

## SUN MOVEMENT LEAD GROUP STRATEGY DEVELOPMENT: THEMATIC TASK TEAMS

14<sup>th</sup> May 2012: SUN Movement Secretariat

- 1) One of the key outcomes of the first meeting of the SUN Movement Lead Group (April 10<sup>th</sup> 2012) was an agreement to determine a realistic, prioritized, results-driven strategy – the revised Road Map - for the SUN Movement.
- 2) This **SUN Movement Strategy** will provide a coherent approach and priorities for all elements of the SUN Movement. The Strategy will be prepared in draft by the Secretariat in conjunction with the SUN Networks. The Strategy will be endorsed by the Lead Group. The Secretariat proposes that the Strategy incorporates the following components: (a) the principles of engagement that have been agreed by SUN Countries as they seek to scale up nutrition and align external strategies and resources the common goal and specific objectives of the Movement, (b) the principles of engagement for participation in SUN stakeholder Networks, (c) the priority actions, key milestones and a timeline to achieve defined outcomes, (d) an accountability framework with key performance indicators to monitor the progress of the Movement, (e) an approach to advocacy and communication that focuses on building political commitment and communicating results, (f) an approach to resource mobilization for the SUN Movement including donor monitoring targets. Mechanisms for linking all the different elements of the Movement will be outlined. The Secretariat will also prepare a draft Manifesto for the **Lead Group** which is designed to indicate specific plans for the Lead Group in relation to the Strategy.
- 3) The SUN Movement Secretariat was asked to propose ways in which the Lead Group could work on key themes of this strategy – specifically:
  - Building a robust results and accountability framework;
  - Documenting and sharing best practices especially between countries and stakeholders;
  - Establishing evidence for the cost-effectiveness of nutrition;
  - Tracking of financing and investments;
  - Ensuring an emphasis on a) the gender dimension and b) women's empowerment in policies and actions to Scale Up Nutrition;
  - Advocating for the mobilization of national and international resources for nutrition.
- 4) This paper sets out the process for Lead Group members to engage in development of the six themes within the SUN Movement Strategy. The Secretariat proposes that Lead Group members participate in six Lead Group Task Teams (LGTTs) to be formed around the themes identified above. This paper sets out the process for Lead Group members to engage in the LGTTs. It contains six concept notes with key questions designed to encourage a strategic focus within the Task Teams: these are not designed to restrict the chosen scope or pattern of work of each LGTT.
- 5) It is proposed that six teleconferences take place; one for each LGTT theme. The aim of the teleconferences will be to help Lead Group members contribute to developing the strategy for the SUN Movement around their specific theme. Members of the Lead Group are invited to participate in one or more of the LGTT theme calls together with SUN Network Facilitators, some SUN Country Focal Points and the SUN Coordinator.

- 6) The teleconferences will be scheduled during the week of the 11<sup>th</sup> to the 15<sup>th</sup> of June and arranged by the SUN Movement Secretariat. The concept notes will be shared with the Network Facilitators and Country Focal Points in advance of the calls for their comments. The Secretariat will prepare revised concept notes for discussion in the June teleconference based on any comments received beforehand. The outcomes of the teleconferences will guide preparation of the overall SUN Strategy.
- 7) The Strategy (which will also serve as a revised SUN Roadmap) will be developed over the coming months with maximum consultation among all stakeholders. The direction of the SUN Movement relies upon the strong leadership of the Lead Group. To highlight the personal and professional commitment of Lead Group members, it is proposed that the SUN Strategy includes a **Manifesto** for the Lead Group. This **Manifesto** would be a set of commitments agreed by the Lead Group to be fulfilled throughout their appointment. The SUN Strategy will be reviewed by the Lead Group at their second meeting in September 2012 and presented at the SUN High Level Event at the United Nations General Assembly alongside the SUN Movement Progress Report for 2012.
- 8) We would be grateful if Lead Group members could please indicate to the Coordinator and Secretariat:
- The LGTT in which you would like to participate;
  - Your availability during the week 11<sup>th</sup> to 15<sup>th</sup> June;
  - A senior working-level contact with whom we can cooperate on a more frequent basis.

## Thematic Area 1: Monitoring and Results- towards an Accountability Framework

### Key Questions

- How can the Lead Group be responsible for ensuring that all stakeholders in the SUN Movement, including SUN Countries, uphold the principles of the SUN Movement?
- Which key performance indicators are priority for ensuring mutual accountability?
- What mechanisms are needed to ensure that reporting requirements are 'light' and country owned and consistent?
- How can the link be made between progress in SUN processes and nutrition outcomes?

- 1.1 The SUN Movement requires robust monitoring and results tracking to ensure accountability, improve coordination of support and encourage greater leadership from all stakeholders.
- 1.2 Accountability for actions to improve nutrition rests with Governments and with relevant inter-governmental bodies such as the Committee on Food Security (CFS), the World Health Assembly (WHA), and the Economic and Social Council of the United Nations (ECOSOC). Stakeholders in the Movement have committed to align their support to SUN Countries.
- 1.3 The core principles of the SUN Movement are based upon: the **collective effort** to support countries as they invest in policies and actions that will reduce hunger and under-nutrition; **country-led efforts** through harmonized and aligned support; **inclusive** approach through a multi-stakeholder partnership that brings together a broad range of in-country stakeholders and multiple partners worldwide; **promotion of specific nutrition interventions and of nutrition-sensitive strategies** in sectors such as agriculture, water and sanitation, education, social welfare, employment and local governance; **women's empowerment** as crucial for policies and actions to Scale Up Nutrition; and **mutual accountability** through tracking measurable results and setting principles of engagement .
- 1.4 **SUN Countries and stakeholder groups** will wish to agree key performance indicators, to assess progress and identify outstanding needs. Some of these key performance indicators are already defined, others require further refinement. Efficient systems for monitoring and reporting, and for evaluating outcomes need to be developed for SUN Countries, that are country owned and country specific whilst being consistent with global reporting and monitoring processes. Monitoring and reporting systems are also needed for other stakeholders in the Movement including the SUN Networks and the SUN Secretariat.
- 1.5 The **Accountability Framework** for the SUN Movement will establish the collective accountability of all engaged in the SUN Movement as well as the specific accountability of different stakeholders, and will confirm the areas for which the Lead group is accountable. Progress will be monitored against: a) country defined indicators that will incorporate delivery, outcome, and impact related indicators and b) agreed process indicators for the Movement. The accountability framework will enable comparative analysis across countries and enable stakeholders in the Movement to better plan and prioritize their areas of support.
- 1.6 The Accountability Framework **should encourage coordination of support, alignment with national plans and the identification of gaps**. It will need to be light, functional, usable and transparent. Its purpose will be to enable: a) decision makers in SUN countries and stakeholder groups to assess the progress of actions to scale up nutrition and to take appropriate steps to

address issues and improve results; b) the Lead Group to assess progress and to take appropriate steps at the global level; c) all stakeholders to operate in an environment of mutual accountability and d) all stakeholders to be better able to share lessons from SUN processes so as to better contribute to reductions in under-nutrition.

1.7 The Accountability Framework **could be used in the following ways:** a) to encourage mutual accountability among SUN countries and stakeholder networks as they establish processes to support the scale up of country plans, b) to improve communication between the SUN Countries and the Networks, c) to help stakeholders establish resource gaps and agree on strategies for filling them, d) to establish the differential impacts of poor nutrition on men and women, and the extent to which women are empowered through actions to improve nutrition, and e) to track the ways in which responses to problems and opportunities change over time. To assist with overall accountability of the Movement the Framework would ideally include information on progress of the Networks and Secretariat and a compilation of SUN country-level processes (such as Government focal points, multi-stakeholder platforms, donor conveners, as well as systems for planning, costing and implementation).

## Thematic Area 2: Best Practices

### Key Questions:

- What are the priority actions for the SUN Movement in relation to best practice that can contribute to delivering measurable results for nutrition in the next 2 years?
- What specific examples of country experience and best practice can be identified that can be shared?
- What are the newly emerging areas in nutrition where shared experience and knowledge of best practice can most contribute to scaling up nutrition in countries in the next 2 years?
- How can best practice be integrated into SUN activities at country and global levels – in ways that respect the principles of country ownership and the alignment of external assistance behind country priorities and systems?

- 2.1** Sharing experience is a frequent request from countries that are scaling up nutrition. This Task Team will focus on highlighting the identification and collation of best practices from other countries and stakeholder groups. It will ensure that experiences are shared to promote deliverable results in improved nutrition for children and their families.
- 2.2** SUN Countries are engaging in successful processes for scaling up nutrition at country level. These include developing principled and costed plans; setting up robust facilitation structures that are multi-sectoral and multi-stakeholder; conducting unified approaches to nutrition stock-taking and landscape analysis that identify gaps and opportunities; developing results frameworks with indicators, and systems for monitoring and impact assessment. They want to learn from the experience of other SUN countries and stakeholder groups - donors, business, civil society, the UN and academia – in supporting countries to scale up nutrition.
- 2.3** SUN countries have also indicated that they would benefit greatly from better access to science-based information in key areas: the efficacy of nutrition-specific interventions, the most effective approaches to large-scale scaling up, and the impact of different strategies for nutrition-sensitive development. Information, knowledge and expertise on these themes are generated by a variety of academic, government and non-government organisations. Analyses are often incomplete and hard to access, however. The SUN Movement will encourage stakeholders to generate such know-how and make it accessible, concentrating on actions which lead to measurable nutritional outcomes.
- 2.4** The SUN Movement can have a role in supporting the collection of experience of successful processes in scaling up nutrition. It can also play a role in summarizing information from other sources on the key emerging areas in nutrition – focusing on the evidence base, identifying the gaps and highlighting the way forward. In the spirit of the SUN Movement, the emphasis is on responding to requests from countries for information and knowledge which most usefully supports them to scale up nutrition and show results.

### Thematic Area 3: Establishing the investment case for nutrition

#### Key Questions

- What priority action and information are needed to make the investment case?
- How best to make the investment case for nutrition-sensitive development?
- How can a focus on gender and results be brought into the investment case?

- 3.1** The power of highlighting the investment case for nutrition in engaging Governments and other stakeholders has been emphasised by the Lead Group. They have stressed that promoting the understanding that scaling up nutrition as an investment, not a cost, is critical for building political commitment and lasting engagement.
- 3.2** The investment case will serve as a basis for developing a longer-term resource mobilization strategy for the SUN Movement. It must be robust, convincing, take into account the gender dimension, be results focused and accessible for SUN countries and Movement stakeholders. It will provide a tool for decision makers in SUN Countries and stakeholder groups to convince Governments to commit and prioritize investments for actions that have optimal outcomes.
- 3.3** The financial case for scaling up nutrition was summarized in the Framework for Scaling Up Nutrition, released by the World Bank in April 2010. It drew on World Bank-led research which showed that successful investment in direct nutrition interventions leads to an estimated 2-3% growth in the economic wealth of developing countries. The calculations were done by translating the consequences of nutrition-specific interventions into reduced levels of mortality and disease, and increased educational attainment. The financial implications of these outcomes - in terms of reduced demand for health care and increased productivity of individuals - were then used to estimate the impact of the interventions on economic growth.
- 3.4** The global cost of scaling up 13 nutrition-specific interventions targeted at children under two years of age in the 36 countries with the highest burdens of under-nutrition was also calculated by the World Bank. The total cost was estimated at about \$11.8 billion annually at full implementation, of which it was assumed that affected households that are better off financially could pay about \$1.5 billion of the food-related costs, (through additional market purchases). This would leave \$10.3 billion annually to be financed from other sources.
- 3.5** The case for investing in policies that are sensitive to the determinants of poor nutrition in agriculture, employment, social protection and education sectors is less well made. The cost-benefits of these policies have not been estimated either. It is likely to be extremely difficult to estimate investment and costs of nutrition-sensitive development in exact monetary terms. There may, however, be tools or generic techniques that could be shared with SUN countries to enable them to build a broad investment case for nutrition-sensitive development policies.
- 3.6** The SUN Framework underpins the Movement for Scaling-Up Nutrition. A robust investment case which includes nutrition-sensitive policies is now needed for the SUN Strategy. This investment case needs to be in a form that can be easily communicated, particularly to Governments who are making difficult choices on investment priorities in a tough economic environment. It will link to the other key thematic areas on Best Practices for scaling up nutrition, gendered approaches to nutrition, and advocacy for the SUN Movement.

## Thematic Area 4: Tracking Finance

### Key Questions

- What are the priority actions for SUN countries and stakeholder groups to (a) plan and track their nutrition investments, and (b) develop advocacy strategies to encourage accountability?
- What are the major challenges to tracking investment, particularly in nutrition-sensitive development initiatives?
- What support do SUN countries require to strengthen their own in-country financial tracking systems and help them increase their own national investments?
- What learning and best practices on financial tracking can be identified and shared among SUN countries as well as other stakeholder groups in the SUN Movement?
- How can investment flows – including those by governments, donors, civil society and businesses – both be tracked and then linked with gender-disaggregated nutrition outcomes?

- 4.1** Tracking and assessing the impact of finance for nutrition is essential for the successful mobilization of increased resources for nutrition. The Lead Group agreed that consistent and transparent systems for tracking finance are pivotal for the development of a long-term resource mobilization strategy to scale up nutrition. The work on the tracking of nutrition finance should link to other themes including (a) building the investment case for nutrition, (b) a gendered approach to nutrition policy, and (c) focusing on results.
- 4.2** Resource mobilization is one of the main areas of focus of the Lead Group and of major concern to the SUN Movement. Attention to nutrition and the important contribution it makes to improved human capital and economic development has grown significantly in recent years. It is unclear as to whether this increased attention has been reflected in an increase in financial resources channeled to nutrition. This is largely due to the lack of coherent, consistent and transparent systems to track financial resources for nutrition.
- 4.3** The SUN strategy will include a section on resource mobilization and tracking finance. This will aim to help SUN countries and supporting stakeholders to track their own investments and to link these into a coherent overall system.
- 4.4** SUN Countries are developing their own nutrition financial tracking systems. Donor governments also have systems in place to track their individual expenditure. There is a growing focus on results based funding that strengthens the link between financing and outcomes. There are challenges of definition when attempts are made to specify the allocation for nutrition within broader budgets for agriculture, health and social protection. There are similar challenges with attributing results to specific investments.
- 4.5** Stakeholders in the SUN Movement are helping SUN Countries to increase their investments in nutrition and establish advocacy strategies that encourage accountability. They want to ensure that national tracking systems are complemented by those being established by SUN supporters from the various stakeholder groups.
- 4.6** The SUN Lead Group has prioritized the tracking of financial support to nutrition as a means for increasing transparency, alignment and coherence of nutrition investments. An agreed financial tracking system will allow Lead Group members to identify funding gaps and will build the evidence base on the best returns for these investments.

### Thematic Area 5: Ensuring an emphasis on a) the gender dimension and b) women's empowerment in policies and actions to Scale Up Nutrition

#### Key Questions:

- What are the priority actions for the SUN Movement in relation to empowerment of women that can deliver measurable results for nutrition in the next 2 years?
- What specific country examples can be identified with examples of action linking women's empowerment with improved nutrition outcomes?
- What are the key advocacy and communication opportunities for highlighting the key role of women's empowerment for good nutrition among different stakeholder groups in the next 2 years?

- 5.1** The gender dimension of policies and actions for scaling up nutrition needs to be understood at all times through an analysis of their differential impacts on men and women [because of their different roles, for example, in food production, land ownership and within households]. The empowerment of women as agents of change in tackling nutrition-related problems is critical.
- 5.2** The Lead Group will focus on these areas with a view to ensuring that these themes run through all SUN Networks strategies, discourse and actions that will be incorporated into an overall strategy for the SUN Movement.
- 5.3** Women are physiologically more vulnerable to under-nutrition than men. They are more likely to suffer (and die) from nutrient deficiencies, such as anaemia, while nutrient requirements increase during critical periods like pregnancy and breastfeeding. The nutritional status of a woman is strongly associated with the nutrition and health of her children. Stunted women have smaller babies and those babies are less healthy, grow less well and become stunted adults. Women are especially vulnerable in times of crisis. Studies have shown that when food prices rise, it is women who first reduce what they eat and limit the variety of their food.
- 5.4** Women have a dual role as food producers and food providers for their families. They are involved in agricultural production: growing, processing and preserving food. They are also predominantly responsible for buying food, preparing meals and feeding children. Yet while women provide the bulk of agricultural-related labour they have limited control over or access to key resources including land, credit, agricultural extension services, inputs and transportation. Women who lack education, have low economic status and a heavy workload have less time, and access to knowledge and resources. They are less likely to exclusively breastfeed and to encourage re-feeding of sick children. They lack the time and sometimes the skills to prepare and cook nutritious, varied diets. Studies have shown a clear association between the level of education obtained by a woman and the nutrition of her child.
- 5.5** Empowering women leads to swift and measurable reductions in child stunting. A project in Bangladesh found that reducing the disparities between men and women reduced stunting even more than giving women and their children food. It is estimated that if women and men had equal status in South Asia, with other related factors remaining unchanged, the percentage of underweight children would be reduced by 13 percentage points (from 46% to 33%) equivalent to 13.4 million children.



## Thematic Area 6: Advocacy and Communications

### Key Questions

- What nutrition targets are being pursued within the SUN Movement? What will be achieved in the next 2 years? How can information on targets and achievement be used for advocacy?
- What are the priority global and specific key messages from within different SUN Networks?
- How can SUN Networks and Lead Group best support advocacy and communications within SUN countries?

- 6.1** SUN Networks are developing their own strategies to marshal support for scaling up nutrition that will be incorporated into an overall strategy for the SUN Movement. It is important that these plans highlight advocacy and communications opportunities and actions for different stakeholder groups.
- 6.2** The SUN Movement is shifting gear from a focus on building an inclusive and collective political movement to demonstrating measurable progress and results in scaling up nutrition. Advocacy and communications plays a catalytic role within the SUN Movement—aligning countries, nutrition stakeholders and global leaders around common goals, and providing them with necessary resources and a call to action to position nutrition as critical to sustainable global advancements in health and development. SUN advocacy and communication efforts will increasingly need to be linked to results at the national-level.
- 6.3** A SUN advocacy and communications plan is being developed for the SUN Movement. The strategic approach aims to accomplish four main goals: (1) Expand understanding of the SUN Movement and opportunities to improve maternal and child nutrition among key audiences globally; (2) Strengthen coordination and cohesion among SUN partners; (3) Foster an enabling environment for nutrition policies, partnership and investment; and (4) Engage new actors in global nutrition efforts.
- 6.4** SUN advocacy efforts will focus on strengthening political commitment, and on influencing public-policy and resource allocation towards scaling up of nutrition. A range of social media will be used to influence decision-makers within political, economic, social spheres and institutions. Key advocacy events will be identified globally and in countries. SUN Countries will be supported in their own advocacy efforts with relevant toolkits. SUN communication will be improved internally and with external actors. The focus will be on sharing experience and best practices both from SUN Countries and from the SUN Networks. A primary role of SUN communications will be to communicate developments in the process of the SUN Movement and how this is translating into measurable progress.
- 6.5** All SUN stakeholders have a role to play in influencing and communicating within their own Networks. The SUN Secretariat will establish a communication and advocacy group that will include stakeholders from SUN countries, each of the Networks and the Lead Group to advise and share in advocacy and communication efforts to scale up nutrition.