

N/A	0	1	2	3	4
Not applicable	Not started	Started	On-going	Nearly completed	Completed

Monitoring & Annual Progress Reporting in the SUN Movement, 2015

To ensure mutual accountability efforts to scale up nutrition, a comprehensive SUN Movement M&E Framework was agreed in 2012 to help assess progress within the SUN Movement. The format for information collection is organised around the four SUN processes.

Progress on each of the four processes is assessed by examining the behavioural changes of SUN stakeholders at country level. For each of the four SUN processes, the level of behaviour is determined with the use of a pathway of change. Each pathway has steps, called Progress Markers (PM). The PMs indicate levels of behaviour that can be expected as the SUN Movement evolves. Each PM is further explained in this note with a narrative and examples/signs of behaviour to help assess whether the steps/progress markers is (i) not applicable (N/A); (ii) not started (0); (iii) started (score 1); (iv) on-going (score 2), (v) nearly completed (score 3); or (v) completed (score 4) in-country. (as seen in the assessment criteria table)

The use of Progress Markers is grounded in an Outcome Mapping methodology: a well-known method for tracking behavioural changes as a vehicle for progress in complex and non-linear development environments.

Proposed Format: National Self-Assessment of Multi-Stakeholder Platform

Each national multi-stakeholder platform across the SUN Movement will meet to assess the status of scaling up nutrition efforts. The aim is to assess progress of the national platform in 2015 (April 2014 - April 2015).

In the first session, mixed groups (as representative of the different stakeholders) will propose a joint platform score. In the second session, separate networks will assess their own network/ stakeholder groups.

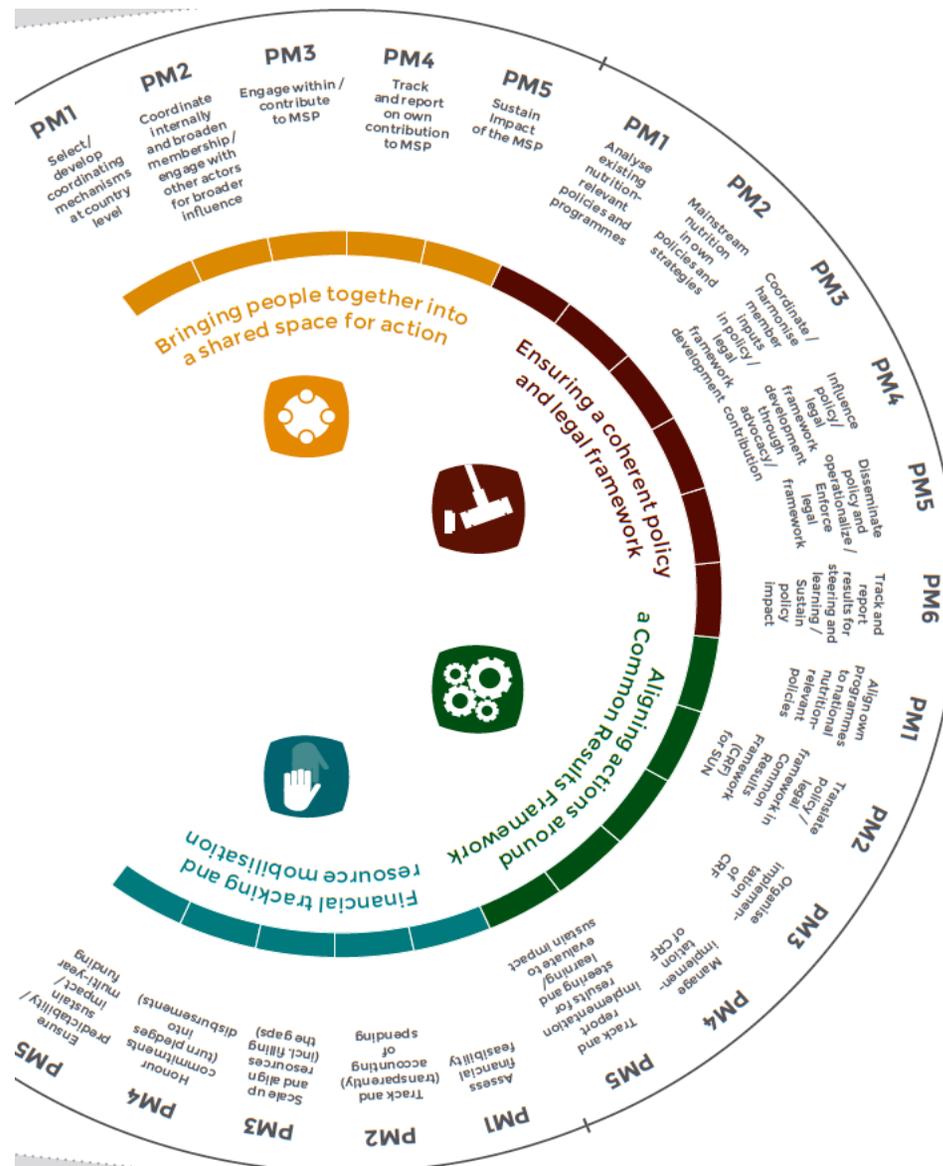
SESSION 1 (Assessment of progress of the multi-stakeholder platform (Working in 2 mixed groups))

1. Assess the progress of the platform AS A WHOLE using the scores in the criteria table.
2. Each of the two groups discuss and assess two processes (so in total 21 scores for 21 steps/progress markers).
3. Important to provide brief evidence underlying each score.
4. Entire multi-stakeholder platform discuss assessment and provide suggestions for improvements.

SESSION 2 (Contribution of Network/Stakeholder group)

1. Discuss with your network colleagues and provide brief points on key contributions made to each of the four processes.
2. Entire multi-stakeholder platform meets to discuss overall assessment

All assessment, information and contacts will be recorded in the final national assessment report. This will feed into the 2015 Annual Progress Report of the Global SUN Movement



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PROCESS 1: Bringing people in the same space

Strengthened coordinating mechanisms at national and sub-national level enable in-country stakeholders to better work for improved nutrition outcomes. Functioning multi-stakeholder platforms enable the delivery of joint results through facilitated interactions on nutrition related issues among sector relevant stakeholders. Functioning multi-stakeholder platforms enable the mobilization and engagement of relevant stakeholders, assist relevant national bodies in their decision making, enable consensus around joint interests and recommendations and foster dialogue at local level.

Progress marker 1.1: Select / develop coordinating mechanisms

This progress marker looks at the extent to which coordination mechanisms are established at government level and are regularly convened by high-level officials. It indicates if non-state constituencies such as the UN Agencies, donors, civil society organizations and businesses have organized themselves in networks with convening and coordinating functions including the appointment of focal points or conveners, the establishment of terms of reference and other types of enabling arrangements.

- Formal structure in place
 - High level convening body from government (political endorsement)
- SUN Government Focal Point as coordinator
- Convene MSP regularly
- Focal Points for Network/Key Stakeholder Groups e.g. Donor convener, Civil Society Coordinators, UN Focal Point, Business Liaison Person, Academic rep.

Progress marker 1.2: Coordinate internally and broaden membership/engage with other actors for broader influence

This progress marker looks at the extent to which coordinating mechanisms established by the government and by non-state constituencies are able to reach out to relevant members from various sectors and actors, to broaden the collective influence on nutrition-relevant issues. It also looks at the extent to which local levels are involved in the multi-stakeholder-sector approach in nutrition (decentralization of platforms).

- Expand MSP to get key “new” members on board
 - Additional relevant line ministries on board
 - Actively engage executive level political leadership
- Identify a process for central level to provide feedback and involve local levels, including community.
- Network/Key Stakeholder Groups working to include new members e.g. Development partners; Diverse Civil Society Groups; Private Sector Partnerships
 - Identify and mobilize the involvement of the relevant stakeholders

Progress marker 1.3: Engage within/ contribute to multi-stakeholder platform (MSP)

This progress marker looks at the actual functioning of the multi-stakeholder platforms to facilitate regular interactions among relevant stakeholders. It indicates the capacity within the multi-stakeholder platforms to actively engage all stakeholders, set significant agendas, reach consensus to influence decision making process and take mutual ownership and accountability of the results.

- Ensure MSP delivers effective results
 - Regularly use platform for interaction on nutrition-related issues among sector-relevant stakeholders
 - Get platform to agree on agenda / prioritization of issues
 - Use results to advocate / influence other decision-making bodies
- Network/Key Stakeholder Groups linking with International Networks and contributing to MSP/nutrition actions e.g. financial, advocacy, active involvement

Progress marker 1.4: Track, report and critically reflect on own contributions and accomplishments

This progress marker looks at the capacity of the multi-stakeholder platform as a whole to be accountable for collective results and accomplishments. This progress marker implies that constituencies within the multi-stakeholder platforms are capable to track and report on own contributions and achievements.

- Regularly track and report on proceedings and results of MSP (including on relevant websites, other communication materials)
- Network/Key Stakeholder Groups tracking commitments e.g. financial commitments, Nutrition for Growth commitments, among others

Progress marker 1.5: Sustain impact of the multi-stakeholder platform

This progress marker looks at how the multi-stakeholder approach to nutrition is institutionalized in national development planning mechanisms and in lasting political commitments, not only by the government executive power but also by the leadership of agencies and organizations.

- Integrate MSP mechanism on nutrition in national development planning mechanisms and continuous involvement of executive level political leadership irrespective of turnover
- Institutional Commitments from Network/Key Stakeholder Groups and continuous information sharing

REF. 2: ASSESSMENT GUIDE & OVERVIEW OF PROGRESS MARKERS, 2015

N/A	0	1	2	3	4
Not applicable	Not started	Started	On-going	Nearly completed	Completed

Process 2: Coherent policy and legal framework

The existence of a coherent policy and legal framework should inform and guide how in-country stakeholders work together for improved nutrition outcomes. Updated policies, strategies and legislations are fundamental to prevent conflicts of interest among the wide range of actors involved in a complex societal topic such as nutrition.

Progress marker 2.1: Analyze existing nutrition-relevant policies, programs and legislations

This progress marker looks at the extent to which existing nutrition-relevant policies and legislations have been analyzed using consultative processes. It indicates the availability of stock-taking documents and context analysis that can inform and guide policy making.

- Analyse context and take stock of existing policies and regulations
 - Existence stock-taking documents/ overviews
- Reflect on existing policies and legal framework
 - Existence of review papers / consultative processes

Progress marker 2.2: In-country stakeholders mainstream nutrition into own policies and strategies

This progress marker looks at the extent to which in-country stakeholders reflect national nutrition priorities and legislation when developing their own guiding documents. This is seen as a pre-requisite for the effective alignment of non-state partners beyond government priorities.

- Network/Key Stakeholder Groups aligning to government-led priorities for scaling up nutrition
- Prioritisation of nutrition in country plans of Network/Key Stakeholder Groups e.g. Ministries, UNDAF, Donor country plans; Civil Society Strategies & Programmes

Progress marker 2.3: Coordinate/harmonize member inputs in policy and legal framework

This progress marker looks at the extent to which in-country stakeholders coordinate their inputs to ensure the development of a coherent policy and legislation framework. It focuses on the role of common narrative and joint statements to effectively influence policy making.

- Coordinate nutrition policies and regulation between relevant line-ministries
E.g. - Existence of national ministerial guidelines / advice / support for mainstreaming nutrition in sector policies. - Individual Network/Key Stakeholder Groups coordinate and harmonise inputs to national nutrition related policies

Progress marker 2.4: Develop/ update new policy / legal framework through influencing / advocacy

This progress marker looks at the extent to which in-country stakeholders are able to contribute, influence and advocate for the development of an updated or new policy and legal framework for improved nutrition. It focuses on how countries ascertain policy and legal coherence across different ministries and try to broaden political support by encouraging parliamentary engagement.

- Review / revise policies / legal framework with assistance from other platform members to ascertain quality. - Existence of updated policies and strategies specific to nutrition and in other nutrition-related areas such as agriculture and food security, poverty reduction and development, public health, education and social protection. - Existence of comprehensive legislation relevant to nutrition with focus on International Codes for BMS, food fortification and maternal leave and policies that empower women. - Ascertain nutrition policy coherence with other, development-related policies such as trade, agriculture, other (Discussion of policy coherence within government and key stakeholders).- Parliamentary attention and support (e.g. groups that deal specifically with nutrition; votes in support of MSP suggested changes)
- Network/Key Stakeholder Groups promote integration of nutrition in national policies and other related development actions.

Progress marker 2.5: Dissemination of policies and operationalization / enforcement of legal framework

This progress marker looks at the extent to which advocacy and communication strategies are in place to support the dissemination of relevant policies. It also looks at the availability of mechanisms to operationalize and enforce legislations such as the International Code of Marketing of Breast-Milk Substitutes, Maternity Leave Laws, Food Fortification Legislation, Right to Food, among others.

- Disseminate / advocate policy / legal framework among relevant audiences
 - Publications, explanatory documentation, press releases, workshops?
 - Network/Key Stakeholder Groups supplementary outreach and advocacy based on national policies

Progress marker 2.6: Track and report for learning and sustaining the impact of policy impact

This progress marker looks at the extent to which existing policies and legislations have been reviewed and evaluated to document best practices and the extent to which available lessons are shared by different constituencies within the multi-stakeholder platforms.

- Existence and use of policy studies, research monitoring reports impact evaluations, etc.
- Network/ individual stakeholder groups contribution to mutual learning

N/A	0	1	2	3	4
Not applicable	Not started	Started	On-going	Nearly completed	Completed

Process 3: Aligning actions around a Common Results Framework (CRF)

The alignment of actions across sectors that significantly contribute to nutrition improvement demonstrates the extent to which multiple stakeholders are effectively working together and the extent to which the policies and legislations are operationalized to ensure that all people, in particular women and children, benefit from an improved nutrition status. (See Annex 1 below)

Progress marker 3.1: Align own programmes around national nutrition-relevant policies

This progress marker looks at the extent to which in-country stakeholders (particularly Networks) are able to align their own plans and programming for nutrition to reflect the national policies and priorities. It focuses on the alignment of results across sectors and relevant stakeholders that significantly contribute towards improved nutrition. E.g. Definitions of roles amongst supporting UN Agencies; Donors aligning programmes to national nutrition priorities; Role of business; Contribution of Civil Societies

Progress marker 3.2: Translate policy and legal frameworks into actionable Common Results Framework (CRF) for scaling up nutrition

This progress marker looks at the extent to which in-country stakeholders are able to agree on a Common Results Framework to effectively align interventions for improved nutrition. Elements to guide actions include: the existence of an implementation plan, the availability of unit costs that are based on clear assumptions for transparency and replication and the agreement on key standard indicators for monitoring and evaluation purposes.

- Well defined national agenda/plan for nutrition; Inclusion of nutrition specific and nutrition sensitive programmes
 - Defined priorities and roles for Network/ individual stakeholder groups\
 - Network/ individual stakeholder groups contribute to development of common agenda and setting of targets for scaling up nutrition

Progress marker 3.3: Organize implementation of the Common Results Framework

This progress marker looks specifically at the national and local capability to implement the planned actions. This requires, on the one hand, a clear understanding of gaps in terms of delivery capacity and, on the other hand, a willingness from in-country and global stakeholders to mobilize their technical expertise to timely respond to the identified needs in a coordinated way.

- Mobilise and develop capacity of implementing entities in line with implementation arrangements
 - Identification and definition of roles & tasks to implementing entities
 - Existence of capacity development interventions
- Mobilise and allocation of resources for implementation
 - Network/ individual stakeholder groups assist in capacity development

Progress marker 3.4: Manage implementation of the Common Results Framework

This progress marker looks specifically at how information systems are used to monitor the implementation of actions for improved nutrition. It looks specifically at the availability of joint progress reports that can meaningfully inform the adjustment of interventions and contribute towards harmonized targeting and coordinated service delivery among in-country stakeholders.

- Monitoring and Evaluation System in place with clear indicators agreed amongst national stakeholders
 - Existence of progress reports
 - Existence of monitoring visits and progress monitoring reports.
 - Adjustments of plans, including budgets based on analysis of performance

Progress marker 3.5: Evaluate to sustain impact

This progress marker looks specifically at how results are been tracked for steering and learning. It indicates the availability of impact evaluation studies to inform programming. Of particular importance is the role that civil society alliances can play to engage local communities in the social auditing of results and analysis of impact.

- Evaluation of national nutrition agenda
- Capture and share lessons learned
 - Influence on coverage of nutrition specific and nutrition sensitive programmes
 - Share lessons with wider Global Movement by contributing to international fora

REF. 2: ASSESSMENT GUIDE & OVERVIEW OF PROGRESS MARKERS, 2015

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Process 4: Financial tracking and resource mobilization

Assessing the financial feasibility of national plans to scale up actions for improved nutrition is essential to determine funding requirements. The latter is based on the capability to track planned and actual spending on nutrition across relevant government ministries and from external partners. The existence of plans with clearly costed interventions helps government authorities and key stakeholders (e.g. UN, Donors, Business, Civil Society) to align and contribute resources to national priorities, estimate the required budget for implementation and identify financial gaps.

Progress marker 4.1: Assessing financial feasibility

This progress marker looks at the extent to which all in-country stakeholders are able to provide inputs for costing based on a review of current spending or on an estimation of unit costs for interventions across relevant sectors (nutrition-specific and nutrition-sensitive).

- Map current spending, both nutrition sensitive and specific, disaggregated by sector
 - Existence of elements of a monitoring system for nutrition-specific financial management
 - Existence of past expenditure reports / studies
- Existence of costed plans both for CRF implementation and (financial) capacity development
- Network/ individual stakeholder groups overview of own allocation to nutrition related programmes/actions

Progress marker 4.2: Track and transparently account on spending for nutrition

This progress marker looks at the extent to which governments and all other in-country stakeholders are able to track their planned and (if feasible) actual spending for nutrition looking at nutrition-specific and nutrition-sensitive interventions in relevant sectors and share in a transparent manner with other partners of the MSP including the government.

- Track and report on nutrition-specific spending, disaggregated by own and external support
 - Disbursement / expenditure reports
- Capture and share lessons concerning financing throughout the movement
 - Regular financial reports
 - Independent Audit reports
- Network/ individual stakeholder track on spending on nutrition related actions

Progress marker 4.3: Scale up and align resources including addressing financial shortfalls

This progress marker looks specifically at the capability by governments and other in-country stakeholder to identify financial gaps and mobilize additional funds through increased alignment and allocation of budgets, advocacy, setting-up of specific mechanisms.

- Increasing government budget allocation
 - Domestic contribution aligned to Common Results Framework for nutrition
- Identify financial coverage and reduce financial gaps by mobilising additional (own and external) resources
- Network/ individual stakeholder assess additional funding needs; continuous investment in nutrition; continuous advocacy for resource allocation to nutrition related actions

Progress marker 4.4: Honour commitments and turn pledges into disbursement

This progress marker looks at how governments and other in-country stakeholders are able to turn pledges into disbursements. It includes the ability of Donors to look at how their disbursements are timely and in line with the fiscal year in which they were scheduled.

- Honour own commitments and pursue realisation of external commitments
 - Government & Ministerial budgetary allocations to nutrition related implementing entities
 - Percentage (%) of external commitments received by government
 - Network/ individual stakeholder commitment and disbursement of funds

Progress marker 4.5: Ensure predictability of multi-year funding to sustain impact

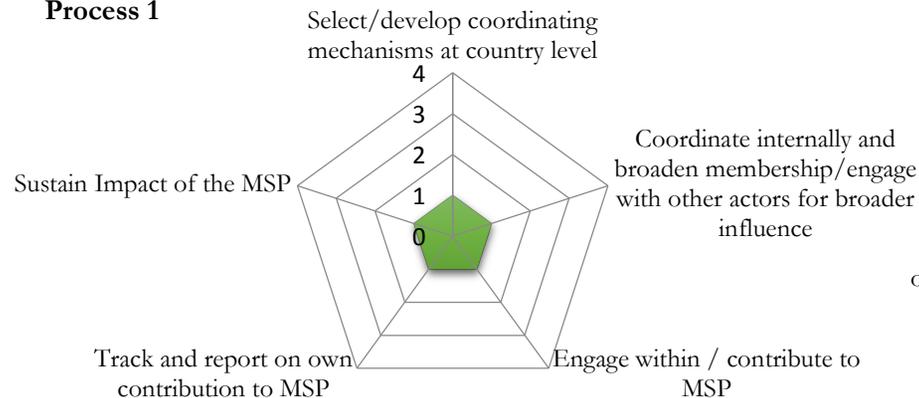
This progress marker looks specifically at how governments and in-country stakeholders collectively engage in long-term predictable funding to ensure results and impact. It looks at important changes such as the continuum between short-term humanitarian and long-term development funding, the establishment of flexible but predictable funding mechanisms and the sustainable addressing of funding gaps.

- Engage in long term and flexible financial strategizing
 - Stable or increasing flexible domestic contributions
 - Reducing financial gaps
 - Existence of long term/multi-year financial resolutions / projections

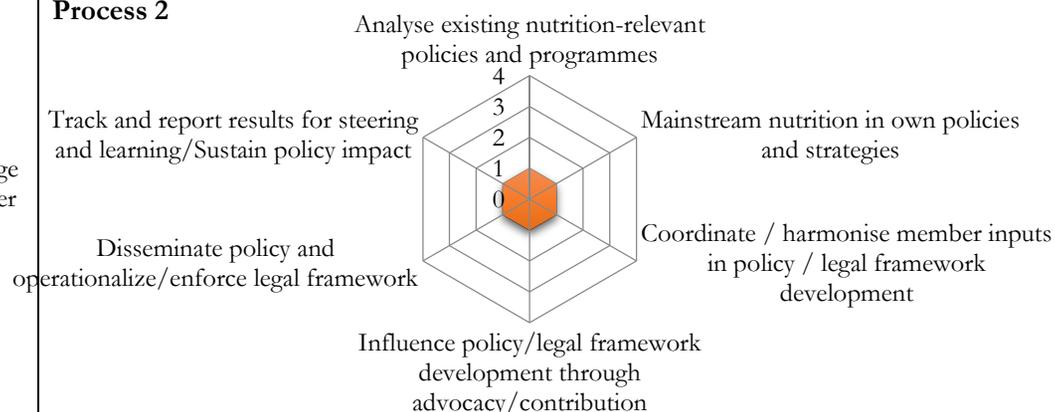
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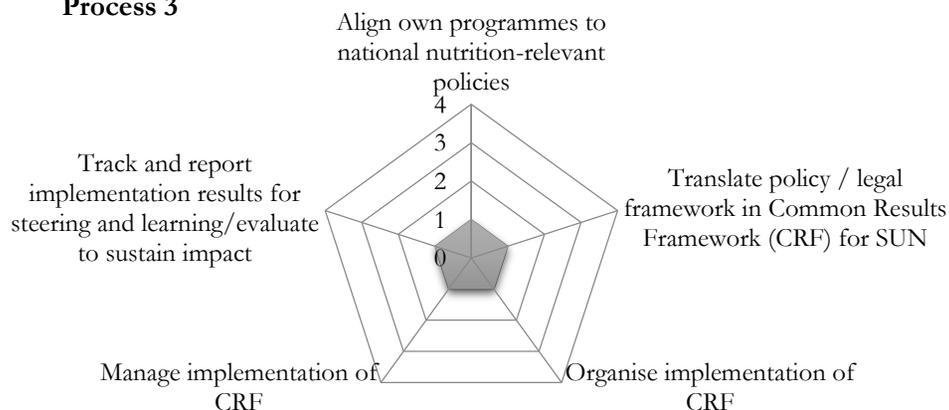
Process 1



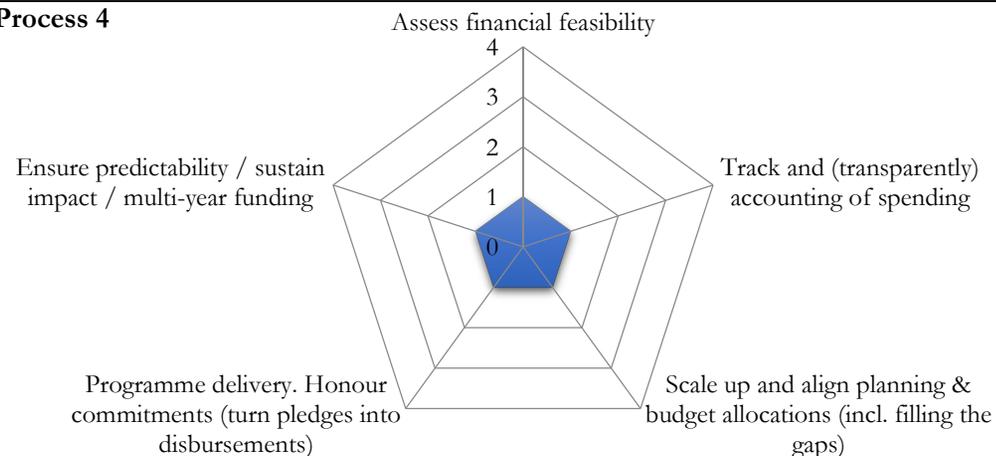
Process 2



Process 3



Process 4



ASSESSMENT CRITERIA TABLE

N/A	0	1	2	3	4
Not applicable	Not started	Started	Ongoing	Nearly completed	Completed
Progress Marker not applicable to current context	Nothing in place	Planning begun	Planning completed and implementation initiated	Implementation complete with gradual steps to processes becoming operational	Fully operational /Target achieved/On-going with continued monitoring

N/A	0	1	2	3	4
Not applicable	Not started	Started	On-going	Nearly completed	Completed

Annex 1 – Scaling-Up Nutrition: Defining a Common Results Framework

The SUN Movement Secretariat has prepared this note to help you take stock of progress with the development of a Common Results Framework

1. Within the SUN Movement the term ‘common results framework’ is used to describe a set of expected results that have been agreed across different sectors of Government and among other stakeholders.
2. The existence of a negotiated and agreed Common Results Framework helps different parts of Government and other Stakeholders (including development partners) to work effectively together.
3. The ideal is that the Common Results Framework is negotiated and agreed under the authority of the highest level of Government, that all relevant sectors are involved and that other stakeholders fully support the results and their implementation.
4. The Common Results Framework enables different stakeholders to work in synergy, with common purpose. It combines (a) a single set of expected results, (b) an plan for implementing actions to realize these results, (c) costs of implementing the plan (or matrix), (d) the contributions (in terms of programmes and budget) to be made by different stakeholders (including those from outside the country), (e) the degree to which these contributions are aligned – when designed and when implemented, (f) a framework for monitoring and evaluation that enables all to assess the achievement of results.
5. When written down, the Common Results Framework will include a table of expected results: it will also consist of a costed implementation plan, perhaps with a roadmap (*feuille de route*) describing the steps needed for implementation. There may also be compacts, or memoranda of understanding, which set out mutual obligations between different stakeholders. In practice the implementation plan is often an amalgam of several plans from different sectors or stakeholders – hence our use of the term “matrix of plans” to describe the situation where there are several implementation plans within the Common Results Framework. The group of documents that make up a country’s Common Results Framework will be the common point of reference for all sectors and stakeholders as they work together for scaling up nutrition.
6. The development of the Common Results Framework is informed by the content of national development policies, strategies of different sectors (eg. health, agriculture, education), legislation, research findings and the positions taken both by local government and civil society. For it to be used as a point of reference, the Common Results Framework will require the technical endorsement of the part of Government responsible for the implementation of actions for nutrition. The Common Results Framework will be of greatest value when it has received high-level political endorsement – from the National Government and/or Head of State. For effective implementation, endorsements may also be needed from authorities in local government.
7. It is often the case that some sectoral authorities or stakeholders engage in the process of reaching agreement on a Common Results Framework less intensively than others. Full agreement across sectors and stakeholders requires both time and diplomacy. To find ways for moving forward with similar engagement of all sectors and stakeholders, SUN Countries are sharing their experiences with developing the Frameworks.
8. SUN countries usually find it helpful to have their Common Results Frameworks reviewed by others, so that they can be made stronger – or reinforced. If the review uses standard methods, the process of review can also make it easier to secure investment. If requested, the SUN Movement Secretariat can help SUN countries access people to help with this reinforcement.