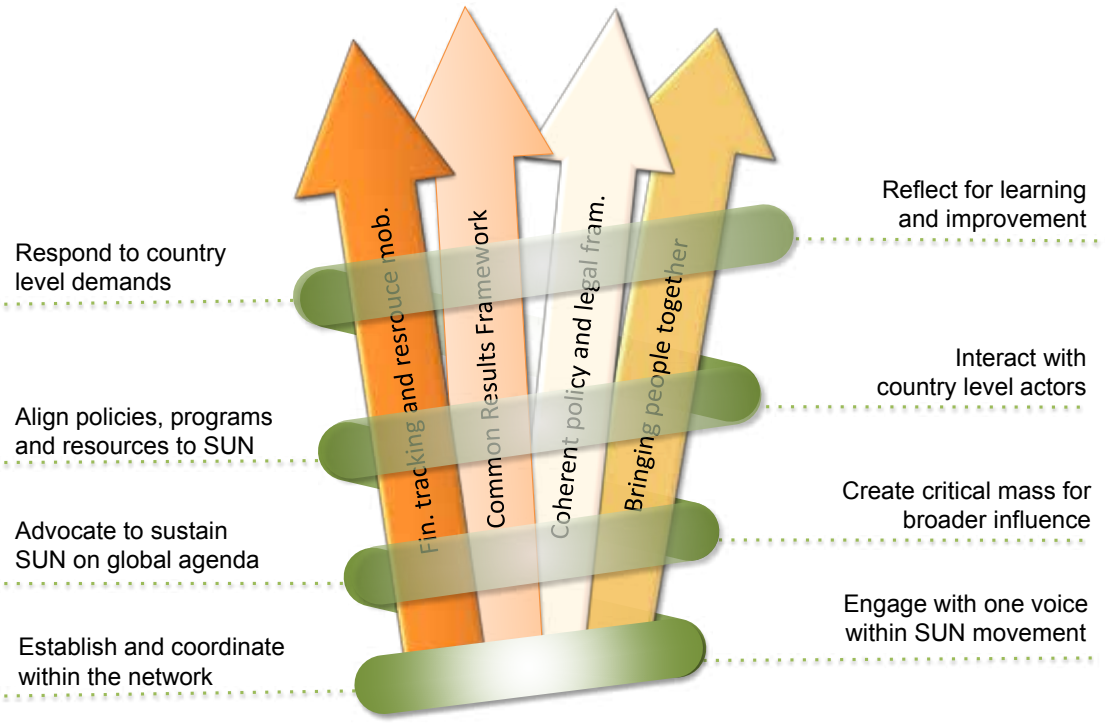
Scaling Up NUTRITION

Monitoring & Evaluation Framework

(Final draft)

SUN Movement



10 April 2013

Scaling Up NUTRITION

Table of Contents

ABBREVIATIONS 3

1. INTRODUCTION 4

2. INTENDED USE OF THE M&E FRAMEWORK 6

3. M&E FRAMEWORK AT IMPACT LEVEL 7

4. M&E FRAMEWORK AT OUTCOME LEVEL 9

- 4.5 NETWORK OUTCOMES AT COUNTRY LEVE 10
- 4.6 NETWORK OUTCOMES AT GLOBAL LEVEL 25
- 4.7 LEAD GROUP OUTCOMES (WORK IN PROGRESS) 31

5. MONITORING OUTPUTS 32

6. MONITORING PLAN OF OUTCOMES 39

Abbreviations

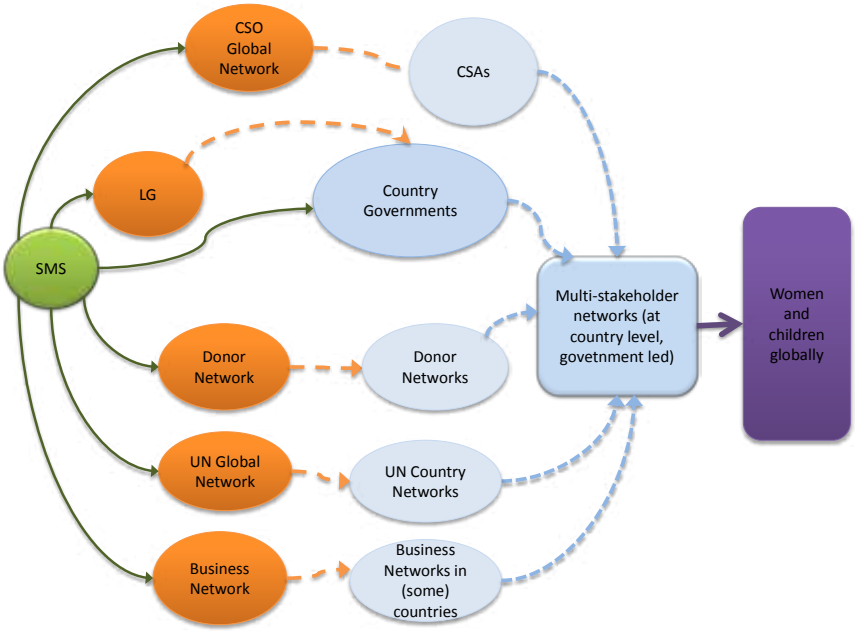
CFS	Committee on World Food Security
CSA	Civil Society Alliance (refers to CSO Network at country level)
CSO	Civil Society Organisation
LG	Lead Group
MSP	Multi-Stakeholder Platform
PM	Progress Marker
PPP	Public Private Partnership
REACH	Renewed Efforts Against Child Hunger and undernutrition
SBN	SUN Business Network
SCN	Standing Committee for Nutrition
SMS	SUN Movement Secretariat
SUN	Scaling Up Nutrition
UN	United Nations
WHA	World Health Assembly
WHO	World Health Organisation

1. Introduction

1.1 The SUN Movement has committed itself to the development of a comprehensive Monitoring and Evaluation (M&E) Framework to provide a sound and practical basis for measuring the progress and effectiveness of the Movement as a whole.

1.2 The first complete version of this M&E Framework is reflected in this document and consists of three complementary components (see Figure 1.1 below). The document was developed in consultation with SUN Networks. A Reference Group, consisting of representatives of all Networks, and Lead Group were constituted to support this work. A two-day design workshop was held in Geneva on 07 & 08 March 2013. The M&E Framework brings together, in one document, the expected results of the Movement and stakeholder commitments as outlined in the SUN Movement Strategy and Roadmap and in individual Network planning documents.

Figure 1.1 Schematic overview of different components M&E Framework



1.3 The SUN Movement Monitoring and Evaluation Framework is presented as three linked parts, each with a distinct purpose. The methods used in each part are described in chapters two, three and four of this document; in each case they are tailored to reflect the purpose they seek to pursue:

a. Monitoring the impact of efforts to Scale Up Nutrition within SUN countries: Impact is assessed by documenting the changes in the nutritional status of women and children, and linking these changes to actions undertaken within SUN countries. Impact assessment is undertaken within SUN countries using standardized survey procedures (Demographic and Health Surveys, for example) and computing the average annual rate of reduction for selected variables – such as prevalence of chronic malnutrition in children under five years of age. In March 2013 the SUN Movement's Donor Network

proposed expanding impact monitoring through the creation of a Networked Information System that brings together and enriches existing survey procedures to make a more robust assessment. Chapter 2 summarises this part of the SUN Movement's M&E framework and indicates the proposed principles of the Networked Information System.

b. Monitoring the outcomes of efforts to Scale Up Nutrition as practiced by different stakeholders within the SUN Movement: This part of the M&E Framework – including a description of how the contribution of these stakeholders is measured and reported – is presented in Chapter 3. It forms the core of this document. A distinction is made between outcomes delivered by stakeholders at country level (governments of SUN countries and other in-country stakeholders – blue actors in figure 1.1) and outcomes that cover groups of countries delivered by global stakeholders (the collective of SUN countries, SUN networks and the SUN Movement Lead Group – orange actors).

c. Monitoring the services (outputs) provided by the SUN Movement Secretariat (SMS) and assessing their contribution to the SUN Movement: This takes account of commitments made by the SMS to monitor and report on the contribution of its services to the ways different parts of the SUN Movement function. It draws on existing logical frameworks for the monitoring of the SMS. Chapter 4 contains this part of the Framework.

2. Intended use of the M&E Framework

2.1 The M&E Framework provides a framework for the collection of data with a view to determine impact, outcomes and outputs of the SUN Movement through the actions of its constituent parts.

- **In measuring impact, the M&E Framework assumes the use of secondary data that will be collected at country level and collated by the SMS.**
- **In measuring outcome, the SMS, Government Focal Points and the Network Facilitators will take the lead in collecting and reporting data related to their contribution to the SUN Movement, including an explanation / contextualisation of progress made. Other members of the Movement may be asked to provide inputs to increase the quality and efficiency of data collection, but final responsibility for adequate and timely reporting lies with them (more details are provided in the monitoring plan in annex 1).**

2.2 At output level, it is expected that the SMS will collect and report on relevant data.

2.3 The M&E Framework is a living document, which aims to help map and understand the Movement's progress in its implementation of the SUN Movement Strategy. The successful use of the Framework will be dependent on all SUN stakeholders, particularly the SUN Network and SMS, ensuring that the necessary information on the parts of the Framework directly relevant to them is collected and reported upon in a timely manner. It is suggested that each year a space is created to discuss the need for adaptation to all three components of M&E Framework, without losing sight of its overall purpose of mutual accountability.

2.4 Movement-wide monitoring information will be collated and reported upon annually by the SMS along with an analysis of progress made across the Movement. Based on this, the SMS may formulate recommendations or highlight strategic choices to be made by the Lead Group and the different members of the Movement, including revisions to the M&E Framework itself. These inputs are expected to enrich the members' own assessments of the monitoring findings.

3. M&E Framework at Impact Level

3.1 Impact monitoring primarily serves the purpose of learning and steering. Gaining an insight into changes in the nutritional status of women and children in SUN member countries is crucial to determine how well interventions work under which circumstances. This in turn is expected to inform decision-making in SUN countries, in particular in relation to priority-setting and work methods in the future.

3.2 As mentioned above, impact monitoring relies entirely on secondary data; therefore the underlying methodology for collecting this data will not be elaborated upon here.

3.3 The impact of the SUN Movement will be reflected in the extent to which SUN countries demonstrate significant reductions in undernutrition, referenced by the global targets established by the 2012 World Health Assembly:

- **40% reduction of the global number of children under five who are stunted;**
- **Reducing and maintaining child wasting to less than 5%;**
- **30% reduction of low birth weight;**
- **No increase of child overweight;**
- **50% reduction of anaemia in women of reproductive age;**
- **Increase exclusive breastfeeding rates in the first six months of life up to at least 50%.**

3.4 In addition to global nutrition-related targets, SUN countries have established national nutrition goals that address direct and underlying causes of undernutrition, such as increased access to affordable nutritious food, clean water, sanitation, healthcare and social protection.

3.5 Based on existing well-accepted secondary data sources (see the list below), the SMS tracks the data that indicate progress made towards meeting both global nutrition targets and country-specific nutrition goals. SMS makes this data comparative across countries and available for SUN members annually, as part of a common M&E / Progress report. This is done to enable the SUN Movement to link information on the nutrition situation in countries to progressive changes in behaviour of countries and networks, and to be in a better position to establish priority actions and determine where significant increases in investment are needed.

3.6 The SUN Movement annually makes available comparative data1[1] across SUN countries on the following indicators of nutrition:

In line with the WHA global nutrition targets	Nutrition-specific	Nutrition-sensitive
U5 Stunting U5 Wasting U5 Over Weight Low-birth weight 0-6 months Exclusive Breastfeeding	4+ food groups (6-23) Children 3 IYCF (6-23) Zinc treatment 4+ ANC for pregnant women De-worming (12-59) Vitamin A (6-59) Presence of iodized salt in household	Access improved water (% pop) Access improved sanitation (% pop) Access to primary school enrolment Un-met need for family planning % Births attended by skilled health personnel Nutrition awareness- building by improving mass media coverage in collaboration with private sector

3.7 **These indicators form a core, but not exhaustive, list of changes that the SUN Movement will track on an annual basis Additional indicators, specific to business or particular sectors, will be added on an as-needed basis and tracked, assuring that the technical quality of data is acceptable.**

3.8 Information from WHO is considered as the primary data source. In addition, when available and up-to-date, data is sourced from Multiple Indicators Cluster Surveys (MICS) and/or Demographic Health Surveys (DHS) reports.

3.9 If the latter is not available or out-of-date, SMART survey data and other validated national survey (only when it meets certain technical criteria) are used, like:

- **National Family Health Surveys**
- **National Maternal-Infant Health Surveys (ENSMI)**
- **Nutrition and food security survey**

In addition, for data on nutrition-specific and -sensitive indicators:

- **FAO Strengths, weaknesses, opportunities and constraints/threats (SWOC)**
- **Database of Joint Monitoring Programme for Water Supply and Sanitation (JMP)**
- **The State of the World's Midwifery Report (SOWMR)**

3.10 Similar to impact indicators, reliable data sources will be added, as needed, to satisfy requests of SUN member countries and networks in tracking the sector-specific changes on impact level.

1 With break down of urban/rural, age and income groups, among others

4. M&E Framework at Outcome Level

4.1 Outcome monitoring primarily serves the purpose of mutual accountability among the various stakeholders within the SUN Movement by creating an insight into the contributions of the different groups of stakeholders. This mutual accountability, in turn, serves as a basis for steering of the Movement by the Lead Group (LG) and is considered to be an essential element for the sustainability of the Movement.

4.2 For the design of the outcome monitoring system, an Outcome Mapping methodology has been employed, structured around the four processes (in pursuit of four strategic objectives) as reflected in the SUN Movement Strategy 2012 - 2015.The Outcome Mapping approach looks at how the behaviour of actors at country level (i.e. government and country networks) is changing within the context of the four processes using "ladders of change". These ladders are made up of a set of progress markers that illustrate progressive behaviour that is expected to be displayed by the various actors (see chapter 4.1). The M&E system does not directly measure progress in processes, but progress in the behaviour of actors that make the four processes happen thereby enabling mutual accountability in terms of behaviour.

4.3 These four processes at country level are supported by the SUN Global Networks (Donor, UN, CSO and Business Networks). The outcome M&E Framework also includes sets of progress markers that are meant to help the mapping out of the behaviour and contribution of these global actors to the SUN Movement (see sections 4.5 and 4.6).

4.4 4.4 This combined outcome monitoring of global and country actors is illustrated in the figure 4.1 below:

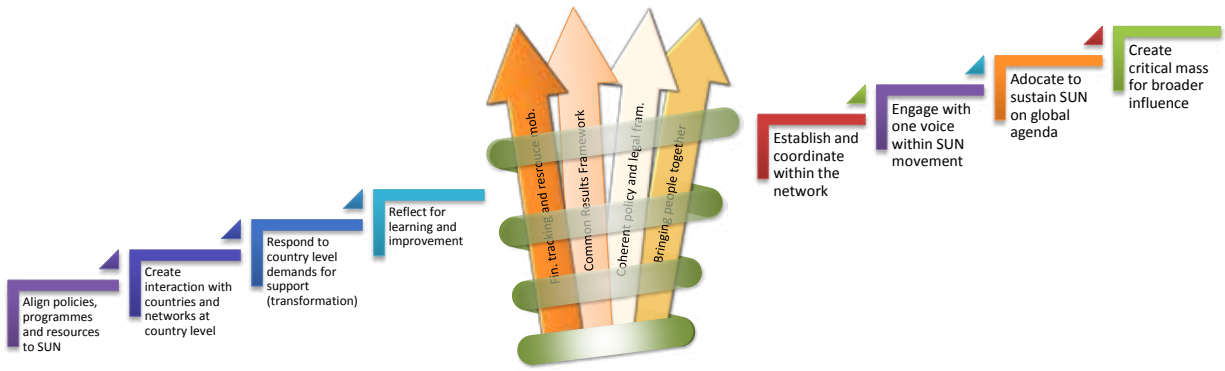


Figure 4.1: Four country processes supported by global networks

4.5 Network Outcomes at country level

4.5.1 At country level, behaviour during a period of time will be measured against a "ladder of change" for each of the four strategic processes of the SUN Movement as reflected in picture 4.2 below.

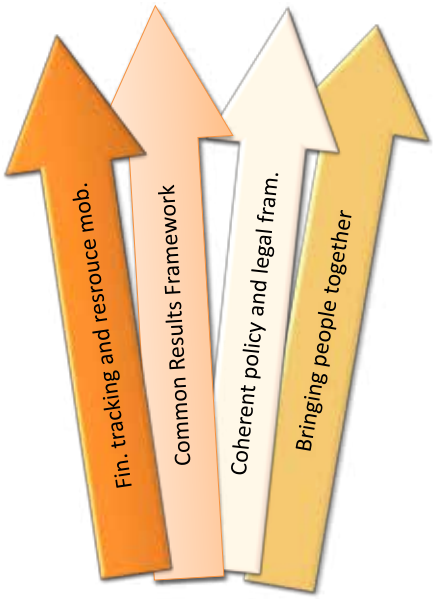


Figure 4.2: Four Strategic Processes of the SUN Movement

4.5.2 Each of the four ladders is made up of a number of steps or phases that mark progressive behaviour displayed by the various actors involved (i.e. progress markers). Even though the steps of the ladder suggest a linear process, it is understood that progress in reality cannot be expected to follow these steps consecutively. The steps merely provide a framework around which actual changes in behaviour can be mapped in whatever way they evolve. This also means that the framework is not normative and being on a higher level is not automatically better than being on a lower level.

4.5.3 Repeating this mapping of behaviour over a longer period of time gives an insight into patterns of behaviour of individual actors. This insight is not designed to be judgemental, but to enable decision making by the Lead Group as well as by the individual actors about what to do next to help the SUN Movement as a whole progress towards delivery of the SUN Movement Strategy.

4.5.4 Furthermore, under each step more details are given (in the shape of milestones or indicators) reflecting possible signs that illustrate a particular level of behaviour. These signs are just examples to help recognise a certain level of behaviour, as it is understood that particular behaviour may manifest itself in a different, unforeseen, way[2].

4.5.5 On the next pages, the "ladders of change" for each of the four processes as well as the signs for the different actors are illustrated.

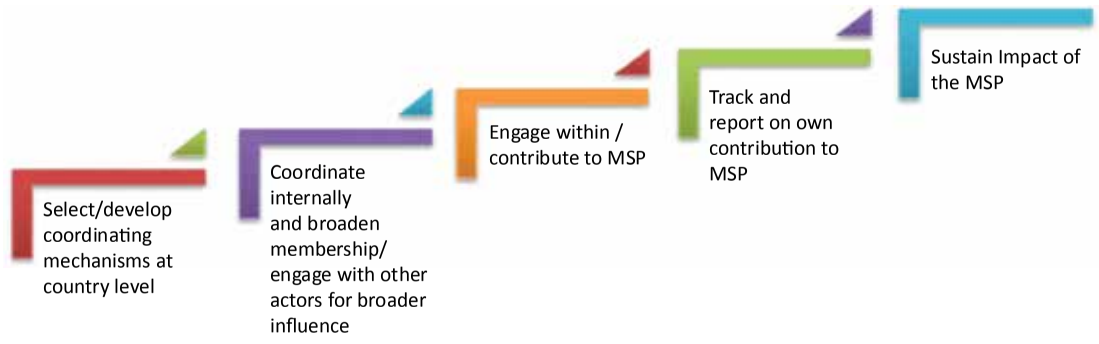
4.5.6 The SUN Business Network (SBN) functions slightly differently from the other three SUN Networks as the role of the private sector differs from the traditional mandate of governments, multilateral agencies and civil society to improve health and nutrition. However, the SBN facilitates multi-stakeholder collaboration and private sector engagement in an increasing number of SUN countries through local SBN 'chapters,' and therefore will track and report on progress at a country level only in those countries where a local SBN chapter is active.

4.5.7 It should be noted that not all the steps of ladders are fully applicable or appropriate for each Network and country government. These exceptions are captured and visibly displayed in tables with progress markers and signs.

4.5.8 A monitoring plan detailing, per monitoring area, how the system will be operated is attached in Annex 1.

2 E.g. Sharing of information is behaviour that can be displayed in regular exchange meetings but also by posting information on a website or in many other ways. Measuring the number of meetings as indicator for information sharing therefore risks leading to the wrong conclusions. So we are not looking for preconceived indicators, but for actual signs that illustrate the manifestation of a particular behaviour.

Ladder of change for Process 1: Bringing people in the same space



Progress Markers and Signs for Process 1: Bringing people in the same space

Government	UN Network	Donor Network	Business Network	CS Alliances
Choisir/développer un mécanisme de coordination au niveau pays				
Put formal structure in place • Put in place high level convening body from government (political endorsement) • Convene MSP regularly • Appoint SUN Government Focal Point • Functioning of a national 'secretariat' for coordination of MSP	Establish UN System Network for SUN • Nominate a UN Focal Point (e.g. REACH facilitator) • Convene, where possible through existing coordination mechanisms, as UN Country Network of SUN Movement. • UN Focal Point reaches out to Government Focal Point • Work plan for the UN Network in light of SUN	Convene, where possible through existing mechanisms, to support SUN • Nominate Donor Convener • TOR / Work Plan for donor coordination	Establish Business Network for SUN at country level: • Nominate SBN focal point or steering group • SBN focal point reaches out to Government Focal Point and other Networks and liaises with SBN at global level (where appropriate link to existing industry associations) • Organise multi-stakeholder convenings to define potential contributions by the private sector and agree on ways of working with other stakeholder Networks • Existing networks represent private sector in the SUN Movement at country level, where possible.	Put in place coordinating mechanisms with links to existing CSO networks, platforms and other national mechanisms to avoid duplication (B1.1) [3] • Governance structure (executive) composed with ensured gender, regional, and expertise balance and with secretariat Develop/use communication mechanisms with global CS Network (B1.2) • Communication across Network (meetings, calls, emails) • Participation in global CSO fora

[3] References relate to indicators in SUN Multi-Partner Trust Fund Logframe.

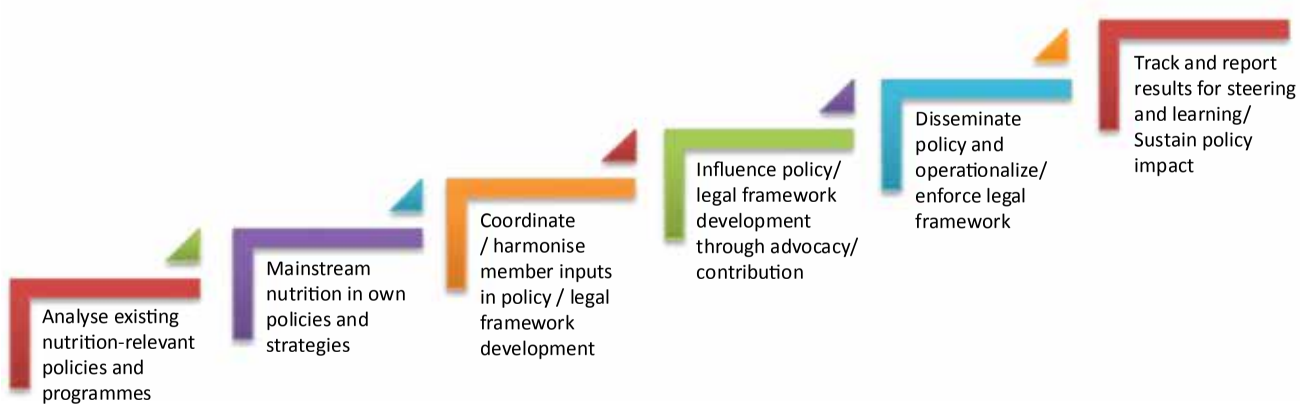
Government	UN Network	Donor Network	Business Network	CS Alliances
Coordinate internally and broaden membership				**Engage with other actors for broader influence**
Expand Multi-stakeholder Platform (MSP) to get "new" members on board • Additional relevant line ministries on board • Actively engage executive level political leadership • Expand MSP with other networks (donors, CSA, businesses and research institutes) Identify a process for central level to provide feedback and involve local levels, including community.	Internal UN coordination with expanding membership of UN agencies with an interest in advancing collective efforts to Scale Up Nutrition. • Regular information exchange / coordination among UN group members • Efforts to identify and mobilise additional UN agencies • UNDAF provides framework for UN's efforts towards Nutrition • Pursuit of coordinated / common narratives to facilitate harmonised MSP participation	Donors use Donor Network for regular exchange and interaction among each other Support broadening of membership • Number of donors that participate in MSP • Sectors that are represented by donors in MSP Pursue harmonized / coordinated participation in MSP • Joint donor statements	Organise multi-stakeholder convening to define potential contributions by the private sector and agree on ways of working with other stakeholder networks. Broaden the Network to include more business partners from food sector and others like: agriculture, transport, ICT, energy, finance and health care, including representation of small- and medium-size enterprises in SUN countries that subscribe to the principles of engagement.	Expand membership across relevant sectors, constituencies, social movements and community organizations including those focusing on women and children • Updated membership criteria • Members list with indication of sectors Number and diversity of CSOs participating in CS Networks.

Government	UN Network	Donor Network	Business Network	CS Alliances
Engage within / contribute to MSP				
Ensure MSP delivers joint results (expanded in seven sub-markers) 1. Regularly use platform for interaction on nutrition-related issues among sector-relevant stakeholders 2. Get platform to agree on agenda / prioritisation of issues 3. Identify and mobilise the involvement of the relevant stakeholders 4. Ascertain that the right representatives are participating and contributing 5. Facilitate consensus building / brokering / negotiating around interests to arrive at results in terms of joint conclusions / recommendations 6. Use results to advocate / influence other decision-making bodies 7. Regularly use results of MSP in decision making	Six sub-markers: 1. Regularly and consistently interact with government and other networks making up the MSP to share information 2. Demonstrate harmonised / coordinated participation in setting agenda / prioritisation of issues 3. Regularly, consistently and appropriately participate in meetings / task team 4. Provide concrete support (knowledge / expertise / funding) to help consensus building / negotiating around interests within the MSP. 5. Make concrete contributions to joint efforts to advocate / promote outcomes of the MSP deliberations (e.g. policy recommendations) 6. Provide support in tracking and reporting of the use and impact of the MSP outcomes	Actively engage in MSP • Regular meetings with Government Focal Point • Participation in MSP agenda setting • Participation in negotiations / consultations concerning nutrition-related priority issues • Provision of concrete support (financial / expertise) to MSP initiatives • Contribute to advocacy efforts	Facilitate dialogue on opportunities for the private sector to contribute to improved nutrition along the value chain: • Regularly and consistently interact with government, SUN Movement Networks and other stakeholders to share information which will foster mutual understanding and collaboration • Contribute to joint efforts to advocate and promote the goals of SUN Movement Create mechanisms to link SBN at global level to SBN at country level to bi-directionally share information and expertise Regularly use mechanisms to communicate / share information with SUN Movement Secretariat and other global networks • Attend Network facilitators meetings • Respond/contribute to email newsletters / Provide material / updates for the SUN website • Adopt common M&E framework Engage within the broader SUN Movement and Networks for the creation of better understanding and acceptance of the potential opportunities for collaboration with the private sector in support to improve nutrition: • Discussions aimed at getting to know, understand and accept each other as valuable partners	Engage in the development and formulation of government commitments and help ensure the voice of local communities are taken into account in national, global financial, legal, programmatic and political commitment on SUN (B3.1) • Public hearings with parliamentarians Mechanisms of CSAs engagement with district structures to support SUN at the decentralised level

Government	UN Network	Donor Network	Business Network	CS Alliances
Track, report and critically reflect on own contribution and accomplishments				
Regularly track and report on proceedings and results of MSP • Public accountability (in parliament or regular publication) • Sharing of experiences across countries Report on involvement in other three processes, detailing parties involved.	Apply an agreed approach / format for tracking and reporting on UN Network contribution to the MSP, structured around the four strategic processes of SUN • Agreed approach / reporting format • Existence of reports in line with agreed format	Track and report on own engagement in MSP (using agreed reporting format)	Track and report on SBN commitments to the SUN Movement • Members of the SBN agree on the SUN Movement and SBN's Principles of Engagement Network functions as a platform for discussions among business representatives and provision of benchmark on relevant topics to improve nutrition at a global level: Create and share through SBN online platform case studies and lessons learnt on private sector's contribution to improve nutrition and public-private partnerships	Share information on own contribution to three other SUN processes

Government	UN Network	Donor Network	Business Network	CS Alliances
Sustain Impact of the MSP				
Integrate MSP approach on nutrition in national development planning mechanisms Enduring executive level political leadership irrespective of turnover.	Demonstrate multi-year commitment to SUN • SUN commitment reflected in UNDAF • Continued harmonised UN support irrespective of changes in UN leadership	Ensure an institutional commitment to work within MSP	Document and share learning on effective and sustainable business models or Public Private Partnership, which work to improve nutrition.	Develop strategic plans and locate finance for longer-term sustainability (B5.3) • Reports on future plans, including finance strategies to ensure diverse funding base • Proposals for continuity of CSA Work • Mechanisms of CSAs at district level

Ladder of change for Process 2: Coherent policy and legal framework



Progress markers and Signs for Process 2: Coherent policy and legal framework

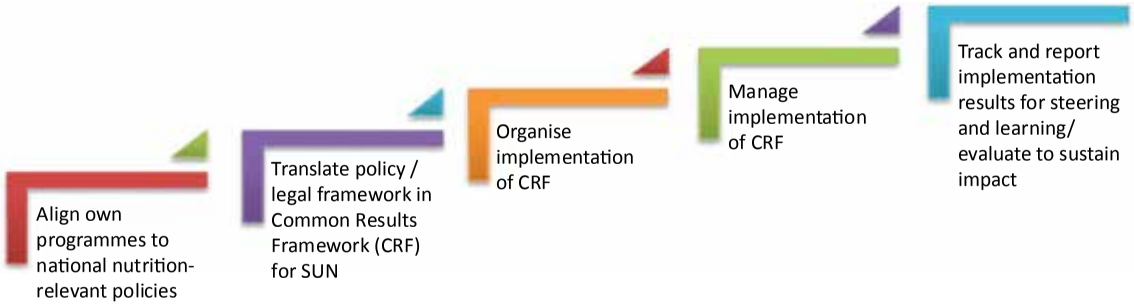
Government	UN Network	Donor Network	Business Network	CS Alliances
Analyse existing nutrition-relevant policies and programmes				
Analyse context, take stock and analyse coherence of existing policies and regulations • Existence of stock-taking documents / overviews Reflect on the need to adapt policies and legal framework • Existence of review papers / consultative processes	Collect and share overview of nutrition-relevant global level UN policies, MoUs and joint statements among UN agencies of relevance to the country's nutrition efforts Support government stock-taking	Contribute to stock-taking of nutrition-relevant policies and legislation	Participate in multi-stakeholder meetings to share private sector perspective on how policies influence business behaviour	Mapping/take stock of nutrition relevant programmes and policies Contribute to assessment of the nutritional context in country Assess and advocate for policy coherence and that sector policies are consistent with nutrition objectives
Mainstream nutrition in own policies and strategies				
N/A	Mainstream nutrition in the UN's own collective and individual policies and strategies; • UNDAF reflects nutrition as priority. • Sensitisation of UN representatives / staff about SUN and importance of nutrition in national development process. • Nutrition is prioritised in country strategies of UN-Network members.	Develop/update own policies and strategies that are specific to nutrition • % of donor partners in a given country that have incorporated nutrition considerations within own strategies for support in at least two sectors • Donor policies are sensitive to gender dimensions of nutrition	Integrate nutrition considerations into private sector at country level	Scale up own commitments to nutrition • Cross-fertilisation of CS narratives (global-national-global) • Ensure nutrition-sensitive policies and programmes (of own CS constituency)

Government	UN Network	Donor Network	Business Network	CS Alliances
Coordinate/harmonise member inputs in policy/legal framework development				
Coordinate nutrition policies and regulation between relevant line-ministries • Existence of national ministerial guidelines / advice / support for mainstreaming nutrition in sector policies • Existence of instruments to integrate nutrition in sub-national plans	Coordinate and harmonise UN inputs to avoid duplication and contradictions	Coordinate/harmonize inputs into national debate/policy making • Joint analysis / statements	Support scaling up nutrition by promoting the principles of engagement at country level; create awareness about relevant policy / regulatory frameworks and encouraging private sector (SBN members) contributions in alignment with national nutrition plans Stimulate discussion and contribute with ideas to the policy debate that may promote responsible investments in nutrition along the value chain • Event bringing together business and policy makers	Coordinate inputs of members to MSP and national plan • Joint statements on nutrition with focus on women and children
Policy / legal framework development through policy influencing / advocacy / contribution				
Review / revise policies / legal framework with assistance from other platform members to ascertain quality • Existence of updated policies and strategies specific to nutrition • Existence of updated sector policies in 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 • Existence of policies that empower women Ascertain nutrition policy coherence with other, development-related policies such as trade, agriculture, other • Discussions in MSP on policy coherence • Discussion of policy coherence within government Broaden political support • Parliamentary attention and support (e.g. groups in parliament that deal specifically with nutrition; votes in support of MSP suggested changes)	Provide harmonised advisory services into policy / legislative analysis and development, with particular reference to women empowerment • Drawing from analytical tools and emerging evidence • Sharing experiences from other countries • Mobilise nutrition champions to support nutrition-related policy support • Contribute to / participate in country-level nutrition advocacy events	Promote integration of nutrition-sensitive development that empowers women in national planning processes and budgets	N/A	Based on analysis, advocate core issues to addressing undernutrition, including such issues as women's empowerment for example Advance the narrative through advocacy campaigns, press coverage to raise SUN public awareness (B2.2) Contribute to common multi-stakeholder narrative on nutrition (B2.1)

Government	UN Network	Donor Network	Business Network	CS Alliances
Diffuser le cadre politique et juridique opérationnalisé/mis en vigueur				
Disseminate / advocate policy / legal framework among relevant audiences • Publications, explanatory documentation, press releases	UN Network actively supports government in dissemination and operationalisation of agreed policy / regulatory frameworks	Contribute to enable policy dissemination / operationalisation and enforcement of legal framework	N/A	Share policy with public, government and donors, INGOs, National Council of NGOs or country equivalent
Translate policy framework in Common Results Framework (see process 3)				
Mobilise resources (see process 4)				

Government	UN Network	Donor Network	Business Network	CS Alliances
Track and report for learning and sustain policy impact				**Track and report for learning and sustain engagement for broader influence**
Review / evaluate policy and legal framework for refinement and cementing of cross-sector alignment • Existence of policy studies, impact evaluations, etc. • Contributions to international fora	Support government in evaluation of implementation and impact of policy / legal framework	Track and report on own contribution to policy / legal framework development • Regular monitoring reports / presentation Review / evaluation of policy and legal framework for refinement and cementing of cross-sector alignment • Donor contributions to policy studies, impact evaluations etc. Enabling government contributions to international fora	N/A	Produce the evidence for what works to improve nutrition outcomes, including best practice on relevant links between nutrition and gender, employment, agriculture, food, etc. based on SUN practices (B3.2) • Policy research papers • Documented best practices • Sharing of own analysis with wider public to inform advocacy, including global • Sharing experiences with other CSAs as well as with universities, research institutes and professional associations for evidence-based advocacy Put in place mechanisms promoting mutual learning from best practices on advocacy and engage to generate sustained commitment to SUN • Sharing reviews and analysis of national plans with wider public to inform advocacy, including global Encourage inclusion of women's empowerment as part of 'SUN branding' and as part of national outcomes of CRFs

Ladder of change for Process 3: Common Results Framework for National Nutrition Plan (aligned programming)



Progress Markers and Signs for Process 3: Common Results Framework (aligned programming)

Government	UN Network	Donor Network	Business Network	CS Alliances
Suivre, rapporter et mener une réflexion éclairée sur ses propres contributions et réalisations				
N/A	Align UNDAF with national nutrition programme and relevant nutrition-sensitive sector programmes • Adopt selected national impact, outcome and coverage indicators in own programmes • Agreed and transparent role distribution among UN Network members	Align own programme to national nutrition plan (CRF) • % of donors supporting the CRF • Donor programmes with results framework at output, outcome and impact level clearly aligned with the national nutrition plan / strategy Adopt national impact indicators on nutrition in own programmes • Nr. of donor adopting national nutrition strategy impact indicators in own programmes	Identify the role business can play in contributing to national plans to scale up nutrition (e.g. SBN advocates with business to align their nutrition interventions behind national nutrition plans)	Prioritise scaling up nutrition work in line with national processes (B1.3) • Revise and align own strategic and programmatic documents to agreed national nutrition plans Encourage the right balance between nutrition-specific and nutrition-sensitive interventions as part of national CRFs Adopt national impact indicators on nutrition in programme monitoring and evaluation

Government	UN Network	Donor Network	Business Network	CS Alliances
Traduire le cadre politique/juridique en Cadre commun de résultats (CRF) pour le Mouvement SUN				
Nutrition is national development priority Draft aligned common results framework • Existence of CRF • Existence of nutrition-specific programmes including high-impact interventions (Lancet Interventions) • Existence nutrition-sensitive sector programmes Decide on implementation arrangements (task distribution based in line with mandate and capacity assessment) • Existence of implementation framework • Availability and use of capacity assessment instruments Finalise the CRF, including costing / budgeting, M&E framework • Agreed set of key indicators and M&E framework in place • Agreed costing / budgetary framework in place • Availability of decentralised M&E frameworks in place linked to central policies and planning	Support government in development of Common Results Framework / National Plan for Scaling Up Nutrition. • Share knowledge / international standards and experiences • Provide technical / subject matter expertise • Share international experience / provide expertise in costing and M&E framework development for CRF	Consult governments on the nutrition programme (CRF) • Provision of collective and harmonized support to the formulation of CRF (e.g. national nutrition plan / strategy)	N/A	Engage in the development and formulation of government commitment to ensure that the voice of local communities are taken into account in financial, legal, programmatic and political commitments on Scaling Up Nutrition (B3.1) • Consultations with local communities and authorities
Organise implementation of CRF				
Mobilise and develop capacity of implementing entities in line with implementation arrangements • Explicit identification and task allocation to implementing entities • Existence of capacity development activities Mobilise and allocate resources (process 4)	Assess support needs and articulate own (harmonised / coordinated) capacity in contributing to the CRF implementation. Assist government in capacity assessment and development of implementation mechanisms at central and local level	Align own programmes to CRF • Explicitly identify areas of CRF to coordinate own efforts with • Identify areas of CRF that will be managed with/ contributed to by own programmes	Facilitate and mobilise responses (providing access to knowledge and technical assistance) to specific country requests on how to engage the private sector in local the SUN Movement	Align own programmes to CRF • Explicitly identify areas of CRF to coordinate own efforts with • Identify areas of CRF that will be managed with/ contributed to by own programmes

Government	UN Network	Donor Network	Business Network	CS Alliances
Manage Implementation of CRF				
Set up and use monitoring system for CRF • Existence of monitoring tools for tracking results and spending specific to CRF • Integration of CFR implementation monitoring into existing nutrition monitoring systems across sectors Implement in line with the agreed plan • Existence of progress reports Steer / guide / oversee implementation • Existence of monitoring visits and progress monitoring reports • Adjustments in plans, including budgets based on analysis of performance	Support CRF implementation in line with implementation arrangements Support required capacity development efforts within government to monitor the effective and efficient implementation of nutrition-specific and nutrition-sensitive strategies, policies, plans, programmes and actions and link to on-going policy review processes Monitor implementation of UN programmes and actions that support the national action plan • Promote harmonised targeting and service delivery among agencies Normative agencies of UN Network monitor and report on results using agreed national impact indicators in line with own mandate	N/A	N/A	N/A
Evaluate to sustain impact		**Track and report implementation results for steering and learning**		
Capture and share lessons learned • Increasing coverage of nutrition specific programmes • Increasing nutrition sensitive sector programmes Share lessons with wider Movement by contributing to international fora	Evaluate own programmes and share lessons at country and international level for future policy / programme development Support government to collect evidence (best practices / lessons) from national level for making quality improvements / adaptations / refinements of CRF and for cross-country exchange of best practices / lessons learnt	Collect data on results fordecision-making in MSP • Data on results indicators collected and used for decision-making by donors on regular basis	Create and share through SBN online platform case studies and lessons learnt on private sector's contribution to improve nutrition	Report on contributions to design, implementation and monitoring CRF Assist national authorities and MSP to track progress transparently and use results to help policy makers within the platforms to encourage more effective programming (B4.2) • Participation in social auditing (or similar activities) to help government monitor the commitments and spending on nutrition • Reviews of government plans and financial commitments on nutrition

Ladder of change for Process 4: Financial tracking and resource mobilisation

Progress Markers and Signs for Process 4: Financial tracking and resource mobilisation

Government	UN Network	Donor Network	Business Network	CS Alliances
Évaluer la faisabilité financière				
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 Review costing in light of available (expected) resources • Existence of costed plans both for CRF implementation and (financial) capacity development	Create and share overview of own spending on nutrition-related programmes / actions	Make indicative funding predictions available	N/A	Track current allocations to nutrition-specific spending, disaggregated by sector (or, wherever possible nutrition-sensitive and -specific spending) Assess MOF commitment to SUN, including budgetary process followed

Government	UN Network	Donor Network	Business Network	CS Alliances
Scale up and align resources (incl. filling the gaps)				
Allocate increasing government budget • Domestic contribution figures aligned to CRF Identify financial coverage and reduce financial gaps by mobilising additional (own and external) resources • External contribution figures • Clear and accepted financial gaps	Assess additional funding needs and resource mobilisation to meet support needs. Identify gaps and opportunities for increased synergy among UN agencies in the Network Allocate resources aligned with national policy and programmes (CRF	Allocate resources aligned with national framework (CRF) • Document describing the investment case for nutrition is available • Resource mobilization strategy • % of donor partners funding aligned programmes • % of donor funding allocated to aligned programmes	Assist in making a business case for investment in nutrition and share experiences on innovative financing mechanisms Advocate at global and national level for increased investments in nutrition	Scale up own resources in support of country action • Finances raised in support national nutrition plans Advocate for putting in place regulations on private sector support to nutrition programmes Advocate for increased funding by donors to CSAs
Honour commitments (turn pledges into disbursements)				
Honour own commitments and pursue realisation of external commitments • Financial Government allocations to implementing entities • % of external commitments received by government	Disburse finances for aligned programmes according to schedule	Disburse finances aligned with programmes according to schedule • Donor partners having disbursement timelines agreed with government • Donor partners disbursing funds in line with agreed timeline / in the fiscal year in which it was scheduled	Business Network members provide statement of interest and commitment in support of the cause to Scale Up Nutrition	N/A
Track and transparent accounting of spending				
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	Transparently monitor and report on spending trends and gaps	Track and report on own actual spending trends and gaps • Consistent and transparent method for tracking financial investments in nutritional outcomes used • Real time, reliable and gender disaggregated information on in-country funding for nutrition consolidated and shared	Track and report realisation of private sector (SBN members) commitments in support to improve nutrition	Track resources including gender-disaggregated information (also on gaps) • Reports on nutrition-specific spending, with indication of % for women

Government	UN Network	Donor Network	Business Network	CS Alliances
Sustain impact	**Ensure long term predictability**			
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	Have in place multi-year funding frameworks • Existence of flexible mechanisms for shifting between humanitarian and development resource	Commit increasing financial resources to fill the gaps • Trend in financial contributions of donor community Make predictable financial commitments (multi-year, matching CRF costing)	Assess private sector contributions aligned to national plans to scale up nutrition	Identify funding gaps and assess the balance between short-term and-long term funding from external donors

4.6 Network Outcomes at global level;

4.6.1 The main purpose of the Networks at global level (CSOs, Donors, UN and Business) is to enable and support SUN countries to scale up nutrition. The Global Networks form an integrated part of the SUN Movement, but for the sake of outcome monitoring are considered as separate actors from their country level representations given their distinct contributions to the Movement.

4.6.2 The progressive behaviour that is associated with the contribution of the global CSO, Donor, Business and UN Networks to the Movement is reflected in eight progress markers, illustrated in the spiral that keeps the four processes at country level together (see figure 3.3. below).

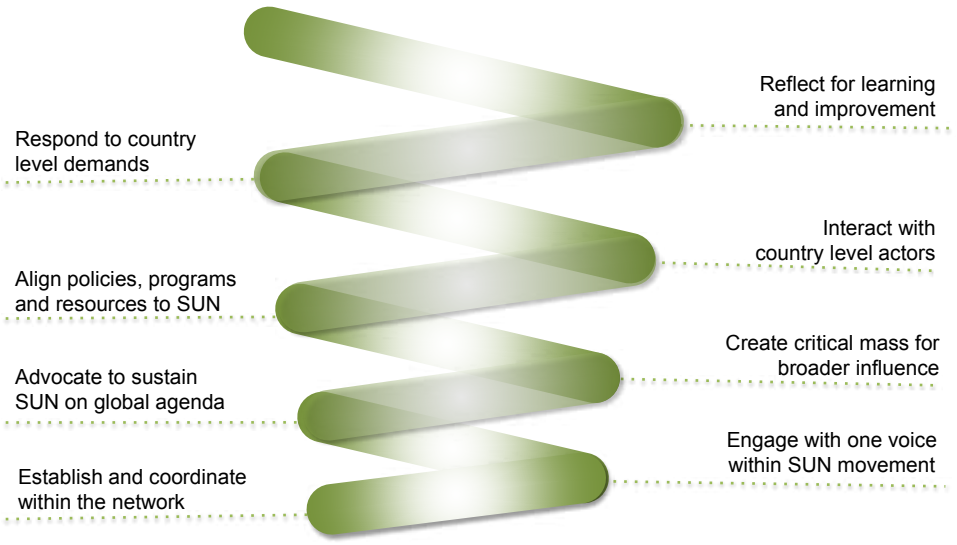


Figure 3.3: Progress markers for global networks

4.6.3 The same logic of non-linearity in the ladders of change at country level applies to the eight progress markers at global level. Additionally, for each of the four Networks details or signs have been identified, that may help in recognising what level of behaviour is manifested by a particular Network during a given period of time. These signs are reflected in the table below.

Table 1: Progress Markers and signs for global networks

Global UN Network	Global CSO Network	Global Donor Network	SBN
Establish and coordinate within the Network			
Establish and launch global UN System Network and establish initial unified UN position on important policy and technical SUN issues. • Formal launching of the Network • Agreed TOR / Business Plan / Governance structure • Convene Network meetings • Dialogue towards common understanding and establishment of agency responsibilities (division of labour) • Formulation of a unified UN position, guiding principles and approach for SUN.	Formalise the establishment of the Network • Terms of Reference • Governance Structure • Principles for Responsible engagements Convene and attend Network meetings • Minutes of Network meetings shared with Network members	Establish the Network • Agreed Terms of Reference • Governance Structure • Principles for Responsible Engagements Develop systems to connect to country level Donor networks Organise regular global and country level Network calls	Establish the Network: • Agreed TORs / Governance Structure • Development of an agreed strategic and operational plan • Formulation of principles for responsible engagement
Engage with one voice within the SUN Movement			
Unify / harmonise contribution towards the development of global SUN policies, principles and strategies; • Participate in Network Facilitators calls • Devise common talking points regarding nutrition to promote increased coherence among agencies in the UN Network • Contribution of knowledge and international standards for nutrition outcomes and delivery of nutrition interventions. • Contribution of a mechanism for tracking WHA / post 2015 targets • Adoption of SUN Movement M&E Framework towards Mutual Accountability	Regularly use mechanisms to communicate / share information with other global networks • Attend Network Facilitators meetings • Share minutes (through SMS) with other SUN global Networks • Respond/contribute to email newsletters / Provide material/updates for the SUN website • Hold face-to-face yearly gathering of Network members • Adopt common M&E framework Establish a mechanism to support communication, cross-learning and sharing on scaling up nutrition between countries and global civil society fora such as the CSM	Interact with other SUN global networks (horizontally) • Participate in Network Facilitators calls • Adopt common M&E framework Share experiences with wider Movement (other SUN global networks) Harmonise position in SUN policy framework	Establish mechanisms to communicate / share information with SUN Movement Secretariat and other global networks • Attend Network Facilitators meeting • Respond/contribute to email newsletters / Provide material/updates for the SUN website • Adopt common M&E framework

Global UN Network	Global CSO Network	Global Donor Network	SBN
Advocate to sustain nutrition on global agenda (incl. resource mobilisation)			
Conduct and contribute to global advocacy and resource mobilisation to sustain SUN as well-resourced priority on the international agenda; • Participate and contribute on behalf of SUN Movement in international forum like WHA, CFS, UN General Assembly, G8 or G20	Advocate with all governments and other stakeholders for increased resources in support of national nutrition plans Develop and promote harmonised SUN messages formulated with input from civil society in high burden countries in key international fora including UN fora Facilitate participation of national CS in international fora	Actively advocate towards country representatives in international / regional fora Based on existing intergovernmental mechanisms, get actively involved in global advocacy Mobilize more / add resources aligned to country needs (CRF) Explore potential for innovative mechanisms for fundraising Test different models for innovative fundraising	Engage within the broader SUN Movement and Networks for the creation of better understanding and acceptance of the potential opportunities for collaboration with the private sector in support to improve nutrition
Create critical mass for broader influence			
Expand / diversify membership by reaching out to other UN agencies to join the networks • Increasing number and diversity of membership combining the normative, specialised, evaluative and operational functions of the UN system	Dialogue with other CS constituencies, farmers organisations, antipoverty coalitions, women's groups and other social movements with particular recognition of the Civil Society Mechanism of the CFS Develop and maintain links between national and international alliances Establish processes / indicators for engaging CSOs • Monitor diversity of CSOs participating in Network (from various sectors, levels and types such as academic institutions, NGOs, etc.) • Number of key support events / mechanisms from members of CSO Networks	Actively attract other donors to the group	Broaden the Network to include more business partners from the food sector and other sectors like: agriculture, transport, ICT, energy, finance and health care, including representation of small- and medium-size enterprises in SUN countries that subscribe to the principles of engagement

Global UN Network	Global CSO Network	Global Donor Network	SBN
Align own policies, programmes and resources to SUN Strategy			
Ascertain flexible and aligned system-wide policies, programme frameworks and funding streams; • Adopting SUN principles and definitions in own policy papers • Review / revision of UNDAF guidelines for nutrition • Establishment of joint / flexible financial facilities for scaling up nutrition	Align and/or harmonised advocacy and messaging to SUN • Joint statements • Common strategy Track and report on resources in support of national nutrition plans Monitor the contributions to accountability (reports) by CSAs and advise on optimal ways to do this (B4.3) Ensure that governments share reviews and analysis of national plans and financial commitments with wider public	Bring own policies and plans in line with SUN principles Align (increasing) funding streams Develop a consistent and common approach to tracking commitments and disbursement Review nutrition spending and report for baseline year (2010)	Business Network members provide statement of interest and commitment in support of the cause to Scale Up Nutrition Businesses adhere to the SUN Movement Principles of Engagement as well as to the specific SBN principles of engagement
Create interaction with countries and Networks at country level			
Actively using / creating links with country level by promoting, guiding, sharing knowledge relevant to SUN • UN strategic guide for country programming • Review / update of relevant knowledge-sharing mechanisms • Drafting of guiding materials for in country staff to access info for policy and programming purposes • Provide link to Network coordinators of other SUN networks	Provide a link to the Network Coordinator Assist development and work of individual CSAs to make optimal contributions to national platforms(B3.3) • Establish regular calls • Act as a conduit for the sharing of information between the national and international levels • Assessment of political environment/context • Documented changes in policies, strategies and plans related to CSO advocacy campaigns (public hearings, TV/Radio broadcasts and media extracts, press releases) • CSO policy research papers Enable members of the civil society Network to better participate in the Country multi-stakeholder platforms through the SUN MPTF[4] • Reports (narrative and financial) prepared by the MPTF Office available online	Support design and provide resources for advocacy and communication initiatives at country level Facilitate a space for national leaders to advocate globally	Create better understanding and acceptance of the potential opportunities for public-private partnerships to scale up nutrition efforts Identify potential partners and develop private sector business plans which are contributing to the nutrition strategy of the country Create a platform for engagement between public and private sector players for the purpose of supporting the implementation of national nutrition policy

[4] Multi-Partner Trust Fund

Global UN Network	Global CSO Network	Global Donor Network	SBN
	Support CSAs to secure funds in addition to the MPTF Effectively support national CSAs to share lessons, tools, provide advocacy advise • Web, blogs, social media and media contacts • Capacity building, conferences, meetings • Nutrition champions from the South		
Respond to country level demands for support (transformation)			
Identify, prioritise and respond to country-level demands for support (i.e. transformation from agency to country driven support) • Providing on-demand access to relevant knowledge and technical assistance throughout policy and programme cycle • Increased global level discussions and agreements about UN coordination modalities at country level to facilitate UN coordination at country level	Support individual CSA as they become established and assist with any challenges or conflicts at country level (B1.4) • Consultations with SUN Focal Point and Network Conveners Support individual CSA with establishing advocacy strategies and assessing their effectiveness (B2.3) • Revisions of proposals produced by CSAs and/or policy-research papers for strengthening existing legal and policy frameworks Support government work leading to: • Costing (i) plans and strategies for scaling up nutrition and estimates of requirements to implement them; (ii) systems for monitoring investments, activities and progress; and (iii) data on processes underway and outcomes/impact achieved Contribute to timely aligned and responsive actions in support of SUN countries • Capacity development and technical support provided in response to requests Develop capacity CSAs in tracking current nutrition spending	Respond to country (MSP) and country Donor networks requests for support Ensure consistency in resource allocation to non-state actors to encourage alignment with country-led CRF	Facilitate and mobilise responses from global level Network to country request, where possible

Global UN Network	Global CSO Network	Global Donor Network	SBN
Reflect for learning and improvement			
Openly reflect on own contributions and accomplishments for learning and improvement of the efficacy of the SUN Movement • Creation and provision of access to standardised nutrition relevant information systems • Reports reflecting analysis of consolidated evidence at country-level concerning relevance and success of nutrition-specific and -sensitive interventions • Sharing of evidence-based lessons learned / best practices across countries and for the review / adaptations of international standards • Establish clear communication and knowledge-sharing platforms / procedures to enable easy information exchange and access to up-to-date information about SUN • Provision of updates for UN Network webpage on SUN website	Enable steering of the SUN Movement by Lead Group (LG), report on progress of CS global Network according to agreed M&E framework • Meeting minutes shared with SMS • Reports of CS international/regional events shared with SMS Report on Network responses to country requests • Documented advice in response to country requests Collect and share information on CSAs progress (B1.4) • CSA progress reports, per country • Report based on agreed activity plan Use an established mechanism to support communication, cross-learning and sharing on scaling up nutrition between countries and global civil society fora such as the CSM Track and report on spending of own and donor resources in support of SUN national plans	Enable steering of the SUN Movement by LG, report on progress according to agreed M&E framework to SMS and support implementation of SUN strategy • Report on involvement at country level / compliance with Ottawa • Monitor taking up convener roles in countries • Reports on implementation of Activity Plans • Reports on changes of Donor Networks at country level Report on nutrition (-specific and -sensitive) spending for each donor Identify and share best practices	Create and share through SBN online platform case studies and lessons learnt on private sector's contribution to improve nutrition

4.7 Lead Group outcomes

4.7.1 The role of the SUN Movement Lead Group can be summarised as follows:

- Provide leadership and strategic direction for the SUN Movement
- Advocate for SUN in their individual and collective spheres of influence
- Enable participating countries to access assistance needed to scale up nutrition
- Ensure the SUN Movement is equipped with adequate and predictable resources

4.7.2 To ascertain Mutual Accountability is practiced throughout the Movement, the extent to which the Lead Group plays its envisaged role will be subject to monitoring as well. For this purpose also for the Lead Group a string of progress markers of increasing levels of challenging behaviour is formulated as a basis for monitoring their contribution to the SUN Movement.

4.7.3 An initial list of Progress Markers has been developed, while exemplary signs that illustrate the level of progress achieved will be developed over time. The initial progress markers are as follows. The LG will:

- Set and protect strategic direction;
- Comment and consent on operationalisation of strategy;
- Advocate to keep nutrition high on international agenda along with the sustenance of the SUN Movement and its secretariat (i.e. mobilization of adequate and predictable resources);
- Use its individual and collective sphere of influence in pursuit / support of the objectives of the SUN Movement;
- Practice, oversee and encourage Mutual Accountability throughout the SUN Movement;
- Influence & build linkages among the different networks making up the SUN Movement.

5. Monitoring Outputs

5.1 The SUN Movement is served by the SUN Movement Secretariat (SMS) which delivers support services to the Movement as a whole. These services are considered as outputs and are tracked as routine monitoring data.

5.2 The output monitoring primarily serves the purpose of SMS accountability, through which the SMS can demonstrate the extent to which it lives up to its mandate and contractual commitments and its demonstrated ability to learn from experiences. For the output monitoring the logical framework approach using a more conventional system of Objectively Verifiable Indicators is used. This is because many of these indicators were already developed as part of the logframe that serves as funding basis for the SMS. These indicators have been reviewed and streamlined to the extent possible without jeopardising the contractual monitoring obligations of the SMS vis-à-vis its donors.

5.3 The routine monitoring data is about immediate consequences of implementing activities by SMS and is continuously generated as part of the on-going activities of the SMS.

5.4 The basis for the output monitoring is the Project Fiche, an accountability framework against which the Secretariat is required to report to its donors. The outputs are grouped in 3 categories as support services delivered to:

1. **Lead Group members**
2. **SUN Countries and**
3. **SUN Networks**

5.5 Each output group is further detailed with specific services/activities and quantitative indicators that measure progress and accomplishment in delivering these services (for details refer to the table on the next page).

The output monitoring is operationalised by filling in a reporting matrix, which will provide the following information, per output:

Output	OVIs, including target	Actual	Explanation of the variance	Suggestions for the next planning period both for outputs and activities
2.1 Support SUN countries to ensure they have timely access to the technical expertise they need	E.g. Country-Briefs made available at six-weekly intervals to all stakeholders in the SUN Movement	*The actual # of briefs in the period of September 2012 – April 2013*	*Narrative to explain what are the reasons for over- or under-performance*	*E.g. add bi-monthly monitoring of aligned support behind country-led efforts by tracking number and type of requests that are followed up*

Table 5.1: Example of output reporting matrix.

Outputs		Activities	Objectively Verifiable Indicators
1. Outputs related to the SUN Lead Group	**1.1. Provide assistance to Lead Group so that it can exercise accountable stewardship over the Movement in line with the SUN Movement Strategy and Revised Roadmap**	(a) Organise meetings of the Lead Group, report regularly on to the Lead Group Chair, prepare messages – as requested – from the Chair to Lead Group members, prepare and provide reports for Lead Group members two weeks in advance of its meetings; update the SUN Movement Strategy when requested by the Lead Group; (b) Communicate decisions of the Lead Group throughout the SUN Movement Networks, ensure that the decisions are implemented through the Networks and throughout the Secretariat, report back to Lead Group Chair on implementation; (c) Develop an annual Operating Plan for the Movement – with milestones – that translates the revised Road Map into agreed actions, indicates collective and individual responsibilities and serves as a basis for the Lead Group to exercise stewardship;	(a) Meeting are organised twice yearly; reports are prepared on a monthly basis; Movement Strategy agreed by the Lead Group disseminated throughout the Movement and updated as appropriate; (b) Lead Group meetings to discuss SUN progress are prepared by Secretariat twice a year; (c) Annual operating plans for the Movement are developed, their implementation is monitored and reported to the Lead Group;
	1.2. Provide assistance to Lead Group Members – and the Movement as a whole – to undertake effective resource mobilization for addressing undernutrition	(d) Develop description of the investment case for nutrition designed initially for Members of the Lead Group but suitable for use throughout the Movement; (e) Provide members of the Lead Group – and the Movement as a whole – with messages that empower them to advocate for substantially increased financing that supports national plans for scaling up nutrition and is aligned around Common Results Frameworks; (f) Establish a consistent method for tracking financial investments in nutritional outcomes by September 2013; encourage and track progress of its application through the SUN countries and make the results available to the Lead Group	(d) Investment case containing around 2000 words is developed for use by Lead Group members and disseminated throughout the Movement; (e) Consistent method for tracking financial investments in nutritional outcomes developed and disseminated throughout the Movement; (f) Use of the method for tracking financial investments in nutritional outcomes is monitored and reported to the Lead Group.

Outputs		Activities	Objectively Verifiable Indicators
1. Outputs related to the SUN Lead Group	1.3. Provide assistance to Lead Group Members to oversee the accountability of the overall SUN Movement	(g) Develop an outline Accountability Framework for the overall SUN Movement (based on the SUN Movement Strategy), interact with SUN Networks to ensure their buy-in, adapt the proposed outline as necessary, finalise the Accountability Framework and present it for approval by the Lead Group in 2013; (h) Provide monitoring reports and commentaries (written and verbal) that assist Lead Group members to interpret and review the reports, identify issues and challenges and propose actions that will improve implementation of the SUN Strategy; (i) Develop Terms of Reference for the continuous and formative evaluation of the SUN Movement from 2009 to 2015, secure agreement across the networks and within the Lead Group and establish implementation arrangements before the end of first Semester 2013; (j) Organise a Mid-Term Evaluation of the activities of the SUN Movement Secretariat taking place before end of 2014	(g) Accountability Framework of the SUN Movement is presented to the Lead Group in 2013; (h) Monitoring reports are provided to Lead Group at least once a year; Baseline for evaluation of the SUN Movement is presented to Lead Group; (i) Terms of references for final evaluation are available; (j) Mid-term evaluation report is disseminated, as appropriate
	1.4. Enable Lead Group members to undertake effective High Level Advocacy	(k) Develop and update regularly a continuous inventory of high-level advocacy opportunities in selected policy arenas (e.g. European Union, G8, G20, Committee on World Food Security, World Health Assembly, ECOSOC, UN General Assembly, World Economic Forum) and seek to have at least one Lead Group member attend all important events; (l) Develop and update regularly communication material for Lead Group members which reflects the significance of Scaling Up Nutrition and the key principles of the SUN Movement that includes appropriate references to a) the gender dimensions of undernutrition and b) women's empowerment for improved nutrition outcomes; (m) Brief Lead Group members to help them be effective advocate	(k) A 1000-word inventory of high level advocacy is developed, at least bi-annually updated and shared via SUN website; (l) Key advocacy messages are prepared for Lead Group members and tailored to specific audiences as needed, at least every quarter; (m) Lead Group members are briefed in preparation for high-level advocacy opportunities in selected policy arenas

Outputs		Activities	Objectively Verifiable Indicators
1. Outputs related to the SUN Lead Group	**1.5. Foster greater understanding of the SUN Movement and its progress**	(n) Establish the SUN Movement message platform (o) Develop the 'position' of the SUN Movement (p) Develop a suite of SUN Movement materials (q) Maintain, expand and update SUN web-site (r) Production of SUN Progress Report 2013	(n) Number of communication material such as presentations incorporating 'Tag-lines' and 'Elevator pitches' on unique contribution of SUN (o) Number of short, accessible briefs on relevant topics such as costing, economic benefits of nutrition (p) Communication material (e.g. video – story) about the SUN Movement ready for September 2013 event (q) SUN website translated into French and Spanish; SUN website query/comment mechanism established (r) SUN progress report written, translated and printed
2. Outputs related to the SUN Countries	**2.1. Support SUN countries to ensure they have timely access to the technical expertise they need**	(a) Make every effort to engage SUN Country Government Focal Points and their in-country supporting teams so that they share experiences with each other and work together to overcome constraints to progress by, among others, organising teleconferences and/or meetings linking the Country Network to members of the Lead Group and with the Networks; (b) Maintain a tracking system to ensure reliable and timely identification of constraints and gaps in scaling up nutrition based on joint report from the SUN multi-stakeholder platforms, update this information every two months, share it with all SUN Movement Networks and the Lead Group; follow up, with news of progress at six monthly intervals; (c) Prepare and disseminate SUN Country Briefs at regular intervals so that – when requests from SUN Countries are agreed by in-country platforms – country needs are made explicit to stakeholder networks, and track the country-level and global Network responses to these requests; (d) Engage SUN Country Government Focal Points in strategic discussions, including on mutual accountability, conflict of interest issues, validation of plans and data, and alignment of external support to national priorities; (e) Engage SUN Country Government Focal Points in any global consultations for updating the SUN Movement Strategy and evaluating progress.	(a) SUN Country Focal Points six-weekly teleconferences are arranged, minutes shared within two weeks and SMS follow-up action executed within a month of each call; Teleconferences and/or meetings are organised at least once every year linking Country networks to members and at least once every four months linking the networks; (b) Milestones for the SUN Movement identified and agreed on by members of the Country Networks; (c) Country Briefs made available at six-weekly intervals to all stakeholders in the SUN Movement so as to enable aligned support behind country-led efforts and priorities; (d) Discussions with SUN Country Focal Points are held at least every six weeks; (e) SUN early progress reports are made in consultation with SUN Country Focal Points.

Outputs		Activities	Objectively Verifiable Indicators
2. Outputs related to the SUN Countries	**2.2. Track progress in SUN countries**	(f) Track and inform countries on progress in line with four SUN processes; (g) Enable SUN Country Government Focal Points and representatives from the multi-stakeholder platforms to jointly develop and regularly update their Country Fiches to demonstrate their progress in Scaling Up Nutrition; (h) Organise the preparation of case-studies and in-depth documentation of best practices by linking SUN countries with global members of the Movement and by facilitating the consultation process; (i) Ensure SUN Country Government Focal Points access to resources that enable them to develop and validate (i) plans and strategies for scaling up nutrition and estimates of requirements to implement them (including capacity development); (ii) systems for monitoring investments, activities and progress; (iii) data on processes underway, as well as outcomes and impact achieved; (j) Assure quality, consistency and credibility of joint reports coming from SUN Country Government Focal Points and representatives from the multi-stakeholder platforms	(f) Countries performance, per defined four SUN processed, is annually tracked and presented as a part of the common M&E/progress report; (g) Country fiches containing credible information are annually updated and, as part of progress report, disseminated among members of the SUN Movement, with other partners and with the general public (through the SUN website); (h) Country case studies are produced and published with agreement from country focal points and backing from stakeholders in the SUN Movement; (i) Country policies, strategies, plans and programmes are shared by SUN countries and disseminated among members of the SUN Movement (in collaboration with SCN and other similar coordination groups), as well as with other partners and with the general public (through the SUN Movement website); (j) Within one month of it being received, review joint reports coming from SUN Country Government Focal Points and representatives from the multi-stakeholder platforms
	2.3. Empower stakeholder advocacy and communications	(k) Establish advocacy and communications platform for SUN Movement stakeholders (l) Provide targeted advocacy and communications support to multi-stakeholder platforms (m) Re-position SUN ACT to become more inclusive of all supporters	(k) Number of country support visits by SMS to establish country needs and opportunities; number of thematic materials in support of in-country activities (l) Number of advocacy messages on key areas produced and disseminated as needed (m) SUN ACT meetings convened.

Outputs		Activities	Objectively Verifiable Indicators
3. Outputs related to the SUN Movement Networks	**3.1. Ensure that the four SUN stakeholder networks provide an optimal service when receiving and responding to requests identified by governments and other stakeholders within SUN countries**	(a) Ensure Terms of Reference, Governance Structures, Expected Results and Principles of Engagement are aligned to SUN Movement strategy across the Networks; (b) Organise and conduct meetings between Network facilitators to ensure that the services provided by Networks respond to country needs and that best practices are developed and shared within and between the Networks; (c) Participate in meetings of individual Networks to encourage ways in which they can respond to country needs in a fully transparent manner; (d) Report on SUN Country Focal Point meetings to the Networks and follow up to ensure that appropriate action is taken within the agreed time intervals; (e) Ensure effective operation of the SUN Movement website as a tool for advocacy, communications, and coordination among networks and Lead Group members	(a) Terms of Reference for all SUN Networks are agreed before mid-2013 and subject to annual review; Principles of governance and responsible engagement for all Networks endorsed by mid-2013 and subject to annual review; (b) Bi-monthly teleconferences between Network Facilitators organised and summary notes shared; (c) Documented (minutes of meetings) participation of SMS in Network meetings; (d) Regular reports on SUN Country Focal Point meetings, as requested; (e) Number of hits and downloads of documents from website
	3.2. Ensure that strategies and actions of SUN Networks are in synergy with the overall SUN Movement strategy, and that they are monitored, reviewed and updated regularly	(f) Organise meetings of Network facilitators and interactions with the stakeholder and country Networks (g) Monitor responses of Networks to individual requests from SUN countries, as well as to the individual results' frameworks developed by the countries (h) Involve Networks in strategic discussions about the Movement and in the development of Network progress reports	(f) Progress report of stakeholder networks updated on an annual basis, as part of common M&E/progress report (g) Country request and agreed response deadlines are communicated to Networks on regular basis (h) Individual Network progress reports are collated, linked to each other and circulated to all members of SUN, as a part of annual common M&E/progress report

Scaling Up NUTRITION

Outputs		Activities	Objectively Verifiable Indicators
3. Outputs related to the SUN Movement Networks	**3.3. Support to the functioning of the SUN Multi-Partner Trust Fund**	(i) Review proposals submitted by requesting entities for consistency with agreed SUN principles and MPTF criteria; (j) Assess and compile lessons learned from the programme and initiatives supported (k) Develop and implement an effective knowledge management system linked to the SUN website (l) Facilitate independent evaluations, as needed (m) Broker potential involvement in the MPTF and successor arrangements from interested donors and implementing partners	(i) Recommendations on the feasibility of the proposals are provided to the MPTF Management Committee, for each round (j) Lessons learned produced per year (k) Reports (narrative and financial) prepared by the MPTF Office are available online (l) Evaluation report is disseminated, as appropriate (m) Briefing materials for the Lead Group on activities supported by the MPTF prepared on a bi-annual basis
	3.4. Facilitate communication, learning and engagement across the Movement	(n) Establish mechanisms and materials to enhance cross-Network and cross-Movement communication, 'learning' and engagement (o) Document and share lessons and best practices	(n) Regional advocacy and communication 'learning and sharing' workshop; Private online spaces established for each of the SUN networks (conditional to requests from networks) (o) Number of updates on SMS activities (e.g. Doctor Dave's diary, costing, M&E etc.); Number of case studies of good practice from across the Movement shared widely

6. Monitoring Plan of Outcomes

6.1 The monitoring plan is an essential part of putting the M&E Framework into practice and describes, per monitoring area (i.e. change in behaviour of a particular constituent group), the data the system will collect, and how the system will operate. The main elements of the Monitoring Plan are a) collection, b) mapping/analysis and c) collation and presentation of monitoring information that is captured by progress markers and indicators as described in the previous chapters. The main questions that the Monitoring Plan answers are i) how (i.e. by using of which tools and methods), ii) how often, iii) from where, and iv) by whom the data will be collected / analysed / translated into meaningful information for accountability, steering and learning of the SUN Movement.

6.2 The table below describes the main agreements for keeping M&E functioning. The following parts are distinguished:

i. **How, how often and from where will the data be collected?**

ii. **Which existing or new practices and documents/templates will be used for data collection?**

iii. **Under which existing or new function does responsibility for the data collection fall?**

iv. **Who will be responsible for contextualizing/explaining/interpreting the data, thus translating it into information?**

v. **Who will collate the reports for global networks? and**

vi. **Who will collate/make available reports for the whole Movement?**

	1	2	3	4	5	6
Monitoring area: Outcomes/behavioural changes of	**Data collection method, source and frequency**	**Data collection Tool**	**Responsible for data collection**	**Responsible for mapping and country reporting**	**Collation in global Network report**	**Collation and reporting on Movement-wide progress**
Governments	**6-weekly updates during calls with govt focal points**	Meeting notes validated by govt focal points	SMS	SMS	SMS	SMS
Donor Network at global level	**Doc. review, bi-annually**	Reporting format	Global Network facilitator	Global Network facilitator	Global Network facilitator	SMS
Donor networks at country level	**Interview with selected in country donor reps., bi-annually**	Interview guide	Donor convener	Global donor Network facilitator	Global donor Network facilitator	SMS
UN Network at global level	**During 2-monthly calls of technical Group**	Meeting notes	SCN or REACH Secretariat	Global UN Network facilitators	Global UN Network facilitators	SMS
UN networks at country level	**Phone interviews and / or use existing M&E reports by REACH focal point team**	Interview guides and / or existing REACH M&E reports	UN Country Network convener	Global UN Network facilitators	Global UN Network facilitators	SMS
CSO Network at global level	**Quarterly updates during steering committee calls**	Meeting notes in prescribed reporting format	CSO Network coordinator	CSO Network coordinator	CSO Network coordinator	SMS
CSO Network at country level	**During monthly calls between CSA focal point and oneappointed point person per country**	Interview guides / meeting notes shaped in prescribed format (using MPTF reporting formats)	CSA focal point	Global CSO Network coordinator + steering committee point person	Global CSO Network coordinator + steering committee point person	SMS
Business Network	**During regular calls (frequency to be determined)**	Meeting notes in prescribed reporting format	Business Network coordinator	Business Network facilitator	Business Network facilitator	SMS
Lead Group (DRAFT, to be confirmed)	**During Lead Group meetings, bi-annually**	Self-assessment / meeting notes	SMS	SMS	SMS	SMS