



**Summary Note: 6th meeting of the SUN Movement Lead Group  
Monday 22<sup>nd</sup> September 2014, New York**

- I. **The 6<sup>th</sup> meeting of the SUN Movement Lead Group was held on 22<sup>nd</sup> September 2014 in New York.** The Lead Group considered immediate priorities, opportunities to strengthen resilience and capacities in humanitarian crises, and the strategic direction for the SUN Movement after 2015. Twelve Lead Group members attended the meeting, whilst a further nine were represented.
- II. **The Coordinator of the SUN Movement *ad interim* highlighted the progress** that has been made throughout the Movement and presented the Interim Progress Report of the Independent Comprehensive Evaluation (ICE) of the SUN Movement.
- III. **The Lead Group's guidance to the SUN Movement on immediate priorities:**
  - i. Accelerate the pace and scale of support through the Communities of Practice;
  - ii. Improve evidence, and access to advice, on effective nutrition sensitive programming;
  - iii. Continue to share experiences, and ensure that in-country advocacy is evidence based; and
  - iv. Explore options to highlight national mobilisation efforts, recognising that countries that invest in their own nutrition are more likely to attract external investments.
- IV. **The Lead Group's guidance to the SUN Movement's Networks:**
  - i. Encourage all stakeholders within the Networks to align and accelerate their financial and technical support to government plans;
  - ii. Develop clearer Key Performance Indicators, map stakeholder competencies and develop an accountability framework to strengthen governance;
  - iii. Strengthen dialogue between stakeholder groups;
  - iv. Encourage businesses to align with, and implement, national nutrition plans and ensure that other stakeholder groups engage with business in this process; and
  - v. Continue mobilising resources, through all networks, and work to ensure that tracking strengthens accountability and effective decision making.
- V. **The Lead Group's guidance to the Movement on strengthening capacities and resilience in SUN countries dealing with recurring humanitarian crises:**
  - i. Encourage the integration of nutrition across all humanitarian activities from preparedness planning, to response capacity, to recovery;
  - ii. Address acute malnutrition and mainstream responses to chronic under nutrition; and
  - iii. Encourage national nutrition plans to integrate planning for crises.

**VI. The Lead Group's deliberations on the strategic direction for the SUN Movement after 2015:**

- i. The SUN Movement should remain an inclusive, multi-stakeholder, multi-sectoral Movement open to all countries committed to achieving nutrition justice for all and ending malnutrition in all its forms;
- ii. The independent evaluators are requested to develop options for possible future directions for the SUN Movement, through consideration of findings from country case studies, an electronic survey, and consultation with stakeholders at the SUN Movement Global Gathering in November;
- iii. The Visioning Sub Group are tasked to lead the process of strategy development that will begin after the evaluation is completed, supported by the Secretariat. Additional analysis to complement the evaluation should be considered;
- iv. A composite management response, from the different stakeholders groups within the Movement, should be submitted by mid- February 2015, and recommendations on the strategic direction for the Movement should be discussed by the Lead Group in April 2015;
- v. The visioning work must be consultative, engage SUN countries and networks and include additional analyses, as appropriate, to complement the ICE;
- vi. Any new architecture for the Movement should not place extra burden on countries, remain light and strengthen existing accountability mechanisms;
- iv. The SUN Movement Secretariat should be extended in its current format to the end of 2016. Once the final evaluation report has been received, the extension of the Secretariat, on appropriate contracts should be considered;
- v. Opportunities to shape intergovernmental discussions within the UN General Assembly on the Sustainable Development Goals (SDGs) should be explored, and any new SUN strategy and action plan should be aligned to the SDG outcomes, and take into account the outcomes of the International Conference on Nutrition (ICN2);
- vi. Linkages between the SUN Movement and national processes, regional cooperation frameworks and international initiatives should be strengthened;

The detailed note for the record follows.

Note for the Record  
**6<sup>th</sup> meeting of the SUN Movement Lead Group**  
Monday 22nd September 2014, New York

<b>Participants:</b>	
<b>Ngozi Okonjo-Iweala</b>	Minister of Finance, Nigeria
<b>Ibrahim Assane Mayaki</b>	CEO, NEPAD
<b>Andris Piebalgs</b>	Commissioner for Development, European Commission
<b>Fazle Hasan Abed</b>	Founder and Chair, BRAC
<b>Ertharin Cousin</b>	Executive Director, World Food Programme
<b>Michael Anderson</b>	CEO, Children’s Investment Fund Foundation
<b>Vinita Bali</b>	CEO, Britannia Industries
<b>Jay Naidoo</b>	Chair of the board, GAIN
<b>Paul Polman</b>	CEO, Unilever
<b>Anthony Lake</b>	Chair of the SUN Lead Group
<b>Tom Arnold</b>	Coordinator of the SUN Movement <i>a.i</i>
<b>David Nabarro</b>	Coordinator of the SUN Movement
<i>Wilbald Lorri</i>	for HE <b>Jakaya Kikwete</b> , President of Tanzania
<i>Bience Gawanas</i>	for Minister <b>Nahas Angula</b> , Namibia
<i>Yagya Karki</i>	for HE <b>Sushil Koirala</b> , Prime Minister of Nepal
<i>Diane Jacovella</i>	for Minister <b>Christian Paradis</b> , Canada
<i>Richard Greene</i>	for <b>Rajiv Shah</b> , Administrator, USAID
<i>Timothy Evans</i>	for <b>Sri Mulyani Indrawati</b> , MD, World Bank
<i>Shawn Baker</i>	for <b>Chris Elias</b> , President, The Bill & Melinda Gates Foundation
<i>David Ray</i>	for <b>Helene Gayle</b> , CEO, CARE
<i>Tara Shine</i>	for <b>Mary Robinson</b> , President, Mary Robinson Foundation – Climate Justice
<b>Apologies:</b>	
HE Armando Emílio Guebuza	President of Mozambique
HE Sheikh Hasina	Prime Minister of Bangladesh
HE Nadine Heredia	First Lady of Peru
Nina Sardjunani	Deputy Minister, Indonesia
Bruno Le Maire	Member of Parliament, France
Alessandra Da Costa Lunas	Former Secretary General, CONTAG
Marie-Pierre Allié	Former member of the board, MSF

## Agenda:

### **1) The 6<sup>th</sup> meeting of the SUN Movement Lead Group was held on 22<sup>nd</sup> September 2014 in New York.**

The purpose of the meeting was to review the progress made within the Movement since September 2013, and provide guidance to the Movement on immediate priorities, including strengthening resilience and capacities in SUN countries dealing with recurring humanitarian crises, and the strategic direction for the SUN Movement after 2015.

## Update on progress across the SUN Movement since September 2013:

### **2) There are now 54 distinct national movements for scaling up nutrition,**

alongside the Indian State of Maharashtra. Thirteen more governments have committed to scaling up nutrition since September 2013, reflecting a further tangible indicator of the Movement's success in raising the profile of nutrition. These Movements are home to around 90 million stunted children, well over half of the world's total. Despite considerable progress across the SUN Movement's four strategic objectives, stunting rates in several SUN countries remain high, and progress continues to be hampered by recurring humanitarian crises.

### **3) SUN countries face a diverse range of issues.**

All require context-specific approaches, with leadership by governments, and tailored support. These national movements are taking steps in building political commitment, establishing multi-stakeholder platforms, endorsing comprehensive national nutrition policies, enacting relevant legislation, and investing domestic and external finances. They are also contributing to the wider SUN Movement by sharing experiences and exchanging expertise.

### **4) There are important lessons beginning to emerge from within SUN countries.**

Alignment of stakeholders within multi-stakeholder platforms is not proving an easy task and requires continuous effort and leadership. When countries do make progress in aligning, they start to see an increase in resources available for nutrition. The tracking of budgets and expenditures, essential for accountability and effective decision making, remains particularly difficult, with some countries reporting that catalytic funds are needed to accelerate progress. Information systems for nutrition continue to be requested, but progress is slow and in-country capacities in integrating actions across different sectors are already stretched. Across the wider Movement, transformations are underway in the ways that institutions and stakeholders work together and contribute to collective action.

### **5) Coordinated responses from global nutrition actors to SUN country government requests has not been easy to achieve, but progress with Communities of Practice is gaining traction.**

SUN countries are requesting support in: planning and costing, advocacy and communications, monitoring and evaluation and developing functional capacities. During the last seven months, 78 requests have come from 43 countries: the Secretariat is working with Networks and through Communities of Practice to respond. Good progress is being made on planning and costing, whilst less has been achieved on developing functional capacities. Requests must be translated into results, and this will take time. Domestic efforts need to be ratcheted up quickly, and the UN system, civil society, donors and business must do more to align and bring their support to scale.

- 6) **The 2014 Annual Progress Report uses self -assessments by countries and this forms the heart of the Movement’s Monitoring and Evaluation framework.** The self-assessments enable all stakeholders to measure their collective progress towards national objectives that the evidence shows will, in time, improve nutritional status. They do not provide metrics that enable comparisons between countries or across stakeholder groups; there are other reporting mechanisms, such as the Global Nutrition Report, that seek to do this. The challenge remains in ensuring that the Movement is able to demonstrate impact on nutritional status during its next phase.

**Update on the SUN Movement Independent Comprehensive Evaluation (ICE):**

- 7) **The Independent Comprehensive Evaluation (ICE) is generally on track.** The ICE is assessing the relevance, efficiency, and effectiveness of the Movement. It is too early to measure impact on nutritional status. The ICE will be completed by the end of 2014, and will contribute to the strategic decisions on the future of the Movement. The Terms of Reference for the evaluation were prepared by independent consultants and endorsed by the Lead Group in April 2014. Quality Assurance Advisers were hired to ensure the independence and overall quality of the evaluation, and an Evaluation Manager appointed to manage the process. The Bill and Melinda Gates Foundation agreed to take fiduciary responsibility for the contract, and the overall process is being steered by the Visioning Sub Group of the Lead Group. In June 2014, based on competitive tenders, Mokoro Ltd was appointed to conduct the evaluation, and began work immediately, with the submission of an Inception Report in July and an Interim Progress Report in September.
- 8) **The Interim Progress Report offers some preliminary observations and perceptions and flags issues for further enquiry.** Consideration of the possible future directions for the SUN Movement will be developed in October, when more evidence is available. This will encompass findings from eight SUN country case studies, and will allow for consultation with a wide range of stakeholders from SUN countries through an electronic survey, and at the SUN Movement Global Gathering in November. One early finding was that people view the SUN Movement in different ways: is it really a Movement? A partnership between countries with international partners supporting country-led processes? Or a global initiative to support interventions at country level?
- 9) **One of the primary purposes of the Interim Progress Report was to review the performance of the SUN Movement Secretariat (SMS).** Whilst the full evaluation of the Secretariat requires a review of overall governance arrangements and of overall Movement effectiveness, the initial findings are positive. The report notes that: *‘The SMS has played a relevant role in supporting implementation of the SUN Movement strategy’*; that *‘It has provided effective support to the Lead Group and to SUN’s various networks’*; that *‘we have seen no evidence of conspicuous waste of resources’* and that many *‘regard the SMS as an efficient and productive unit’*. Without prejudice to the final report, the report recommends that: *‘The Lead Group takes early action to ensure continuity for the Secretariat’*, and that it *‘seek assurances of continued funding beyond 2015 that will enable the SMS to retain its staff on appropriate terms’*. In not doing so would *‘risk eroding one of the SUN Movement’s main assets’*. It does note, however, that its *‘precise role, structure, resources required depend on strategic decisions about SUN that have yet to be made’*.

**The Lead Group's guidance to the SUN Movement on immediate priorities:**

- 10) The Lead Group recognised the Communities of Practice as an innovative approach to responding to country requests for support** by drawing on experience and capacity from within and across the Movement. They reiterated that the primary focus of the Communities of Practice remains the need to ensure effective implementation, to support government plans and to make technical support available. This will be more effective, and accountable if data on nutrition is improved. Global actions should be in support of committed SUN country governments when all lines of request have been exhausted in-country. The global SUN networks have been critical to achieving results, and their role in the emerging Communities of Practice reinforces their value to the Movement. It was suggested that the Movement could look at minimum package of support available to all countries, complemented by specific support for countries experiencing particular difficulties through groupings such as fragile states, low income countries or middle income countries.
  
- 11) The Lead Group reiterated that SUN is an evidence-based Movement.** SUN countries are seeking to decide upon the most appropriate use of specific-nutrition interventions and nutrition-sensitive approaches to be mainstreamed in national and regional development plans. To do so, SUN countries need advice on what constitutes effective nutrition sensitive programming, and this evidence is scarce. Where there is some learning, the guidance either does not exist, is not standardised, or is not readily available. It is not clear where the responsibility for evidence collection, policy harmonisation, and identification of research gaps lies.
  
- 12) Sharing evidence and experiences of approaches to under nutrition remains a core part of the Lead Group's strategy, and contributions to this evidence base should influence advocacy.** The Lancet findings, for example, identified that specific-nutrition interventions could only reduce stunting by 20%. Some stakeholders are, nevertheless, advocating this as a priority. Improving nutritional status requires multi-sectoral approaches, yet the ICE noted that previous rounds of multi-sector nutrition planning in the 1980s and 1990s did not take root. The Lead Group felt that progress can be accelerated through intensified efforts to learn, advocate, communicate and share. Countries such as Ethiopia, Sierra Leone and others are showing the way in accelerating reductions in their AARR. Senegal and Peru have just held multi-stakeholder 'learning route' exercises to share experiences, and the SUN country network continues to meet by teleconference every two months.
  
- 13) Much can be learned from experiences on where scaling up plans are *not* achieving the expected impact.** There are a great many lessons that can be learned from less successful experiences, such as Project Laser-beam, where alignment has proved difficult. In Bangladesh, despite nutrition being high on the political agenda, accelerating reductions in stunting remains difficult. Experience is suggesting that addressing cultural issues such as child marriage that can lead to a reduction in low birth weight, requires both specific-nutrition interventions and nutrition-sensitive approaches.
  
- 14) As the evidence base continues to grow, advocacy efforts in-country should highlight the benefits of improved nutrition,** of multi-sectoral approaches, and of multi stakeholder coordination. Advocacy efforts to date have ensured that nutrition has political attention: by continuing to strive for measurable results, interest can be sustained. Members of the Lead Group are committed to

taking a more active role in raising awareness as global champions for nutrition. A press release from the Lead Group will be considered. Recognising that countries that invest in their own nutrition are more likely to attract external investments, some members of the Lead Group suggested a 'league table' of national mobilisation efforts to highlight and encourage healthy competition.

#### **The Lead Group's guidance to the SUN Movement's Networks:**

- 15) The strength of the SUN Movement is its multi-sector approach, and all committed stakeholders need to be involved: from business, civil society, the UN system and donors.** There remains a need to harness these capacities, and strengthen areas of collaboration. The Lead Group requested that clearer targets and 'Key Performance Indicators' for each network be encouraged, stakeholder competencies mapped, and, as the Movement evolves, a clearer accountability framework to strengthen governance be developed.
- 16) The Lead Group reiterated its encouragement to all stakeholders within the Networks to accelerate their alignment of support through the Communities of Practice.** They asked that as the vision for the future of the Movement takes shape, networks review how they are functioning at the country level, noting progress in this regard by the donor network.
- 17) The Lead Group noted the request from SUN governments to encourage businesses to align with, and implement, their national nutrition plans.** To facilitate this, governments are encouraged to set out their own expectations of business participation. Others in the multi-stakeholder platforms, especially those representing civil society, are encouraged to participate in this dialogue. Local business involvement, especially through improved engagement with national chambers of commerce and small holder farmers, is encouraged: as urbanisation increases more people are accessing food from marketplaces. The example of the use of modern foods at the expense of traditional foods and feeding practices, was highlighted as an ongoing concern.
- 18) As the independent evaluation indicates, there remains uncertainty amongst some in civil society about the role of business in scaling up nutrition.** The Lead Group recognised the valid tensions between stakeholder groups. Continued dialogue, working together, and experiential learning are important mechanisms that need to be strengthened. Whilst SUN countries are already working with the private sector, it is important that all stakeholders engage with this process. In Africa, for example, the NEPAD/CAADP process was strengthened by a consultation survey across SUN countries.
- 19) Resource mobilisation is a multi-network responsibility.** Whilst domestic resource mobilisation remains critically important, and is more likely to attract external funding, tracking for accountability and effective decision making is also essential. Donors could take on resource mobilisation with more vigour, both supporting the tracking of national budgetary allocations and the mobilisation of external funding.

**The Lead Group's guidance to the Movement on strengthening capacities and resilience in SUN countries dealing with recurring humanitarian crises:**

- 20) A number of SUN countries are affected by humanitarian crises.** Stronger joint action is needed, by all stakeholders in the Movement, to influence the integration of nutrition across all humanitarian activities and to encourage a comprehensive response. Responding to humanitarian needs can be an entry point for nutrition in crises-affected countries. This means ensuring that nutrition is integrated into preparedness plans, in improving immediate response capacity, recovery plans, and in building resilience in vulnerable communities. This will require the action of leaders of humanitarian and development agencies.
- 21) Responding to crises will require a necessary calibration of interventions.** This includes addressing acute malnutrition whilst working to mainstream responses to chronic under nutrition and stunting. National nutrition plans could integrate planning for crises alongside other key aspects of development. Capacity strengthening is required. Resources for scaling up nutrition should not be diverted to crises situations. There is also a need to think beyond emergencies to look at long-term availability of nutritious foods.
- 22) All crises will have an impact on nutrition, but nutrition will also have an important role in recovery.** With the current Ebola Virus Disease outbreak, for example, appropriate nutrition actions will need to be scaled up to strengthen the health and wellbeing of individuals and aid in their recovery.

**The Lead Group's deliberations on the strategic direction for the SUN Movement after 2015:**

- 23) The Lead Group welcomed the Interim Progress Report from the evaluators of the Independent Comprehensive Evaluation (ICE)** and supported the recommendation from the Visioning Sub Group on the process that will enable strategic decisions on the future of the Movement. The Lead Group discussed the interim progress report, processes, timeline, and measurements of success.
- 24) The Lead Group requested that recommendations on the strategic direction for the Movement be presented at the next Lead Group in April 2015.** They asked that the evaluation outline possible future directions for the Movement in October, for further refinement following the SUN Global Gathering in November 2014. Members agreed that the Visioning Sub Group be tasked to lead the process that will begin after the evaluation is completed at the end of 2014. A management response from the Lead Group, compiled from responses from the different components of the Movement, will complement the work of the ICE. In April 2015, the Lead Group will seek to agree on actions to set out the parameters for the next phase of the SUN Movement and during a short transition phase, recommended changes will be put in place. It was suggested that the April meeting be in person, possibly in a SUN country.
- 25) The Lead Group instructed the Visioning Sub Group to ensure that the visioning work reflect issues being highlighted by SUN countries,** utilise expertise within the SUN networks and employ consultancy support as appropriate. Elements for further exploration to support the visioning work



could include, but are not limited to: a) the double burden of malnutrition (obesity), and non-communicable diseases; b) the impact on nutrition of a changing climate; c) urbanisation and changing patterns of consumption; d) the SUN multi-partner trust fund (MPTF), financing architectures for nutrition and financing availability; e) access to evidence for effective implementation of nutrition sensitive interventions; f) leverage and alignment with regional and global initiatives; and g) synergy with the humanitarian sector. Women's empowerment and gender must be mainstreamed throughout as the Movement seeks to ensure nutrition justice for all.

- 26) The Lead Group recommended that consideration be given to developing the character of SUN as a multi-stakeholder, multi-sectoral Movement.** There was unanimity amongst the Lead Group that SUN should remain as a Movement but recognition that questions remain on how stakeholders could work better together. Any new architecture for the Movement should not place extra burden on countries, and remain light: success to date has been that Movement is driven by country needs and that it continues to act as a global public good. Strengthened structures will likely be needed. The Lead Group's size, membership and format should be considered to enable deeper engagement by those able to commit time, with a wider group acting as a high-level network of champions. A regionalised role for the Secretariat, to promote closer country to country cooperation, could be considered.
- 27) The Lead Group asked that the SUN Movement Secretariat be extended, in its current format, to the end of 2016.** This will enable the Secretariat to continue to support countries and the Movement's strategic objectives, whilst being in a position to support the Lead Group as they decide on the future direction of the Movement. Once the final evaluation report has been received, the extension of the Secretariat, on appropriate contracts, should be considered. The management response to the ICE and the top-line strategic visioning should address the administrative arrangements, function, size and capacities needed by the Secretariat.
- 28) The Lead Group agreed that the SUN Movement should remain inclusive,** open to all countries committed to scaling up nutrition and encourage a broad approach to malnutrition in all its forms to achieve nutrition justice for all. The balance to consider will be how the Movement can remain one of voluntary cooperation with stronger accountability mechanisms. This will require further consultation. There was a recognition that countries that demonstrably prioritised nutrition would be more likely to receive aligned support.
- 29) Stakeholders in the Movement should align and strengthen linkages between nutrition and other ongoing processes.** There is an opportunity to help shape intergovernmental discussions within the UN General Assembly on the Sustainable Development Goals (SDGs). It will be important that the future strategy and action plans of the Movement align to the direction provided by the SDGs. This will include ensuring alignment to actions on women's empowerment and climate change. Linkages could also be strengthened with initiatives with a focus beyond the first 1000 days, such as Reproductive Maternal Nutrition and Child Health (RMNCH) that considers adolescent nutrition, inter-generational aspects and the continuum of care. This may further encourage involvement of stakeholders, especially from business, in the Movement. Better alignment with regional cooperation frameworks, such as the CAADP 10 Year Results Framework for accelerating CAADP

Country Implementation, should be encouraged, as should strengthening linkages between nutrition coordination and national processes. Stakeholders could bring their experiences in the Movement to the International Conference on Nutrition (ICN2), and equally the Movement should take into account the outcomes of the ICN2 whilst ensuring that the momentum behind the Movement is maintained. The Movement can be an example to others seeking to replicate multi-stakeholder, multi-sectoral work.

- 30) The Lead Group discussed how the Movement should measure success, agreeing that an ambitious goal be set to channel the energy within the Movement.** This goal could be linked to the 2012 World Health Assembly resolution targets for 2025, the 2030 Sustainable Development Goals, or the Secretary General’s Zero Hunger Challenge (ZHC) to eliminate stunting altogether. A sub-set of complementary indicators will be useful to promote accountability, ensure effective targeting of resources and encourage a focus on implementation and results. To strengthen political commitment for nutrition, results frameworks are essential. The June 2014 African Union summit in Malabo, for example, endorsed the CAADP results framework. In it, nutrition was systematically mainstreamed through CAADP strategies and national investment plans for agriculture. Clear nutrition indicators were set out for the first time.
- 31) The next meeting of the Lead Group will be held in April 2015,** at a venue, date and time to be decided. A preference was expressed, by some in the Lead Group, to hold this meeting in person in a SUN country. The Secretariat is exploring options.

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SUN Movement Secretariat  
10<sup>th</sup> October 2014