison tasks with Movement stakeholders, including leading engagement with the Lead Group members.
- 3) Liaise regularly with the Movement's partner organisations, including member country leadership and key donors, providing updates on progress against the Movement's Strategy and deliverables.
- 4) Promote direct communication between the Executive Committee and

networks on policy and programme issues.

- 5) Monitor the Movement's progress towards key targets and regularly report to the Executive Committee, escalating at an early stage any non-performance issues from any part of the Movement that require Executive Committee or Lead Group attention and support, including any resource deficiencies.
- 6) Take joint responsibility, along with the Executive Committee and Steering Committees of the networks, to ensure adequate and predictable resources for all members and parts of the SUN Movement.

#### vi) Lead Group and Lead Group Chair

The Lead Group will continue to provide overall leadership and guidance to all parts of the Movement, especially the Executive Committee and SUN Coordinator. Lead Group members ensure nutrition leadership within their respective organisations and at the highest political levels to promote investment in and action for nutrition.

Given the unprecedented challenges and threats to progress on nutrition, this is the moment to identify concrete ways to intensify Lead Group engagement with SUN countries and effectively deploy this power and influence for improving nutrition.

Executive and operational oversight of the Movement is delegated by the Lead Group to the Executive Committee, as detailed above. The Lead Group is accountable to the United Nations Secretary-General through its Chair. While members are committed to raising the profile of nutrition and increasing investment, they have no specific fiduciary or legal responsibilities. The Lead Group will receive semi-annual reports from the Executive Committee, allowing it to raise questions or comment about gaps, strategies and progress. The Chair of the Lead Group will be the most senior representative of the SUN Movement and will be the Lead Group point of communication with the Executive Committee and SUN Coordinator.



Annex 7 includes proposed updated terms of reference for the Lead Group, emphasising expectations for leadership and strategic positioning in global, regional and national contexts and across a range of institutions. Noting that Lead Group members are appointed by the Office of the United Nations Secretary-General, the terms of reference describe the process for appointment of members of the Lead Group to be led by the Chair and to include nominations by the Executive Committee. There is more explicit recognition of the increased level of effort with Lead Group members committing to at least (1) one in-person meeting per year, which would be primarily an external-facing event; (2) one virtual meeting per year, at which the Executive Committee would report back to the full Lead Group; (3) ideally one additional Executive Committee meeting based on specific issues that are being discussed that are relevant for that member, and (4) a practical and tailored outreach plan for each Lead Group member to be developed by the Secretariat in collaboration with Lead Group members' offices.

### SUN Movement Accountability Framework

A key shift from SUN 2.0 to SUN 3.0 will be the establishment of a Unified Accountability Framework underpinned by a Mutual Accountability Mechanism and a SUN Results Framework. These will be developed in the operationalisation phase.

Key functions of the Unified Accountability Framework are to:

- Promote alignment in the governance and accountability functions of SUN countries, the GSS (SUN Secretariat and networks), the SUN Movement Coordinator, the Executive Committee and the Lead Group.
- Promote the alignment of national, regional and global initiatives and investments in support of the country national nutrition plans and accountability system, and improve multi-stakeholder engagement at all levels.

- Contribute to national, regional and global monitoring and evaluation of progress towards nutrition targets and commitments, such as progress towards the WHA targets for nutrition and the SDGs, to help avoid duplication.
- Facilitate the tracking of results, resources and institutional/systemic change, including through multi-stakeholder commitments and multi-sectoral action.
- Harmonise with other accountability initiatives, such as the Global Nutrition Report.

The objective of the Mutual Accountability Mechanism and the SUN Results Framework is to re-enforce multi-stakeholder decision-making and mutual accountability among partners at the national, regional and global level and to ground the SUN Results Framework in specific, measurable, attainable, relevant and timely actions.

For each of the SUN 3.0 strategic objectives, the SUN Results Framework will outline expected outcomes and impact, the means of verification (such as indicators, sources of data and methods of collecting that data) and the contribution to be made by each component of the Movement.<sup>12</sup>

### Hosting arrangements for the SUN Movement Secretariat

The hosting arrangement for the Secretariat will be retained at the United Nations Office for Project Services (UNOPS), which remains best positioned and most financially competitive to host in phase 3. UNOPS has a constructive approach and the flexibility to accommodate the specificities of a country-led and country-driven Movement. It will provide administrative, fiduciary, legal, financial, procurement, human resources and grant management support to ensure the Secretariat best serves the needs of SUN countries and coordinates with the whole of the Movement. Further details will be described in the operationalisation phase of SUN 3.0.

<sup>12</sup> The components of the SUN Results Framework are: the SUN countries, the GSS, the SUN Coordinator, the Executive Committee and the Lead Group.

# 06 Managing

## conflicts of interest

Conflicts of interest have been a crucial matter for the SUN Movement since its inception. Where partners come together across sectors to achieve a public good, other motives may be at play that can have a detrimental impact on nutrition (see Table 4, below).

As a Movement, SUN will reflect on and learn from the identification of conflict of interest incidents, as each presents an opportunity to strengthen SUN for the future.

A conflict of interest task group, convened by the Governance, Membership and Ethics Committee of the Executive Committee and supported by the networks, will lay out a new, coherent approach to tackling such issues, with clear timelines, responsibilities and resources required. It will focus on country priorities and enabling multi-

stakeholder platforms to achieve change, while minimising conflicts of interest at the national level. It will also build on the consultation process on conflicts of interest in the SUN Movement.<sup>13</sup> Key purposes will include:

- Declaration of interests by all multi-stakeholder platform members to ensure transparency.
- Reform and expansion of the existing SUN Business Network whistle-blower mechanism to ensure all country-level stakeholders are aware of its existence and how to use it.
- Use of the SUN Movement Secretariat as a neutral space to host the whistle-blower mechanism and ensure everyone feels safe and empowered to use it, reporting transparently on issues raised and how they were addressed.

**TABLE 4: Primary and potential secondary interests of different nutrition stakeholders**

Type of stakeholder	Primary interest	Potential secondary interest
Government; UN agency	Nutrition advancement	• Maintaining power
Regular enterprise/business	• Profit • Market share	• Reputation • Nutrition goal (possibly)
Social enterprise	Social goals (possibly nutrition)	• Financial sustainability
Bilateral/Foundation/Multilateral donor	Nutrition advancement	• Promoting their nation's/ foundation's soft power and influence
NGO	Nutrition advancement	• Receiving funds • Growing in size
Research group	Nutrition advancement	• Publications • Funding

<sup>13</sup> For more information, see <<http://katherinehagen.net/wp-content/uploads/2018/11/GSO-COI-Project-Final-Report.pdf>>.

# 07 What success

## will look like in 2025

SUN will be judged a success if the Movement can demonstrate how its collective efforts clearly contribute to accelerating the improvement of nutrition outcomes and systemic change at the national and subnational levels. Achieving this goal will require implementing the SUN 3.0 strategic objectives, guided by the strategy framework, with appropriate course correction as needed.

### Key outcomes for SUN 2021–2025

Table 5 summarises the outcomes sought for the SUN Movement, with examples of those outcomes provided for illustration only.

SMART indicators – those that are specific, measurable, achievable, relevant and time-bound – together with a risk matrix, will need to be developed during the operationalisation phase to make any of the outcomes illustrated in the table

TABLE 5: SUN key outcomes for 2021–2025, with illustrative examples

GOAL	
Faster pace of progress towards World Health Assembly global nutrition targets (as measured by the Global Nutrition Report)	
<b>Outcome 1:</b> Greater priority given to nutrition in national development	<b>Outcome 2:</b> Country priorities scaled up
<b>SO1:</b> Strengthened policy and advocacy environments for nutrition <ul style="list-style-type: none"> <li>• Nutrition is embedded in National Development Plans</li> <li>• Country coordinator offices are established in high-level institutions within governments, where possible, such as Prime Minister's Offices and ministries of planning</li> <li>• Significant policy/legislation is passed that enables effective nutrition action</li> <li>• All SUN stakeholders make commitments at the N4G Summit to support the new Strategy and to enhance efforts to implement it</li> </ul>	<b>SO2:</b> Developed and implemented country priorities <ul style="list-style-type: none"> <li>• Country priorities are established and all stakeholders commit to align with them</li> <li>• Plans to implement priorities are executed</li> <li>• Coverage rates for nutrition programmes increase</li> <li>• Domestic funding for nutrition action increases</li> <li>• Donor funding for nutrition action increases</li> <li>• Funding from innovative sources increases</li> </ul>
<b>SO3:</b> Strengthened country capacity through efficient provision of technical assistance and knowledge management <ul style="list-style-type: none"> <li>• Country stakeholders are better coordinated and aligned</li> <li>• The networks, the Secretariat, the Coordinator, the Executive Committee and the Lead Group are rated as working well together to support countries (from 360-degree accountability mechanism)</li> <li>• Knowledge products and tools are more responsive to country needs and their uptake increases</li> <li>• The SUN Movement is equipped to allow an external evaluator to determine SUN value-add to outcomes and to ways of working that promote those outcomes</li> </ul>	
<b>SO4:</b> Strengthened governance of SUN that promotes country leadership and mutual accountability <ul style="list-style-type: none"> <li>• Roles and responsibilities are agreed and understood by all</li> <li>• All stakeholders embrace routine accountability</li> <li>• The 360-degree accountability mechanism is implemented successfully</li> <li>• Conflicts of interest are identified and addressed in a pragmatic manner</li> </ul>	

measurable. This is important 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.

Annex 8 includes a summary of suggested outcome indicators for programmatic, process and policy progress, as well as impact indicators linked to global goals. These indicators are for illustrative purposes only. Each country will identify a different set of goals, outcomes and outputs as driven by their unique nutrition priorities, capacities and opportunities.

### **Transitioning to a more sustainable scaling up nutrition approach in SUN countries**

As the SUN Movement matures, its members and structures should become less reliant on global support and donor funding and more reliant on the institutional positioning of nutrition, multi-sectoral and multi-stakeholder collaboration and domestic resources – from accountable public and private sector sources. A plan for this transition needs to be developed during SUN 3.0 by a special task force, which will report to the Executive Committee by the end of 2022.

# 08 The Strategy

## development process and implementation

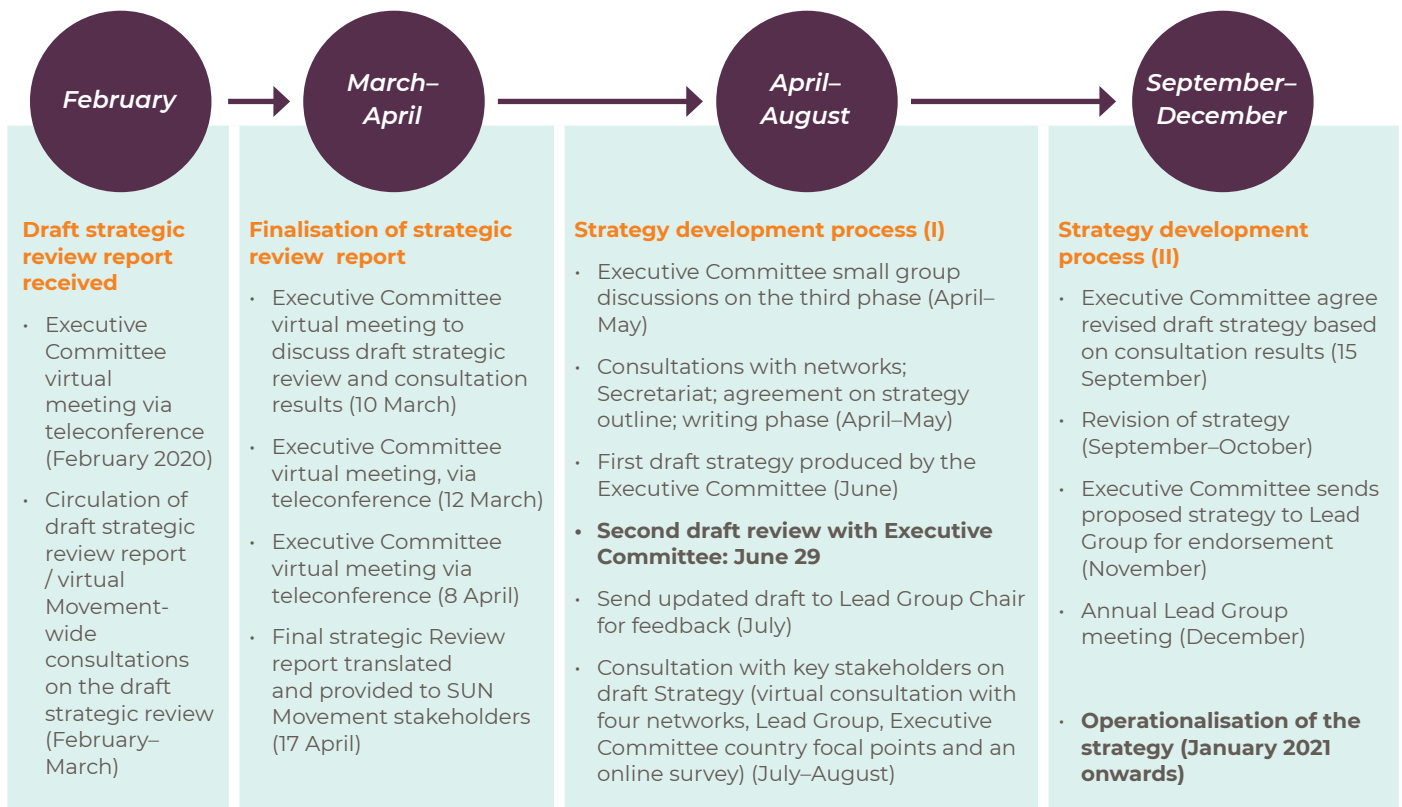
The development of the SUN 3.0 Strategy began in 2018 with the Mid-term Review,<sup>14</sup> followed by the Strategic Review in 2019–2020.<sup>15</sup> The Strategy development has been guided by the SUN Executive Committee, with inputs from all four networks and their members at the country and global levels, the SUN

Movement Secretariat, the SUN Lead Group and a range of stakeholders across the globe through a wide consultation process. Annex 2 provides details on the methods adopted for consultation and Figure 5 outlines the Strategy development process.

**FIGURE 5: The SUN 3.0 Strategy development process**

### Taking the development of the SUN Movement strategy for its third phase forward in 2020

The **Executive Committee**, with inputs from the networks and the Secretariat, is leading the development of the strategy for the third phase



14 The Mid-term Review consisted of a consultation with Lead Group, Executive Committee, nutrition thought leaders; GSS, five country case studies; two on-line surveys and 360-degree assessment.

15 The Strategic Review consisted of more than 180 interviews, 9 country case studies, 2 regional case studies (Africa and Latin America) and a stakeholder consultation.

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With the endorsement of the Lead Group for the SUN 3.0 Strategy, the focus will shift towards implementation. This will require a carefully managed and coordinated process, starting in January 2021, to align the SUN Movement structures with the new SUN 3.0 Strategy. This process will be

outlined in a roadmap for operationalising the Strategy, together with a clear timeline, roles and responsibilities and a carefully managed change management process. This Strategy is a living document that will evolve with the process of operationalisation.

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