

CHECKLIST ON
the criteria and
characteristics
of 'good' national
nutrition plans



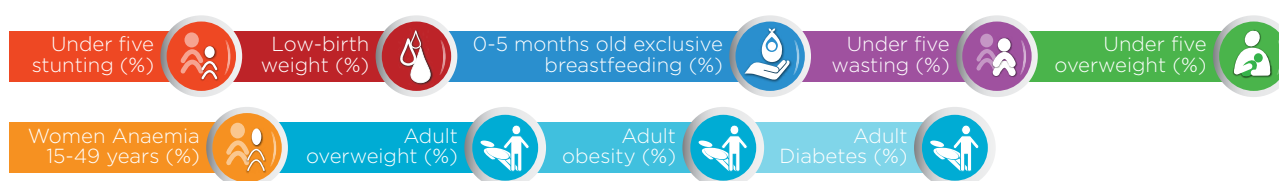
Checklist on the criteria and characteristics of 'good' national nutrition plans



There is strong consensus that harmonised support to national processes is a prerequisite for sustainable development. The nutrition community has seen an increasing number of actors in recent years, which has led to a resurgence of efforts to coordinate the use of resources, getting more partners aligned with national priorities, and translating these efforts towards common nutrition goals and objectives into comprehensive nutrition plans. However, no standards or guidance has been made available to define what constitutes quality nutrition plans, which has led to the development of this Checklist.

The first draft of the Checklist was developed by a working group of policy and budget cycle management experts, convened by the UN Network for SUN (UNN) and the SUN Movement Secretariat between May and August 2016. This draft will be shared with SUN Countries – especially those that are embarking on new planning cycles – in order to collect additional inputs from country stakeholders. Country engagement will be facilitated by the UN Network for SUN and the SUN Movement Secretariat, who will provide direct feedback and liaise with experts, as needed. The window of opportunity for country engagement and additional inputs into the Checklist will remain open between January and June 2017. After June 2017, a final version of the Checklist (and related reference materials) will be made available on the SUN Movement website (www.scalingupnutrition.org), for public access and use. A second iteration of the Checklist capturing lessons from its use is planned for the end of 2018.

Figure 1: Global Nutrition Targets and diet-related non-communicable disease targets for 2025



Guiding assumptions

In line with the conclusions of the Global Nutrition Report (2014, 2015 and 2016), this Checklist recognises the universality of malnutrition (See figure 1 on nutrition targets) and the need for actions that address malnutrition in all its forms (See figure 2 on frameworks for addressing malnutrition in all its forms). It also recognises the attainment of good nutritional status, especially among children and women of reproductive age, as both a marker and a maker of sustainable development, with 12 out of 17 Sustainable Development Goals (SDGs) relevant to nutrition (IFPRI, 2015).

This Checklist acknowledges the opportunity provided by the SDGs and Agenda 2030, the Decade of Action on Nutrition (2016-2025) and the outcome documents of the Second International Conference on Nutrition (ICN2) held in 2014, including the Rome Declaration and Framework for Action. It also recognises the Principles of Engagement of the Scaling Up Nutrition (SUN) Movement and the need for a multi-sectoral, multi-stakeholder approach – from national to community levels.

The SUN Movement's Principles of Engagement



Purpose of the Checklist

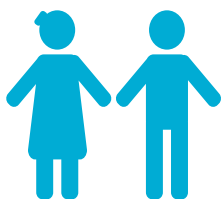
This Checklist has been designed for policymakers, based in national planning bodies and line ministries, nutrition stakeholders involved in planning processes, as well as independent reviewers. It aims to assist the systematic review of existing multi-sectoral nutrition plans and other nutrition-related sectoral planning documents, and, in parallel, it serves as a complementary guiding tool in the development of new plans.

The Checklist intends to spur a set of documented recommendations for the improvement of a plan's content, against a set of criteria and characteristics that may be adapted to a given country context.

How to use the Checklist

The Checklist is deliberately generic – it sets out the essential 'ingredients' of a sound national plan – but, given the diversity of country contexts, it does not prescribe what those elements should contain, in great detail.

It examines the strengths and weaknesses of five areas considered the foundation of a plan:



1. **Situation analysis and policy and programming review**
2. **Stakeholders' engagement and political commitment process**
3. **Costs and budgetary framework**
4. **Implementation and management arrangements**
5. **Monitoring, evaluation, operational research and review arrangements**

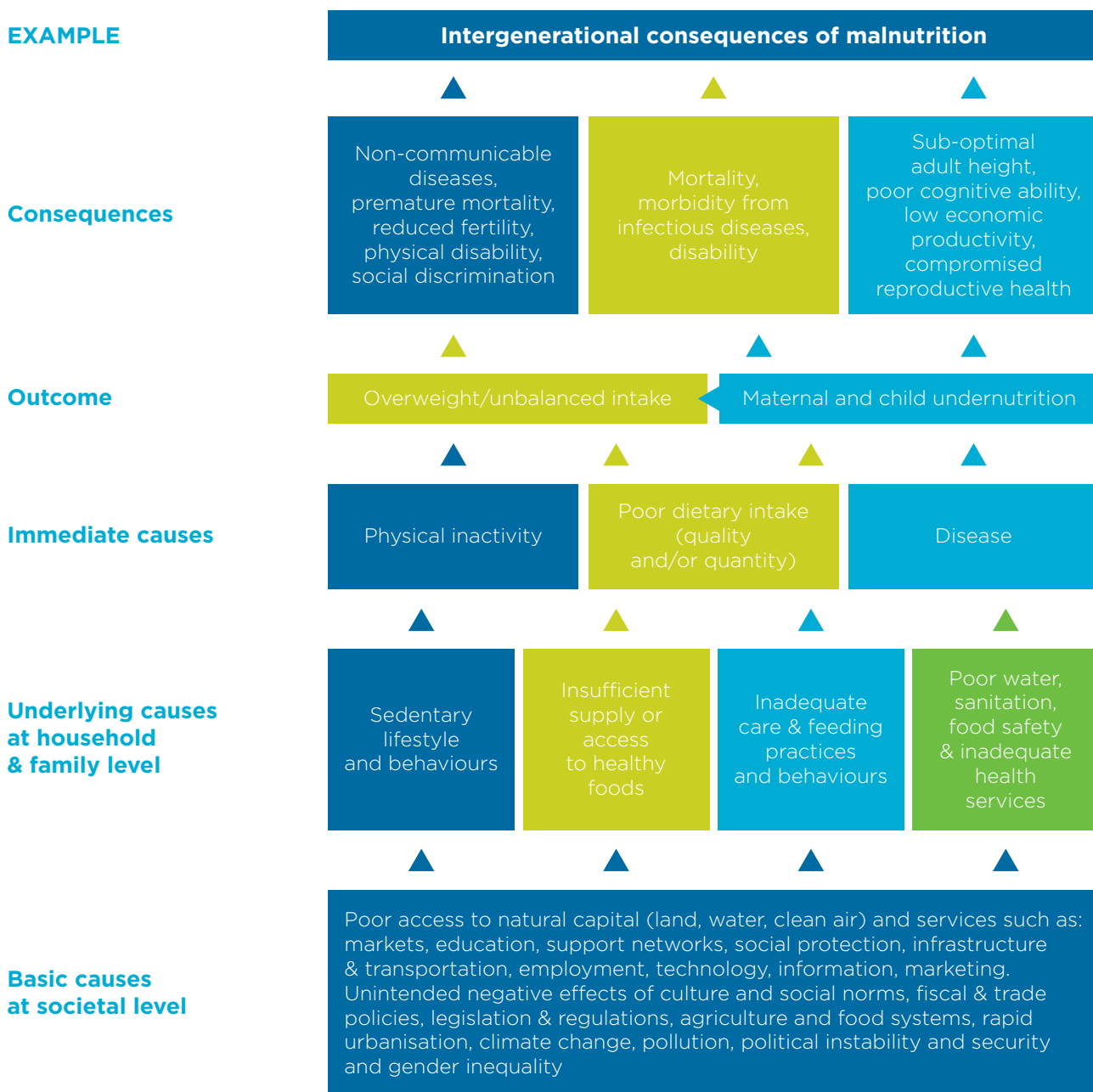
It is not assumed that all criteria and characteristics will be detailed in the national nutrition plans themselves – some aspects may be covered in other policy, strategy, and operational documents – and, hence, application of the Checklist's criteria and characteristics should be extended to these aforementioned documents.

For policymakers and nutrition stakeholders: It is expected that the Checklist will guide dialogue among nutrition stakeholders involved in the revision or development of nutrition plans. A set of criteria and characteristics, as per the five areas, provide agreed upon benchmarks that nutrition stakeholders can refer to, in a bid to determine their relevance to a given country context. As countries are at different stages of their nutrition planning processes, some criteria may not be relevant whilst their plans are developed, and, stakeholders may decide to defer the inclusion of those criteria into their plans at a later stage (e.g. next plan; mid-term review of new plan). The Checklist aims to guide and document these decisions.

For independent reviewers: The Checklist aims to guide the review of draft versions of national nutrition plans and make recommendations as to how to improve them, before final validation.

The Checklist also refers to existing tools and guidelines, as per the five areas, which nutrition stakeholders may consider in order to improve their planning processes.

Figure 2: Frameworks for addressing malnutrition in all its forms



Source: ASEAN-UNICEF-WHO, 2015

Overview of criteria and characteristics of ‘good’ national nutrition plans

Criteria	No.	Characteristics of the criteria
AREA 1 - Situation analysis and policy and programming review: Clarity and relevance of priorities, goals, objectives, interventions and programming strategies selected, based on a sound situation analysis		
CRITERION 1: The national nutrition plan provides a situation analysis of the nutrition context at national and sub-national levels (including political, social, cultural, gender-based, epidemiological, legal, governance, and institutional issues).	1.1	The situation analysis presents nutrition outcome trends, the determinants and causes of malnutrition and their impact on existing factors of the context with the appropriate level of disaggregation (e.g. by age, sex, location, ethnicity, socio-economic status and disability) within the epidemiological, political, socio-economic and organisational context prevailing in the country.
	1.2	The situation analysis is based on a sound analysis of human rights, taking into account the right to adequate food and the highest attainable standard of health, recommendations of the Universal Periodic Review, the UN Treaty Bodies and the Special Procedures of the Human Rights Council.
CRITERION 2: The national nutrition plan sets out goals and objectives, which are associated with SMART nutrition impact targets and results for target populations that are consistent with human rights standards and international recommendations and contribute to improving equity in achieving nutrition impacts.	1.3	The plan sets out goals and objectives consistent with internationally agreed recommendations (i.e. the Sustainable Development Goals, the Decade of Action on Nutrition (2016-2025), the Zero Hunger Challenge, the Rome Declaration and the Framework for Action on Nutrition) and international human rights standards, and are adapted to the national context, whilst being both ambitious and realistic.
	1.4	The plan sets out nutrition impact targets that are specific, measurable, achievable, relevant and time-bound (SMART), adapted to the national context, and are consistent with the agreed upon World Health Assembly nutrition targets and with the diet-related non-communicable disease targets.
	1.5	The plan sets out expected results that are specific, measurable, achievable, relevant and time-bound (SMART), that are adapted to the national context and are consistent with the agreed World Health Assembly nutrition targets and with the diet-related non-communicable disease targets. Results include annual coverage targets for interventions (e.g. the percentage of the target population covered by a given intervention each year). As far as possible, the plan estimates the contribution of the expected results towards the achievement of the set nutrition targets, based on the situation analysis and are in line with the equity analysis.
CRITERION 3: The national nutrition plan provides clear links to other nutrition-relevant sectoral strategies, plans and financing arrangements.	1.6	The plan presents findings from analyses of past and current nutrition-relevant sectoral (e.g. health, community health and care practices, agriculture, food security and livelihoods, water, sanitation and hygiene, education and social protection) responses and financing arrangements, which clearly identified priority gaps, lessons learnt and areas for improvement, including nutrition governance, human resource development and other systems’ weaknesses.
CRITERION 4: The national nutrition plan describes the planned priority actions aimed at achieving nutrition impacts for all forms of malnutrition and are feasible, sustainable, locally appropriate, based on evidence and good practice, and are in line with human rights priorities.	1.7	The plan sets out policy and programmatic actions informed by scientific and field evidence. The actions are selected in response to the issues identified in the situation analysis, are relevant to the priority gaps identified in the policy and programming review, are locally appropriate, and have been identified in consultation with sub-national authorities with as much as possible involvement from communities. The plan indicates the theory of change pathway it is adopting to address the nutrition situation of the country, based on the situation analysis. The planned mix of actions and pace of scale up appear feasible, considering past experiences in implementation capacity and can achieve the intended nutrition impact.

Criteria	No.	Characteristics of the criteria
CRITERION 4: The national nutrition plan describes the planned priority actions aimed at achieving nutrition impacts for all forms of malnutrition and are feasible, sustainable, locally appropriate, based on evidence and good practice, and are in line with human rights priorities.	1.8	The plan identifies priority actions that address bottlenecks in the enabling environment and system capacity issues, as identified in the situation analysis and in the review of systems, which impact on equity, efficiency and sustainability, including financial and human resource management, planning, delivery, enforcement of regulations, and technical sustainability constraints.
	1.9	The plan identifies innovative approaches that can be implemented or piloted to address the current gaps that may not be pronounced in the current country policies but for which there is evidence or justification that they may lead to positive nutrition outcomes in the country context. The plan should indicate the theory of change pathway it is adopting to address the nutrition situation of the country, based on the situation analysis.
CRITERION 5: The national nutrition plan includes an analysis of risks and proposed mitigation strategies including measures to address emergency needs .	1.10	The plan clearly describes risks that may negatively impact the implementation of the plan, including (but not limited to), socio-economic, programmatic risks and possible emergencies.
	1.11	The plan describes mitigation approaches to deal with potential obstacles to successful implementation based on the results from the risk analyses. It includes approaches and actions to address emergency needs (e.g. climate-driven natural disasters, emerging/re-emerging diseases, socio-economic shocks) in line with Sphere Standards on the Humanitarian Charter and Minimum Standards in Humanitarian Responses.
CRITERION 6: The national nutrition plan describes governance, accountability, management and coordination mechanisms .	1.12	The plan describes multi-sectoral and multi-stakeholder governance arrangements at both national and sub-national levels that specifies management, oversight, coordination, consultation and reporting mechanisms.
	1.13	The plan refers to and integrates national policies relating to governance, accountability, oversight, enforcement and reporting mechanisms within the relevant Ministries, departments and agencies (MDAs). It demonstrates how past accountability and governance issues will be overcome to fully comply with the national regulations and international good practice.
	1.14	The plan outlines accountability mechanisms accessible to right-holders, or their representatives, where they can claim their nutrition-related rights and report on violations. This includes complaint mechanisms for cases where implementation is lacking.
	1.15	The plan describes the institutional framework that should be in place for identifying and managing Conflict of Interest (CoI) and how it is linked with other oversight mechanisms.
AREA 2 – Stakeholders’ engagement and high-level political commitment processes: Soundness and inclusiveness of the development and endorsement processes for the national nutrition plan		
CRITERION 7: The national nutrition plan describes the multi-sector and multi-stakeholder involvement in the development of the final document.	2.1	The plan explains which stakeholders from which sector were involved in the development process – starting from the validation of the situation analysis, as specific to the national context. It also describes how the consultation process ensured the lead of the Government and effective participation of all stakeholders at local and national levels, so that they could provide input systematically, with reasonable deadlines and time for consultation, into plan development and in foreseen annual operational planning.
	2.2	The plan provides a clear reference to existing codes of conduct and legal obligations applicable to each stakeholder in order to prevent and manage Conflict of Interests (CoI) during the development, endorsement and implementation of the plan.
CRITERION 8: The national nutrition plan has clear indications on the high-level political commitment to the endorsement and the implementation of the plan.	2.3	The plan provides a clear reference to the high-level (e.g. national assembly) political discussion and how the formal endorsement of the national nutrition plan and budget, including by local authorities and communities, is planned, as appropriate to the national context.
	2.4	The plan includes a section on advocacy and communication to promote engagement of all relevant stakeholders and implementation of planned actions at national and sub-national levels.

Criteria	No.	Characteristics of the criteria
AREA 3 - Costs and budgetary framework: Soundness and feasibility of the financial framework for the national nutrition plan		
<p>CRITERION 9:</p> <p>The national nutrition plan sets out a financial framework that includes a comprehensive budget/costing of planned actions for national and sub-national levels and demonstrates efficiency and effectiveness of the included programmes and interventions.</p>	3.1	The financial framework provides cost estimates of planned actions to tackle all forms of malnutrition, which includes a description of the costing methodology and assumptions and how these align with existing budget frameworks of the sectors concerned. Estimates should include recurrent and investment costs to implement planned actions, including (but not limited to) costs for staff, equipment, supply, direct costs, such as utilities, and indirect costs, such as training and supervision.
	3.2	The financial framework includes a cost estimate for “nutrition governance” by multiple sectors and stakeholders, including, but not limited to, coordination mechanisms (e.g. multi-stakeholder platforms and network secretariats), both at national and sub-national level, the capacity-building of the workforce, at all levels and in all sectors, and the information systems to track implementation and expenditures.
	3.3	The financial framework is based on cost-benefit analysis and demonstrate efficiency and effectiveness of the included programmes and interventions.
<p>CRITERION 10:</p> <p>The national nutrition plan includes a financing analysis. If the plan is not fully financed, it highlights agreed priority options for the achievement of the set nutrition impact targets and associated results.</p>	3.4	The financial framework provides a sound estimate of current baseline financing (domestic and external, public and private), current financial commitment for the time span of the plan, and financial gap for the costed programmes and interventions. Financing assessment should include all sources of finance, specify financial pledges from key domestic and international funding sources (including lending), and consider uncertainties and risks.
	3.5	If the financial framework shows a level of funding that is unclear or there is a substantial gap, then the priorities for spending are spelt out with the consequences for results (either by showing the targets and related actions under high, low, and most likely funding scenarios, or by explaining the process for determining spending priorities). Priorities could include high impact actions and actions addressing root causes of malnutrition, and ensure proper projections from existing baselines, based on a system capacity assessment, the resources required and sources of funding.
<p>CRITERION 11:</p> <p>The national nutrition plan describes the mechanisms to allow the tracking of budget and expenditure data for nutrition across sectors and partners for decision making, oversight and analysis on nutrition finances.</p>	3.6	The plan describes the mechanisms that allow for a tracking of quality budget and expenditure data for nutrition across sectors and partners, based on the review of the financial management systems. Procedures for expenditure tracking should be based on existing tracking systems within the sectors and among partners, e.g. national health accounts and other budget and expenditure surveys. Where expenditure tracking systems are non-existent, countries may look to other approaches such as budget reviews, e.g. an expansion of the 3-step approach.
	3.7	The plan describes how reasonable assurance is provided by published independent internal and external audits and by parliamentary and citizens 'oversight including existing mechanisms for following up audit findings.
<p>CRITERION 12:</p> <p>The national nutrition plan describes how funds and resources will be deployed to sectoral budget holders, partners and to the sub-national level.</p>	3.8	The plan spells out how funds and other resources will reach the intended implementing organisations, including modalities for channelling and reporting on external funds. It clarifies what types of mechanisms are in place in nutrition-relevant sectors to ensure timely disbursements, efficient flow of funds and to resolve bottlenecks. In countries with sub-national systems, the plan describes the subnational fund flow processes and financial oversight, including giving insight on their efficiency and effectiveness.
	3.9	The plan includes transparent criteria for the allocation of resources across sectors and programmes, to the sub-national level and to non-state actors (where appropriate).

Criteria	No.	Characteristics of the criteria
AREA 4 - Implementation and management arrangements: Soundness of arrangements and systems for implementing and managing actions contained in the national nutrition plan		
<p>CRITERION 13:</p> <p>The national nutrition plan describes the operational framework which includes the implementation arrangements, with detailed roles and responsibilities of the Government and partners.</p>	4.1	The operational framework describes detailed roles and responsibilities of the Government and partners in implementing, managing and ensuring accountability of planned actions, including in governance and the organisation of service delivery. The operational framework is developed according to the existing delivery workforce and related capacities, based on the mapping of stakeholders and actions in nutrition.
	4.2	The operational framework describes the mechanisms for ensuring that sub-sectoral operational plans – such as sub-national plans, nutrition-relevant sector programme plans and plans for agencies and autonomous institutions – are related and linked to the strategic priorities in the national nutrition plan and integrate mutual accountability mechanisms. There is a clear timeline that provides for the development of specific guidelines and annual operational planning.
	4.3	The operational framework describes the implementation pathway for joint targeting of interventions for the efficient use of resources to address the food and nutrition security situation, based on updated information and consultation with local actors.
<p>CRITERION 14:</p> <p>The national nutrition plan describes the individual, organisational and institutional capacities (both functional and technical) required to implement planned actions and spells out how capacities will be strengthened.</p>	4.4	The operational framework describes the individual, organisational and institutional capacity strengthening measures needed to implement the planned actions. These measures are based on the results of sound needs assessments, including human resource gap assessments, and on the reviews of functional and technical capacities and delivery systems within concerned sectors, as well as multi-sectorally.
	4.5	The operational framework describes how capacity gaps will be addressed, with clearly defined milestones, timeframes, resources required and funding sources. This includes internal and external institutional arrangements for the training of new staff and on-the-job training for existing staff, roles and responsibilities of the Government and partners in capacity development and partnership arrangements (especially with academic institutions, NGOs, civil society organisations and companies).
	4.6	The operational framework describes approaches to meet technical assistance requirements to implement planned actions. This includes arrangements for sourcing in-country or external experts, where appropriate; identifying resources required and funding sources; and mutual accountability mechanisms.

Criteria	No.	Characteristics of the criteria
AREA 5 - Monitoring, evaluation, operational research and review: Soundness of review, accountability, learning and evaluation mechanisms and how results are used		
<p>CRITERION 15:</p> <p>The national nutrition plan includes a monitoring and evaluation (M&E) framework that is sound, draws from sectors' M&E systems and includes core indicators; sources of information; methods and responsibilities for ethical data collection, management, analysis, quality assurance, learning and communication.</p>	5.1	The M&E framework reflects nutrition impact targets and expected results, as set out in the national nutrition plan. For each action, the M&E framework should include annual output goals (e.g. intended coverage to be reached). Indicators should be adapted from internationally agreed frameworks including the WHA global target indicator framework to ensure standardised indicators are used.
	5.2	The M&E framework includes a balanced and core set of both nutrition-specific and sensitive indicators (input, process, output, outcome and impact) to measure progress, equity and the performance of nutrition plan implementation.
	5.3	The M&E framework specifies data sources and collection methods, identifies and addresses data gaps and defines information flows. The M&E framework specifies how the nutrition information systems (routine and survey) are expected to be strengthened to inform the day-to-day programmatic/management decisions, including the integration of nutrition indicators into sectoral information and surveillance systems.
	5.4	The M&E framework specifies the types of data analysis that will be performed, including data quality issues and the mechanisms in place to support rigorous data analysis and evaluation.
	5.5	The M&E framework identifies the roles and responsibilities of governments and partners - with a mechanism for coordination and actions for strengthening capacity clearly defined. Milestones and timeframes to finalise the setting up of the M&E work are included in the operational framework with an expectation to complete it within the first year of the national plan.
	5.6	The M&E framework describes the multi-sectoral nutrition information platform in place, or to be developed, to support data analysis, knowledge management, learning and communication.
<p>CRITERION 16:</p> <p>The national nutrition plan describes the mechanism for joint periodic performance reviews on nutrition to present programmatic and financial progress and for discussion on the findings for decision making and actions.</p>	5.7	The M&E framework sets out the multi-stakeholder review mechanism that inputs systematically into assessing sector or programme performance (both programmatic and financial) against annual and long-term goals, and describes the feedback loops that will be used to identify corrective measures and adjust financial allocations. The review should include participation of all relevant stakeholders, including local authorities and communities. The M&E framework should specify how the nutrition multi-stakeholder review builds on existing nutrition-relevant sector reviews.
	5.8	The M&E framework describes how data, results and progress of the implementation of plan will be communicated to stakeholders and beneficiaries.
	5.9	The M&E framework sets out the processes to monitor the implementation of the Conflict of Interest (CoI) institutional framework and related processes for mutual accountability.
<p>CRITERION 17:</p> <p>The national nutrition plan sets out the processes and institutional arrangements for operational research (OR) and for the rigorous documentation and dissemination of good practices and lessons learned (including both successes and failures).</p>	5.10	The M&E framework identifies the roles and responsibilities of governments and partners, especially academia and research institutes, for identifying and agreeing operational research needs with a mechanism for coordination and actions for strengthening capacity clearly defined. Milestones and timeframes to finalize the setting up of the OR work are included in the operational framework with an expectation to complete it within the first year of the national plan. Estimates of costs are included in the financial framework.
	5.11	The M&E framework describes the processes for documenting and disseminating best practices and lessons learned.

Reference to key documents, tools and platforms

This Guidance note is based on the Joint Assessment of National Health Strategies and Plans Tool (JANS). See: <http://www.internationalhealthpartnership.net/en/tools/jans-tool-and-guidelines/>

Essential reads:

- Bhutta, Z.A., J.K. Das, A. Rizvi, M.F. Gaffey, N. Walker, S. Horton, P. Webb, A. Lartey and R.E. Black. 2013 “Evidence Based Interventions for Improvement of Maternal and Child Nutrition: What Can Be Done and at What Cost?” *Lancet* 382 (9890) – 452-457.
See: [http://www.thelancet.com/pdfs/journals/lancet/PIIS0140-6736\(13\)60996-4.pdf](http://www.thelancet.com/pdfs/journals/lancet/PIIS0140-6736(13)60996-4.pdf)
- Gillespie, S., J. Hodge, S. Yosef, and R. Pandya-Lorch, eds. 2016. *Nourishing Millions: Stories of Change in Nutrition*. Washington, D.C.: International Food Policy Research Institute.
See: <http://ebrary.ifpri.org/utils/getfile/collection/p15738coll2/id/130395/filename/130606.pdf>
- Gillespie S., L. Haddad, V. Mannar, P. Menon, N. Nisbett 2013 “The politics of reducing malnutrition: building commitment and accelerating progress” *Lancet* 382 (9890) – 552-569.
See: [http://www.thelancet.com/pdfs/journals/lancet/PIIS0140-6736\(13\)60842-9.pdf](http://www.thelancet.com/pdfs/journals/lancet/PIIS0140-6736(13)60842-9.pdf)
- Ruel, M.T. and H. Alderman, 2013 “Nutrition-sensitive Interventions and Programming: How Can They Help to Accelerate Progress in Improving Maternal and Child Nutrition?” *Lancet* 382 (9891): 536-551.
See: [http://www.thelancet.com/pdfs/journals/lancet/PIIS0140-6736\(13\)60843-0.pdf](http://www.thelancet.com/pdfs/journals/lancet/PIIS0140-6736(13)60843-0.pdf)
- Second International Conference on Nutrition (ICN). Conference Outcome Document: Framework for Action. Rome, 19-21 November 2014. See: <http://www.fao.org/3/a-mm215e.pdf>

Area 1 - Situation analysis and policy and programming review

- De Onis, M., K.G. Dewey, E. Borghi, A.W. Onyango, M. Bloessner, B. Daelans, E. Piwoz and F. Branca. 2013 “The World Health Organization’s Global Target for Reducing Childhood Stunting by 2025: rationale and Proposed Actions”. *Maternal and Child Nutrition* 9 (2): 6-26.
See: <http://onlinelibrary.wiley.com/doi/10.1111/mcn.12075/full>
- Fanzo J., C. Hawkes, K. Rosettie “Making SMART commitments to Nutrition Action: A Guidance Note”. See: <http://globalnutritionreport.org/2016/05/25/smart-commitment-guidance/>
- Food and Agriculture Organization (FAO): The Right to Food Guidelines.
See: <http://www.fao.org/3/a-y7937e.pdf>
- Food and Agriculture Organization (FAO): Key recommendations for improving nutrition through agriculture and food systems.
See: <http://www.fao.org/3/a-i4922e.pdf>
- International Food Policy Research Institute (IFPRI). 2014. *Global Nutrition Report 2014: Actions and Accountability to Accelerate the World’s Progress on Nutrition*. Washington, D.C.
See: <http://ebrary.ifpri.org/utils/getfile/collection/p15738coll2/id/128484/filename/128695.pdf>
- International Food Policy Research Institute (IFPRI). 2014. *Global Nutrition Report 2014: Nutrition Country Profiles - Making the Most of Them to understand indicators and drivers of malnutrition*. See: <http://globalnutritionreport.org/the-data/nutrition-country-profiles/>
- International Food Policy Research Institute (IFPRI). 2015. *Global Nutrition Report 2015: Actions and Accountability to Advance Nutrition and Sustainable Development*. Washington, D.C.
See: <http://ebrary.ifpri.org/utils/getfile/collection/p15738coll2/id/129443/filename/129654.pdf>
- International Food Policy Research Institute (IFPRI). 2016. *Global Nutrition Report 2016: From Promise to Impact* Washington, D.C.
See: <http://ebrary.ifpri.org/utils/getfile/collection/p15738coll2/id/130354/filename/130565.pdf>
- Office of the United Nations High Commissioner for Human Rights (OHCHR) “Frequently Asked Questions on a Human Rights-Based Approach to Development Cooperation”.
See: <http://www.ohchr.org/Documents/Publications/FAQen.pdf>.
- Office of the United Nations High Commissioner (OHCHR) “Human Rights Indicators: A Guide to Measurement and Implementation”.
See: http://www.ohchr.org/Documents/Publications/Human_rights_indicators_en.pdf



- Global Social Observatory & The SUN Movement 2014. “The SUN Movement Toolkit for Preventing and Managing Conflict of Interest”. Geneva.
See: <http://scalingupnutrition.org/wp-content/uploads/2013/02/Toolkit-Final-0314.pdf>
- The Sphere Project “The Sphere Handbook”. See: <http://www.sphereproject.org/handbook/>
- World Cancer Research Fund International (Bryony Sinclair, Simone Bösch) and NCD Alliance “Ambitious, SMART Commitments to address NCDs, overweight and obesity”.
See: https://ncdalliance.org/sites/default/files/resource_files/SMART%20Policy%20Brief_WCRFI_NCDA_EN.pdf
- World Health Assembly Resolution 65.6. Agenda item 13.3. Maternal, infant and young child nutrition. See: http://apps.who.int/gb/ebwha/pdf_files/WHA65/A65_R6-en.pdf
- World Health Organization “Draft comprehensive global monitoring framework and targets for the prevention and control of non-communicable diseases” (15 March 2013).
See: http://apps.who.int/gb/ebwha/pdf_files/WHA66/A66_8-en.pdf?ua=1
- World Health Organization Landscape Analysis on Countries’ Readiness to Accelerate Action in Nutrition. See: http://www.who.int/nutrition/landscape_analysis/en/
- UN Network for SUN/REACH Nutrition Overview Tool.
See: <http://www.reachpartnership.org/group/reachpartnership/strategies>
- UN Network for SUN/REACH Policy and Plan Overview Tool.
See: <http://www.reachpartnership.org/group/reachpartnership/tors1>
- World Health Organization Nutrition Landscape Information System.
See: <http://www.who.int/nutrition/nlis/en/>
- World Health Organization “Global Targets tracking tool”.
See: https://extranet.who.int/sree/Reports?op=vs&path=%2FWHO_HQ_Reports/G16/PROD/EXT/Targets_MenuV3&VSPARAM_varLanguage=E&VSPARAM_varISOCODE=ALB
- World Health Organization GINA database. See: <http://www.who.int/nutrition/gina/en/>
- World Health Organization eLENA database. See: <http://www.who.int/elena/en/>
- WHO Essential Nutrition Actions.
See: http://www.who.int/nutrition/publications/infantfeeding/essential_nutrition_actions/en/
- World Health Organization Nutrition Policy Review.
See: http://www.who.int/nutrition/publications/policies/global_nut_policyreview/en/
- Cost of Hunger. See: <http://www.costofhungerafrica.com/methodology/>
- Action against hunger: Policy on mental health and child care practices. See: http://www.actionagainsthunger.org/sites/default/files/publications/ACF_MHCP_Policy_Dec_2009.pdf

Area 2 - Engagement and political commitment process

- Alive & Thrive “Advocacy approaches for improved Infant and Young Child Feeding”.
See: <http://aliveandthrive.org/program-components/page-advocacy/>
- Alive & Thrive “Strategic Use of Data to achieve Infant and Young Child Feeding at Scale”.
See: <http://aliveandthrive.org/resources/program-brief-strategic-use-of-data-as-a-component-of-a-comprehensive-program-to-achieve-infant-and-young-child-feeding-at-scale/>
- Maximizing Quality of Scaling Up Nutrition (MQSUN) “Guidance Note for Multi-Sectoral Planning for Nutrition”. See: <http://scalingupnutrition.org/wp-content/uploads/2016/04/MQSUN-Multi-Sectoral-Planning-Guidance-Note.pdf>
- Nisbett N., Wach, E., Haddad, L. and El-Arifeen, S. (2015) What drives and constrains effective leadership in tackling child undernutrition? Findings from Bangladesh, Ethiopia, India, and Kenya. Food Policy 53 (2015): 33-45.
See: <http://www.sciencedirect.com/science/article/pii/S030691921500038X>
- Global Social Observatory. 2014. “The SUN Movement Toolkit for Preventing and Managing Conflict of Interest”. Geneva.
See: <http://scalingupnutrition.org/wp-content/uploads/2013/02/Toolkit-Final-0314.pdf>

- Walter, T., C. Dolan and J. Shoham (2015) “Understanding the SUN Movement Common Results Framework: Lessons Learned from five Countries”. ENN Report 2015.
See: http://scalingupnutrition.org/wp-content/uploads/2016/04/ENN-SUN-CRF-Report_Dec-2015_Share.pdf

Area 3 - Costs and budgetary framework

- Food and Agriculture Organization “Designing nutrition-sensitive agriculture investments: Checklist and guidance for programme formulation”. See: <https://home.fao.org/documents/card/en/c/6cd87835-ab0c-46d7-97ba-394d620e9f38/,DanaInfo=www.fao.org>
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 - Maximizing Quality for Scaling up Nutrition “Guidance Note: How-to-Cost Nutrition-Sensitive Actions”. See: <http://scalingupnutrition.org/resources-archive/nutrition-plans-and-cost-estimates/costing-interventions-in-the-common-results-framework>
 - Maximizing Quality for Scaling up Nutrition “Analysis of Nutrition-Sensitive Budget Allocations: Experience from 30 Countries”. See: <http://scalingupnutrition.org/wp-content/uploads/2016/04/MQSUN-Report-Nutrition-sensitive-Allocations-160311.pdf>
 - Strengthening Partnerships, Results and Innovations Globally (SPRING) “A Nutrition Budget Analysis Guide”. See: https://www.spring-nutrition.org/sites/default/files/publications/series/nutrition_budget_analysis_guide.pdf
 - SUN Movement Secretariat (2014) “Planning and Costing for the Acceleration of Actions for Nutrition: experiences of countries in the SUN Movement”.
See: <http://scalingupnutrition.org/wp-content/uploads/2013/02/Final-Synthesis-Report.pdf>
- Summary Brief available at: <http://scalingupnutrition.org/wp-content/uploads/2015/06/150223-Summary-of-Synthesis-Report-MQSUN.pdf>
- SUN Movement Secretariat “Guidance Note on the 3-Step Approach for Budget Analysis”.
See: <http://scalingupnutrition.org/wp-content/uploads/2016/04/Guidance-Note-for-SUN-Countries-on-the-3-Step-Approach-Version-2.pdf>

More guidance:

- World Health Organization “Cost Effectiveness and Strategic Planning: OneHealth Tool”.
See: <http://www.who.int/choice/onehealthtool/en>.
- World Health Organization “Health Accounts”. See: <http://www.who.int/health-accounts/en>

Area 4 - Implementation and management arrangements

- UN Network/REACH Stakeholder and Nutrition Action Mapping Tool.
See: <http://www.reachpartnership.org/group/reachpartnership/116>
- UN Network Compendium of Actions for Nutrition (CAN).
See: <http://www.reachpartnership.org/it/compendium-of-actions-for-nutrition>
- World Health Organization WHO/NMH/NHD/14.1 “Comprehensive Implementation Plan on Maternal, Infant and young Child Nutrition” (2014).
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- World Health Organization: Service availability and readiness assessment (SARA).
See: http://www.who.int/healthinfo/systems/sara_introduction/en/
- Action against hunger: conceptual models of child malnutrition: The ACF approach in mental health and care practices. See: http://www.actionagainsthunger.org/sites/default/files/publications/Conceptual_Models_of_Child_Malnutrition-_The_ACF_Approach_in_Mental_Health_and_Care_Practices_01.2013.pdf



Area 5 – Monitoring, evaluation, operational research and review

- World Health Organization “Indicators for the Global Monitoring Framework on Maternal, Infant and Young Child Nutrition” (24 November 2014). See: http://www.who.int/nutrition/topics/indicators_monitoringframework_miygn_background.pdf
- World Health Assembly A68/9 “Maternal, infant and young child nutrition: development of the core set of indicators” (15 May 2015). See: http://apps.who.int/gb/ebwha/pdf_files/WHA68/A68_9-en.pdf
- World Health Organization “Global Targets tracking tool”. See: https://extranet.who.int/sree/Reports?op=vs&path=%2FWHO_HQ_Reports/G16/PROD/EXT/Targets_MenuV3&VSPARAM_varLanguage=E&VSPARAM_varISOCODE=ALB

From the countries in the SUN Movement

- REACH Functional Capacity reference materials. See: <http://www.reachpartnership.org/group/reachpartnership/functional-capacity>
- SUN Movement Secretariat: An overview of available policies, strategies and plans for nutrition in SUN countries (including M&E frameworks where available). See: <http://scalingupnutrition.org/resources-archive/sun-countries-policies-and-plans>
- SUN Movement Secretariat Repository Database of estimated costs of actions included in national plans for nutrition (Common Results Framework Planning Tool). See: <http://scalingupnutrition.org/resources-archive/financial-tracking-resource-mobilization/agggregated-planning-tool>

User Guidance.

See: <http://scalingupnutrition.org/wp-content/uploads/2015/06/CRF-TOOL-Guidance-Notes.pdf>

- SUN Movement Secretariat: An overview of available budget analysis conducted in SUN countries. See: <http://scalingupnutrition.org/resources-archive/resource-mobilisation/nutrition-in-national-budgets/nutrition-budget-analysis-exercise-results/2015-budget-analysis-exercise-country-profiles>
- SUN Movement Secretariat. An overview of available communication and advocacy tools in SUN countries. See: <http://scalingupnutrition.org/resources-archive/sun-countries-communications-and-advocacy-tools>

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