



# **SUN Movement: Revised Road Map**

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**Secretariat of the  
Scaling Up Nutrition Movement**

**September 2012**

## Forward:

*The revised Road Map comes at a critical juncture for the SUN Movement. Whilst nutrition has higher political attention than ever before, there remains much to be done to demonstrate the added value of the SUN Movement over the next three years, and to achieve results.*

*We all have the opportunity, and responsibility, to inspire greater change. Together we need to sustain the momentum around nutrition, build on the progress in countries and of their supporters, align our responses around actions that work, facilitate the sharing of knowledge and learning, and mobilise significant financial resources to supplement those of the countries and their supporters that share our commitments.*

*Under-nutrition is a key issue of our times. We must continue to embolden a greater urgency in efforts to scale up nutrition, and above all, deliver improved nutrition vital to the lives, resilience and prosperity of future generations.*

**The SUN Movement Lead Group**

September 2012

## Contents

<b>Forward: .....</b>	<b>1</b>
<b>Executive Summary .....</b>	<b>3</b>
<b>SECTION 1: Vision and Mission .....</b>	<b>5</b>
<b>SECTION 2: The Movement's Strategic Objectives .....</b>	<b>8</b>
<b>SECTION 3: How the Movement supports countries to Scale Up Nutrition .....</b>	<b>11</b>
<b>SECTION 4: Movement stakeholders and activities .....</b>	<b>13</b>
<b>SECTION 5: Accountability Framework and Results .....</b>	<b>16</b>
<b>SECTION 6: Challenges, Risks, Mitigation and Conclusion .....</b>	<b>18</b>
<b>Annex 1: SUN Movement Stakeholder Networks .....</b>	<b>19</b>
<b>Annex 2: Mobilising Additional Financial Resources .....</b>	<b>23</b>
<b>Annex 3: The Added Value of the Movement.....</b>	<b>25</b>

## Executive Summary

- I. **The SUN Movement was launched in 2010.** A Framework for Scaling Up Nutrition was launched at the spring meetings of the World Bank and IMF in April 2010 and a first Road Map for advancing this Framework was released at the United Nations General Assembly in September 2010. Since then, the efforts to scale up nutrition have evolved into a Movement, and a revised Road Map is required. This revised Road Map accompanies the SUN Movement Strategy 2012-2015, which establishes a three-year plan to significantly reduce under-nutrition in participating countries. The Strategy and Road Map will provide the foundation of a detailed operating plan for members of the SUN Movement to ensure impact of their collective actions to support countries scale up nutrition.
- II. **In the last 24 months, 30 countries, numerous development partners, international organizations, civil society groups and business have joined the Movement.** SUN countries have already increased capacity, aligned stakeholders, stepped up commitments for better nutrition and have, in some cases, demonstrated improvements in people's nutritional status.
- III. **Over the next three years the Movement aims to demonstrate greater impact and encourage increased investment.** This Road Map describes the Movement's vision, mission and theory of change; what the Movement will do and how it will move forward over the next three years.
- IV. **Four strategic objectives** have been identified as priorities for the Movement to the end of 2015:
  - 1) **The creation of an enabling political environment**, with strong in-country leadership, and a shared space (multi-stakeholder platforms) where stakeholders align their activities and take joint responsibility for scaling up nutrition;
  - 2) **The establishment of best practice** for scaling up proven interventions, including the adoption of effective laws and policies;
  - 3) **The alignment of actions** around high quality and well-costed country plans, with an agreed results frameworks and mutual accountability;
  - 4) **An increase in resources**, directed towards coherent, aligned approaches.
- V. **The SUN Movement delivers results by pursuing actions that are known to work**, focusing on women's empowerment, alignment, tracking performance, ensuring accountability and mobilising funds. The potential for impact is high, but the level of commitment, collaboration and trust required is unprecedented.
- VI. **The SUN Movement is driven by countries.** As progress is made on a set of progress indicators, countries advance through stages of readiness. Countries and the Movement's members will be assisted to identify priority actions through analysis coordinated by the Secretariat each year.

This will be done by a multi-stakeholder group drawn from the rich and diverse experience of the Movement's members and will provide a standard that will enable all stakeholders to calibrate progress, adjust their priorities and plan their investments accordingly. SUN countries' efforts are supported by stakeholders from civil society, donors, business and the United Nations system.

- VII. Mobilising resources is critical to the success of the Movement.** The primary investors in nutrition, beyond families themselves, are SUN Governments. Additional resources will be needed from the community of SUN supporters. It is more likely that significant external resources will be forthcoming if SUN countries make significant investments themselves and if the effectiveness of investments can be demonstrated to all. The Movement's members will be encouraged to concentrate their support for those countries making the strongest efforts.
- VIII. Members of the Movement uphold its vision and mission by being mutually accountable for their contributions.** The SUN Movement is only as strong as the commitment of its members. They are ultimately accountable to their citizens, representatives, members and investors. By becoming members of the Movement they are also accountable to each other. They have shared values, expressed in the Movement's Principles of Engagement. These call for transparency about impact; inclusiveness; a rights-based approach; a willingness to negotiate based on mutual respect; mutual accountability; cost-effectiveness; and continuous communication.
- IX. The SUN Movement Lead Group, appointed by the United Nations Secretary-General, governs the Movement.** It ensures that countries are able to access coherent, coordinated, aligned and predictable support and are better able to promote the delivery of results.
- X. The SUN members are organised as support Networks which align their responses to country needs.** Network plans will outline its principles, membership, governance and accountability, priorities, activity plans, linkages and coordination, internal communication, cross-Network collaboration and responsiveness to country requests. They will be held accountable to their activity plan, and evaluated for their effectiveness.
- XI. The SUN Secretariat coordinates the Networks and supports the Lead Group.** It works to maintain links between SUN countries and between Networks, and encourages all members to respect the Principles of Engagement. The Secretariat tracks and communicates the Movement's progress utilising a series of Task Teams drawn from the expertise of the Movement's members. The Secretariat is accountable to the Lead Group who will ensure that SUN countries and the Movement's Networks are offered the support they need.
- XII. Activities and milestones need to be defined for the Movement's members in an Operating Plan and an Accountability Framework** that involves systematic tracking of performance, evaluation of results and demonstration of achievement. If plans are realised the Movement will be better able to contribute to the evidence base for scaling up nutrition, understanding the cost of success, and defining optimal strategies within each sector for sustained impact.

- XIII. The Movement faces several risks.** Of greatest concern are the risks of a return to fragmentation that undermines the collective effort and lack of resources. To mitigate these risks the effectiveness of the collective approach must be tracked, and documented.
- XIV. An independent evaluation of the Movement's impact will be undertaken in 2015** to demonstrate how it has influenced SUN countries and other stakeholders to scale up nutrition and assess how financing has been used. The results of this evaluation will determine the Movement's future direction and mode of working.

## SECTION 1: Vision and Mission

### Vision

The Movement reflects the collective efforts of Governments, organizations and individuals – working together to end hunger and under-nutrition in all its forms so that within our lifetimes, every mother, child and family can realise their full potential and right to adequate nutritious food.

### Mission

To ensure high quality and tailored support for efforts to scale up nutrition in line with both national and global targets. Stakeholders strive to harmonise existing strategies and align programmes in ways that reflect best practice, increase investments in the most successful outcomes and ensure accountability to those they seek to serve. They take joint responsibility for scaling up both specific nutrition interventions and nutrition sensitive strategies.

- 1) The severe and lifetime consequences of poor nutrition** during pregnancy and the first two years of a child's life, and on the resilience of human, societal and economic development, are now well established.
- 2) The SUN Movement is building on existing successes.** SUN countries, supported by growing networks of partners, have set themselves the ambitious goal of revolutionising the way that they address under-nutrition. SUN countries are beginning to put nutrition at the heart of their development policies. They have seen a dramatic increase both in high-level political backing for nutrition, and in bringing together diverse groups of people across sectors around common goals to reduce under-nutrition. They are setting themselves clear targets, scaling up their programmes and putting in place the necessary legal and financial frameworks to support nutrition.
- 3) The SUN Movement's revised Road Map, comes at a critical juncture for the Movement.** It aims to capture recent momentum around nutrition, build on the progress already made in

many SUN countries, align stakeholders and facilitate the sharing of knowledge and learning between countries. This will enable the case for significant financial resources to be mobilised.

**4) The Movement must demonstrate solid results and genuine added value over the next three years.** This will require priority-setting, sequencing and difficult choices. By the end of 2012 the Lead Group will ensure an operating plan for the Movement is developed that sets out, in detail, the activities being under taken, and an investment framework for priority actions.

**5) Aligning to Global Nutrition Goals:** SUN countries are defining their own nutrition goals, focusing on the thousand days between a woman's pregnancy and her child's second birthday. They are aligning their nutrition strategies to on-going global efforts to tackle under-nutrition<sup>1</sup>. The SUN Movement is anchored in the Millennium Development Goals – in particular MDG 1. Governments, including those from SUN countries, have endorsed and are pursuing a series of global nutrition targets for 2025, agreed at the World Health Assembly in May 2012. These include:

- 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%.

Goals that address the underlying causes of under-nutrition are also essential and include:

- Increased access to affordable nutritious food, clean water, sanitation, healthcare and social protection.

**6) Achieving Nutritional Impact:** To improve nutritional outcomes, and contribute to overall national and global goals, the Movement seeks to promote innovative thinking and best practice in:

**Theory of Change**

- 1) Implementing specific nutrition interventions of proven efficacy, equitably and with high coverage;
- 2) Pursuing resilience-centered policies in key sectors that have an impact on under-nutrition.

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<sup>1</sup> e.g the proposed Global Strategic Framework of the Committee on World Food Security, the 2012 UN Human Rights Council's Right to Food Resolution, and the agreed targets for Maternal Newborn and Child Health.

A dramatic scale-up of effective actions to improve nutritional outcomes can be achieved:

Pathways to Change

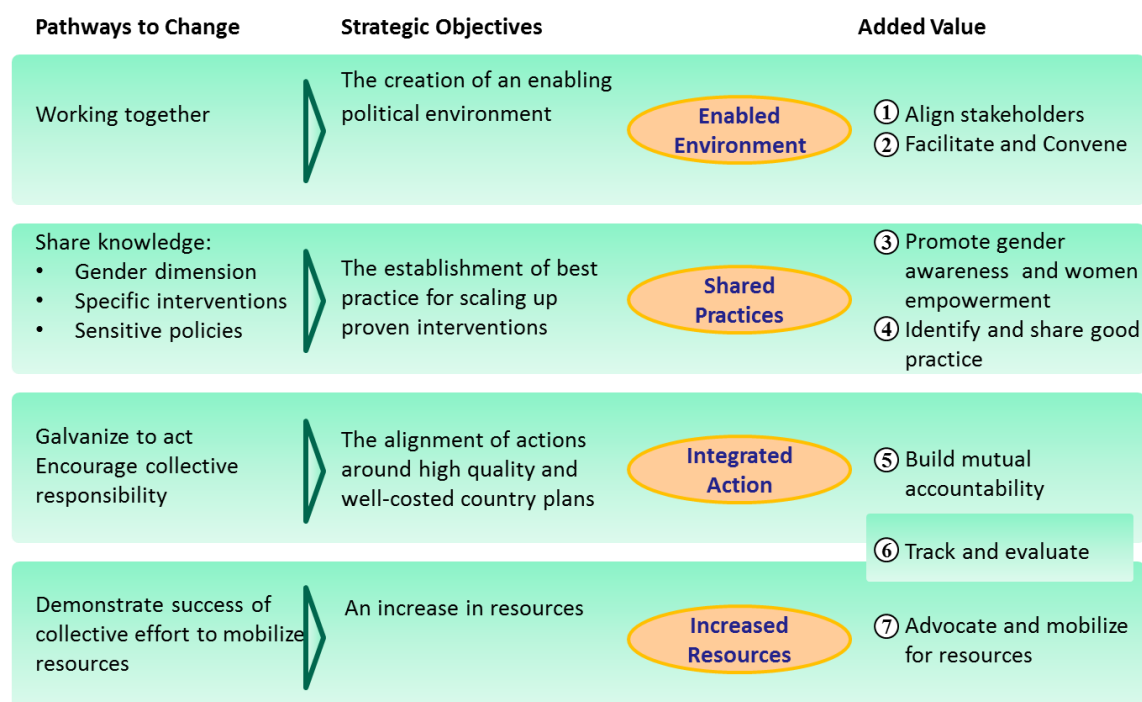
- 1) When policies and actions emphasise the **gender dimension** to the determinants of under-nutrition they encourage **women's empowerment** in designing, implementing, monitoring and evaluating;
- 2) When multiple stakeholders **work together** - aligning strategies and actions in pursuit of a common purpose that respects national interests, human rights and equity - they collectively achieve far more than they could independently;
- 3) When politicians and other decision makers are **galvanised to act** on high levels of under-nutrition they take true ownership and responsibility;
- 4) When all stakeholders take **collective responsibility** for underlying causes of under nutrition **and hold each other to account** they will maximise their positive impact;
- 5) When countries and their supporters **share knowledge** they work effectively to build on evidence of what works, particularly on the value of approaches that secure change and deliver impact;
- 6) When Government, Ministries (e.g. Finance/Economic Planning/Health/Agriculture), development partners, and other investors see **demonstrated success of this collective effort** they mobilise additional national and international resources for nutrition.

**How promoting women's empowerment improves nutrition.**

The contribution of women to household, community and national nutritional outcomes goes beyond their reproductive or traditional roles. These include their involvement in ensuring equal protection by law (inheritance, land tenure, employment), equal opportunities for a better life (education, health, water and sanitation) and equal choices to be self-sufficient (technical, financial and insurance services and access to markets). Recognising women's role in mitigating nutrition risks resulting from climate change and improving the resilience of food security systems enables improved nutrition outcomes to be both immediate and sustainable.



## SECTION 2: The Movement's Strategic Objectives



- 7) **The Movement's strategic objectives to the end of 2015** focus on increasing support and demonstrating effectiveness through:
- 1) **The creation of an enabling political environment**, with strong in-country leadership, and a shared space (multi-stakeholder platforms) where stakeholders align their activities and take joint responsibility for scaling up nutrition;
  - 2) **The establishment of best practice** for scaling up proven interventions, including the adoption of effective laws and policies;
  - 3) **The alignment of actions** around high quality and well-costed country plans, with an agreed results frameworks and mutual accountability;
  - 4) **An increase in resources**, directed towards coherent, aligned approaches.
- 8) **The revised Road Map charts the way forward** for the Movement's stakeholders over the next three years. It will be necessary to further detail, prioritise and sequence the activities per stakeholder group.
- 9) **In each country the Government and their stakeholders determine the sequence** of activities and priorities that will lead to the most cost effective and sustained impact. To do so:
- a) Countries will need to make clear commitments and prioritise nutrition as an investment.
  - b) Stakeholders will need to prioritise their attention and resources according to their own capacities.

**10) The participating countries and supporting stakeholders in the Movement work together towards reaching these objectives.** The seven elements of added value closely match the Lead Group strategic commitments, are listed below and expanded in Annex 3.

Strategic Objective	Added Value of the Movement
Enabling Environment	1: Aligning stakeholders for rapid scaling up of selective evidence-based policies and interventions to enhance nutrition activities and joint action.
	2: Facilitating and convening of stakeholders, to broker interactions within and across SUN countries and Networks.
Shared Practices	3: Identifying and sharing of evidence-based good practice to enable the prioritisation of actions and resources.
	4: Promoting women's empowerment and emphasising gender approaches to under-nutrition that enable a transformative effect on sustainable and resilient nutrition security.
Aligned Actions	5: Accepting and implementing mutual accountability on behalf of the intended beneficiaries, using the SUN accountability framework.
	6: Tracking and evaluating performance to provide a robust understanding of what is driving impact and proving to be effective versus what is not.
Increased Resources	7: Advocating to increase political commitment and Mobilising technical and financial resources that enable societies to scale up action to improve nutrition.

**11) Resourcing the effort to Scale up Nutrition:** The success of countries' efforts to achieve their nutritional goals and to contribute to the global goal of a 40% reduction in levels of stunting by 2025<sup>2</sup> will depend on the preparedness of countries to scale up, and the availability of financial resources that are committed to realising this goal. The overall needs of the SUN countries and current funding gap are being estimated at the time of writing. The current focus is on the cost of fully implementing specific (or direct) nutrition interventions. The contribution of nutrition sensitive sector strategies is more difficult to calculate. At this time SUN Governments are the primary investors in their people's nutrition, beyond families themselves, but are only meeting a proportion of the total resources required for scaling up nutrition. External resources from development partners are often sought to supplement SUN Government spending. There is a major shortfall in available resources and a significant increase in both domestic and external resources is needed.

**12) It is more likely that significant external resources will be forthcoming if SUN countries make significant investments themselves,** and if the effectiveness of investments can be demonstrated to all. The SUN Movement's members are working together to increase resources available through their ongoing assistance at country level. They encourage careful budgeting, tracking of funds, prioritisation, alignment, efficient use and accountability.

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<sup>2</sup> World Health Assembly 2012

**13) The Movement's members will concentrate support on countries that have demonstrated a readiness to scale up nutrition.** To enable this to happen, the Movement's Secretariat will ensure the development of (a) consistent approaches to calculating costs of scaling up nutrition and to tracking expenditure, (b) preliminary estimates for the costs of implementing nutrition-sensitive strategies, (c) a system for independent reviews of country plans and activities, and a mechanism for recourse (d) alternative approaches for the provision of external funds to countries – especially when they are unable to access external resources through in-country mechanisms e) an operating and investment plan based on evaluations of progress.

**14) Principles of Engagement within the Movement:** For the Movement to function effectively, its members must abide by a “social contract” which establishes a common purpose, agreed behaviours and mutual accountability. The contract is reflected as “Principles of Engagement” and aligns to the framework for development effectiveness as outlined in the Paris/Accra/Busan accords. At all times members should take care to avoid behaving and acting in ways which could disempower- or even harm- those the Movement seeks to serve. This may require members adapting their behaviour to change the duty bearer-rights holder dynamics.

Principles of Engagement

- 1) **Be rights-based:** act in line with a commitment to uphold the equity and rights of all women, men and their children;
- 2) **Be transparent about impact:** all stakeholders transparently and honestly demonstrate the impact of collective action;
- 3) **Be inclusive:** through open multi-stakeholder partnerships that bring proven solutions and interventions to scale;
- 4) **Be willing to negotiate:** when conflicts arise, as can be expected with diverse partners working together and hold the intention to resolve conflicts and reach a way forward;
- 5) **Be mutually accountable:** act so all stakeholders feel responsible for and are held collectively accountable to the joint commitments;
- 6) **Be cost-effective:** establish priorities on evidenced-based analysis of what will have the greatest and most sustainable impact for the least cost;
- 7) **Be continuously communicative:** to learn and adapt through regular sharing of the relevant critical lessons, what works and what does not, across sectors, countries and stakeholders.

**15) Conflicts of Interest within the Movement:** The Principles of Engagement acknowledge potential conflicts of interest between SUN stakeholders. These are primarily handled at the country level through dialogue and negotiation within the context of national legal frameworks, drawing – as appropriate – on internationally negotiated agreements and codes. All stakeholders in the Movement use the 2012 World Health Assembly resolution 64-6 on Maternal, Infant and Young Child Nutrition as one of the starting points to resolve conflicts. The Movement is guided by the Secretariats of specialised UN system agencies and other multi-stakeholder bodies on the handling of such issues. Stakeholders whose actions are in conflict with SUN Principles will not be considered as members of the Movement.

## SECTION 3: How the Movement supports countries to Scale Up Nutrition

**16) Stages of country preparedness in Scaling Up Nutrition:** The concept of a staged journey better enables stakeholders in the Movement to align, adjust and augment resources being invested in nutrition. The 2010 Road Map indicated that SUN countries pass through three stages as they scale up nutrition and seek to sustain their achievements. At the time of committing to the Movement, a country might be at any of these stages.

**17) All countries, whatever their state of preparedness for scaling up nutrition, should expect to benefit from participation in the Movement.** The pattern of support on offer will be adjusted according to each country's stage of preparedness. A set of progress indicators focus on a selection of the critical elements that a country needs to have in place to enable rapid scaling up of nutrition outcomes. Moving from one stage to the next requires a demonstrated evolution of progress. This will increase the likelihood that external assistance will be intensified and aligned. Stakeholders will prioritise the pattern and scale of their support commensurate to the commitment of the country.

**18) The three stages are:**

**Stage 1- Taking stock:** Identifying current needs and capacities, and confirming high-level commitment.

**Stage 2- Preparing for scaling-up:** Establishing in-country stakeholder platforms, developing strategies that include budgeted plans for scaling up effective actions, and strengthening national capacity for implementation and monitoring.

**Stage 3- Scaling up rapidly to deliver results:** Operating programmes and interventions at scale and reporting progress: Mobilising significant internal and external investment across relevant sectors to ensure delivery.

**Sustaining impact:** Once scaling up has started, the challenge is to maintain political engagement, expand activities, monitor achievements, maintain financial investment and sustain impact.

**19) At a minimum, countries are expected to commit to:**

- a) Identifying a high-level SUN Government focal point, responsible for the coordination of internal and external assistance,
- b) Establishing a multi-sectoral platform, preferably leveraging and expanding on existing forums, through which stakeholders connect
- c) Creating an implementable, evidence-based strategy for improving nutritional outcomes.
- d) Investing their own resources, alongside support from other stakeholders.

## 20) To assist in monitoring and evaluating and to enable investors to prioritise actions

Governments will be supported to independently review progress at regular intervals. A process will be developed to ameliorate potential appeals from countries over the staging process.

### Indicative activities within the stages

	Stage 1: Taking stock	Stage 2: Preparing for scaling up	Stage 3: Scaling up rapidly to deliver results	Sustaining impact
Enabled Environment	<ul style="list-style-type: none"> <li>Confirming executive level political endorsement</li> <li>Engaging line ministries and multiple stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Embedding of active executive level political leadership</li> <li>Strengthening of multi-sector/stakeholder platforms to enhance alignment</li> </ul>	<ul style="list-style-type: none"> <li>Championing by executive level political leadership</li> <li>Effective multi-sector/stakeholder platform to deliver at scale</li> </ul>	<ul style="list-style-type: none"> <li>Enduring executive level political leadership</li> <li>Reinforcing high performing platforms to innovate and improve efficiency</li> </ul>
Shared Practices	<ul style="list-style-type: none"> <li>Updating or reviewing policies, plans and strategies</li> </ul>	<ul style="list-style-type: none"> <li>Finalizing of coherent policy and legal framework</li> </ul>	<ul style="list-style-type: none"> <li>Performing, coherent policy and legal framework well established</li> </ul>	<ul style="list-style-type: none"> <li>Refining of policy and legal framework to cement cross-sectoral alignment</li> </ul>
Integrated Action	<ul style="list-style-type: none"> <li>Taking stock of alignment between nutrition specific interventions and nutrition-sensitive programs</li> </ul>	<ul style="list-style-type: none"> <li>Agreeing to a Results Framework to align nutrition-specific and relevant sectoral programs, set targets and milestones</li> </ul>	<ul style="list-style-type: none"> <li>Using agreed results framework performance-manage the scale up effort</li> </ul>	<ul style="list-style-type: none"> <li>Expansion of results framework as needed to sustain impact, accommodate new interventions etc.</li> </ul>
Increased Resources	<ul style="list-style-type: none"> <li>Taking stock of financial resources available and required</li> </ul>	<ul style="list-style-type: none"> <li>Aligning and mobilizing behind a set of agreed priorities</li> </ul>	<ul style="list-style-type: none"> <li>Flowing of financial resources required for agreed gaps based on a functioning financial tracking system</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring no fall off in the financial resources</li> </ul>

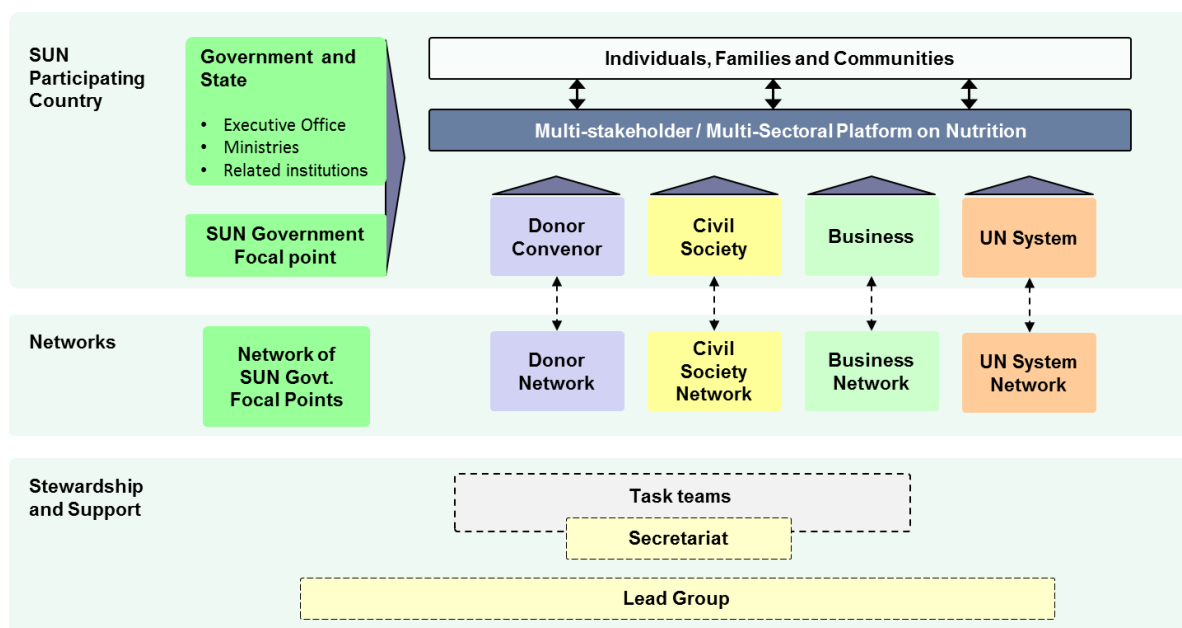
**21) A growing number of countries are getting their scale-up plans ready** and will start to request extensive resources and support. Clarity on the key elements within each stage helps stakeholders identify where resources can be invested most effectively, in ways that increases absorption and effective use.

**22) Tracking Progress and Impact:** Participating countries are developing national Results Frameworks that track progress, across the stages of preparedness. They will be supported to do this by the in-country representatives of SUN stakeholder groups. The Movement will strengthen institutional and technical capacities of SUN participating countries, where needed, and will triangulate the validation of data on in-country progress and nutritional impact.

## SECTION 4: Movement stakeholders and activities

The chart below shows how the stakeholders interact in-country and globally to support effective action in SUN countries:

### The Movement's stakeholders



**23) The SUN Movement Lead Group:** In April 2012 the UN Secretary-General established a high-level multi-stakeholder Lead Group responsible for ensuring that countries are able to access coherent, coordinated, aligned and predictable support. They ensure that the Movement's members adhere to Principles of Engagement. They are committed to using their influence to align stakeholders in the Movement by:

- Providing leadership and strategic direction for the SUN Movement, including a focus on gender analyses and empowerment of women;
- Advocating for SUN in their individual and collective spheres of influence. This includes building the investment case, and expanding links to regional economic communities and their programmes;
- Enabling participating countries to access the assistance they need to scale up nutrition by ensuring that members of the SUN Networks respond to their needs for technical and financial assistance;
- Ensuring that the SUN Movement is equipped with adequate and predictable resources – including the tracking of investments and the maintenance of a functioning results and accountability system.

**24) Networks of stakeholders in the SUN Movement:** In-country support is being provided by the Movement's members to the countries across the stages. These stakeholders are organised into the following constituent Networks, representing the arrangement through which a range of actors, at country and global levels, work:

- Network of SUN Country Government Focal Points
- Donor Network
- Civil Society Network
- Business Network
- UN System and International Organizations' Network

**25) The Networks aim to improve their members' contributions to the overall mission of the Movement.** The purpose of the Networks is to ensure that stakeholders establish priorities that will have the greatest impact on nutritional outcomes within SUN countries, align their in-country and international actions in response to country needs, ensure that their contributions are based on available evidence, and spread innovations and learning throughout the Movement. The detail of these Networks is included in Annex 1.

**26) Membership of the Networks is voluntary.** Members agree to adhere to the Movement's Principles of Engagement, and are scaling up their own involvement in the struggle against under-nutrition. Participating members of the Networks cooperate across disciplines and sectors to demonstrate greater alignment and resulting efficiencies. They provide a recognisable community for new organizations to engage with the Movement and act as a means for bringing together expertise with the participating countries' needs. They align their comparative expertise in support of national strategies to scale up nutrition, contribute to the results framework in-country and respond to country requests for support. In line with the strategic objectives of the Movement, all Networks pay particular attention to gender approaches to nutrition and to women's empowerment.

**27) To enable the Government and its supporters to effectively prioritise their interventions,** members of the Networks gather and share examples of best practice that contribute to the evidence base. Learning from experiences is an essential element of the Movement's approach to advocacy. Using concrete examples, the Networks amplify the voices of those most directly affected by under-nutrition so as to ensure that the Movement's goals stay firmly on the national and international agenda. In line with the principle of mutual accountability, the Networks will be monitored against their Activity Plans and their impact evaluated at regular intervals.

**28) The SUN Movement Secretariat enables the Lead Group to exercise accountable stewardship over the Movement**, ensures that SUN Government Focal Points have access to the resources needed by their countries and assists the Networks to respond in a timely and effective way to requests for assistance. The Secretariat is responsible to ensure that Network Activity Plans are coherent, coordinated and delivered.

**29) Networks' Shared Priorities in the short term:** The Secretariat and each support Network are in the process of building an operational plan. Many of the priorities are shared across the Networks:

- a) The contribution and added value of each stakeholder group:** to reach the scale of ambition demanded by the burden of under-nutrition, members of each Network will significantly scale up their own activities, increasing the level of resources they make available and work in ever greater synergy towards the common goals of SUN countries. In the process they will improve the effectiveness of support.
- b) The Principles of Participation within each Network:** the different Networks will have specific membership principles, aligned to the Movement's overall Principles of Engagement.
- c) Network governance and accountability structures:** to ensure adherence to the Movement's strategic objectives and the Movement's Principles of Engagement, the Networks are developing governance structures that include a senior-level Board (at director general or chief executive level), whose members are selected for their ability to lead and exercise influence.
- d) Activity plans for the Networks:** the members of each Network commit to pursue priorities identified by the SUN Lead Group and Government Focal Points in SUN Countries in ways that reflect evidence-based practice and the Principles of Engagement.
- e) Resources required by the Networks:** whilst funding should overwhelmingly be directed towards effective country scale up plans it is inevitable that Networks will need additional resources. These should primarily come from members of the Network. Where there are shortfalls, or concerns about perceived conflicts of interest, Networks will seek supplementary funding from development partners.
- f) Plans to expand Network membership:** each Network will seek to expand its membership by increasing the number of participating entities to reflect the worldwide and inclusive nature of the Movement.
- g) Develop a public register of commitment:** where each member of the Network indicates their contribution to the Movement to encourage transparency and accountability. The register will be available on the SUN Movement website.



## SECTION 5: Accountability Framework and Results

**30) As the Movement expands and delivers on its strategic objectives it is vital that all stakeholders hold themselves and each other to account** by monitoring and assessing their individual and collective performance. This applies at both national and global levels. The Accountability Framework captures how the Movement's stakeholders' mandates and legal accountabilities are derived, to whom they are accountable and a simplified overview of targets and tracking mechanisms.

SUN Movement Accountability Framework

	Participating countries	Support Networks	Secretariat (SMS)	Lead Group
<b>Mandate</b>	<ul style="list-style-type: none"> <li>National Government (including their international obligations<sup>1</sup>)</li> </ul>	<ul style="list-style-type: none"> <li>Organizational mandates</li> <li>Strategy 2012</li> </ul>	<ul style="list-style-type: none"> <li>Strategy 2012</li> <li>Road Map 2010</li> </ul>	<ul style="list-style-type: none"> <li>Strategy 2012</li> <li>Lead Group Statement of Intent (TBD)</li> </ul>
<b>Accountable to...</b>	<ul style="list-style-type: none"> <li>Governments and their citizens</li> <li>Parliamentarians</li> <li>Investors in country s.u.n plans</li> </ul>	<ul style="list-style-type: none"> <li>Individual Organizations</li> <li>Participating countries</li> <li>Lead Group</li> </ul>	<ul style="list-style-type: none"> <li>Lead Group</li> </ul>	<ul style="list-style-type: none"> <li>Participating countries</li> <li>UN Secretary General<sup>2</sup></li> </ul>
<b>Results tracked</b>	<ul style="list-style-type: none"> <li>Country Common Results</li> <li>Set own targets using recommended indicators</li> </ul>	<ul style="list-style-type: none"> <li>6 month priorities and targets</li> <li>Milestones 18 month and 36 month</li> </ul>	<ul style="list-style-type: none"> <li>6 month priorities and targets</li> <li>Milestones 18 month and 36 month</li> </ul>	<ul style="list-style-type: none"> <li>Results of the Lead Group</li> </ul>
<b>Tracking mechanism</b>	<ul style="list-style-type: none"> <li>Activity Plan</li> <li>National platforms</li> <li>Self reporting</li> <li>SMS tracking</li> <li>Annual review of progress</li> </ul>	<ul style="list-style-type: none"> <li>Activity Plan</li> <li>National platforms</li> <li>Network meetings</li> <li>SMS tracking</li> <li>Annual stock take</li> </ul>	<ul style="list-style-type: none"> <li>Activity Plan</li> <li>Annual appraisal</li> </ul>	<ul style="list-style-type: none"> <li>Independent evaluation</li> <li>Formal Meetings</li> </ul>

**31) The Networks are developing their own governance structures** to oversee their members' delivery and performance. In some cases these structures are already in place: others will be established by the close of 2012. The Networks' member organizations will accept responsibility for specific activities and incorporate these in their internal planning.

**32) Tracking, Evaluation and Reporting:** The Accountability Framework will evolve as the principal monitoring and evaluation tool. SUN countries are in the process of upgrading their own systems for monitoring their progress and will make these data available to the Movement. Independent reviews will enable the Movement to assess progress, identify challenges and highlight opportunities for increased investments. To ensure a holistic review, and reflecting the spirit of the Movement, these will be carried out by a multi-stakeholder group drawn from the Movement's Networks.

**33) Progress Indicators are defined by the Movement for each of the four strategic objectives, are reported by the countries, and validated for consistency on behalf of the Secretariat. They are:**

- a) A multi-sector, multi-stakeholder platform established;
- b) Coherent policy and legal framework developed;
- c) Results Framework agreed;
- d) Resources aligned and mobilised.

**34) Result indicators are not prescribed by the Movement, yet countries are encouraged to establish targets for nutrition goals which include:**

- a) Effectiveness (coverage and quality) of specific nutrition interventions and implementation of nutrition-sensitive sector strategies.
- b) Proportion of the population with year-round access to affordable nutritious foods, clean water, sanitation, health care and social protection.
- c) Changes in growth patterns and body mass (assessed through anthropometry) such as reductions in stunting (low height for age) and wasting (low weight for height) in children.
- d) Reductions in the levels of micro-nutrient deficiencies especially in women and children.
- e) Increased adoption of practices that contribute to good nutrition (such as exclusive breastfeeding in the first six months).

**35) Conventional data collection procedures may not be able to attribute improvements in nutrition to the efforts inspired by the Movement in the timeframe that this Road Map considers: data , such as Demographic and Health Surveys (DHS), Multiple Indicators Cluster Surveys (MICS), Standardised Monitoring and Assessment of Relief and Transitions (SMART) surveys, are only collected every 5 years or so. Newer methods for rapid data collection and analysis that involve popular participation are to be tested by some SUN countries in the coming months and options for exploring how to measure the impact of the Movement in the longer term needs to be considered. In some countries it may be possible to detect accelerations in reductions of stunting by comparing new survey data with previous surveys.**

**36) The Secretariat shares collated information on progress through Annual Progress Reports and four-monthly updates. The tracking, evaluation and reporting functions are coordinated and overseen by the Secretariat on behalf of the Lead Group and the broader Movement.**

**37) A priority for the SUN Movement is the establishment of an independent system that enables SUN countries to assess and demonstrate achievements, and that permits the collation of these results across the Movement. This will enable the development of an operating plan and an investment framework that will set out proven interventions and options to prioritise these interventions.**

## SECTION 6: Challenges, Risks, Mitigation and Conclusion

**38) Challenges and Risks to the Movement:** Some of the key issues expected to influence the Movement's ability to have impact and increase resources include:

- a) An increasingly competitive environment for external funding and in-country state budgets, and an intensified focus on value for money.
- b) The Movement is only as strong as the commitment of its members. Collaboration across multiple stakeholders is extremely challenging in a resource constrained environment and can lead to a return to fragmentation and a failure to benefit from the collective approach.
- c) Resources must ensure prioritisation of the poorest quintiles within society.
- d) Care must be taken not to undermine existing in-country coordination processes, where the Movement may be interpreted as a new institution, funding mechanism or programme.
- e) Knowledge of multi-sectoral pathways that effectively integrate nutrition is neither clear nor broadly accepted.

**39) The Movement's ability to deliver on its objectives will depend on its ability to demonstrate results** in order to attract sufficient funding for nutrition from domestic and external sources, attract private sector investments, and bring proven interventions to scale. The following factors become critical to the success of the Movement:

- a) **Championing the model:** The individuals in senior leadership positions throughout the Movement need to personally champion the collective approach within their organisations and beyond.
- b) **Demonstrating the Movement's approach:** The Movement must invest in rigorous tracking of results in order to show real and impressive impact, quickly. Demonstrating results will emphasise the development returns of investing in nutrition, and the value of the SUN Movement's approach. This will require priority setting, careful sequencing, and acceptance of opportunity costs, which will in turn require commitment, willingness and resolve to make difficult decisions.
- c) **An independent evaluation with recommendations for post-2015:** The Movement was envisioned as time-bound for 3 years. As the SUN's underlying objectives are long-term an independent evaluation of its influence will be necessary.

**40) In conclusion,** the revised Road Map will be used by members of the Movement over the next three years to effectively support countries scale up nutrition. The Road Map will inform the development of the SUN Secretariat and SUN Networks' operating plans and guide the prioritisation of actions in an investment framework for the Movement. The Road Map is a living document and will be revised at least annually in the light of experience. An independent external evaluation of the SUN Movement's achievements will take place in 2015.

## Annex 1: SUN Movement Stakeholder Networks

### The Network of SUN Country Government Focal Points

Government Focal Points are appointed by their national governments. They are individuals with the authority to convene across sectors and negotiate in the relevant spaces for decision-making on nutrition issues. The Focal Points are already playing a catalytic role in the establishment or expansion of multi-stakeholder platforms. The SUN Country Network meets through a series of six-weekly conference calls and (resources permitting) an annual gathering. Regional meetings take place when the opportunity arises. The Network provides an opportunity for Government Focal Points to:

- **Share experience:** Provide the Movement with analyses of their country's progress in scaling up nutrition. This will foster cooperation within regions and between continents, help supporting stakeholders to prioritise their resources, and enable progress to be tracked and verified;
- **Seek advice or assistance:** Enable other Networks and the Secretariat to engage in issues that cannot be addressed in country and highlight the added value of this support.

### The Donor Network

The primary investors in country plans to scale up nutrition are SUN country Government's themselves. Where additional investments are requested, the Donor Network takes responsibility for aligning its members' Official Development Assistance and mobilising additional external resources. To ensure that this happens, the Network has committed to:

- **Increase and better align resources:** The Network ensures its members' responses to country requests are aligned. External funding comes primarily from existing donor programmes at national and regional levels. The Network will also explore innovative means for increasing the resources available to countries that are ready to accelerate actions to improve nutrition;
- **Track resources and report on disbursements:** The Network works for consistency in the tracking of, and reporting on, commitments and disbursements so as to maximise accountability and coherence. Whilst tracking mechanisms exist for nutrition-specific investments, there is a clear need for the tracking of funds provided to sectoral programmes that are sensitive to nutritional issues. This would enable SUN countries and other stakeholders to better measure the impact of - and prioritise - such investments. A comprehensive analysis of investments and their impact will need to include those that are committed by the SUN country as well as those mobilised from development partners;
- **Monitor Donor Behaviour:** Members of the Network abide by principles agreed by their Director Generals in Ottawa during 2010. These include: Strengthening Country Ownership; Focusing on Effectiveness and Results; Adopting a Multi-Sectoral Approach; Fostering Collaboration and Inclusion; and Promoting Accountability;
- **Coordinate within International Forums:** Members of the Network have agreed to coordinate their inputs on nutrition to intergovernmental mechanisms such as the World Health Assembly (WHA) and Committee on World Food Security (CFS) and international fora such as the G8 or G20.

### The Civil Society Organizations (CSO) Network

The Civil Society constituency includes social movements of fishers, farmers and pastoralists, human rights defenders, national and international NGOs, women's groups, youth associations, research entities, consumer groups and trade unions. They are community mobilisers, advocates, evidence-builders, policy analysts, and implementers with strong links to communities where women and their children are at risk of under-nutrition. Civil Society can catalyse political and institutional change in nutrition governance and accountability, essential for the sustainability of the Movement. To ensure that this happens the Network will:

- **Strengthen the capacities of Civil Society Alliances** to participate in national and global dialogue through multi-stakeholder platforms and on the international stage. This will require strengthening governance and linkages with existing civil society mechanisms;
- **Amplify the voices of those most directly affected by under-nutrition** so as to ensure that the Movement's goals stay firmly on the national and international agenda;
- **Advocate with all Governments** and other stakeholders to increase resources to support national nutrition plans and to track and report on these resources;
- **Foster constructive exchanges with stakeholder groups** to raise public awareness of under nutrition as a national and global priority.

### The Business Network

SUN Government Focal Points are requesting ways in which their platforms can engage more effectively with responsible business. The majority of citizens (in both urban and rural areas) access food through the private sector, from numerous points along the value chain. The private sector can deliver impact at scale across a range of sectors that positively affect nutrition including: agriculture and food systems, water supply and hygiene promotion, employment opportunities and practices, infrastructure and distribution systems, media and marketing, product development and quality control, research and innovation, IT and communications, as well as nutritionally fortifying foods. The Business Network is responding to this interest by:

- **Providing innovative tools** and sharing best practices for enabling SUN Government Focal Points, and others in the Networks, to better engage with responsible businesses that can contribute to the Government's plans to scale up nutrition;
- **Identifying mutual value propositions** that link the social benefits of SUN with their need to ensure profit. Sustainable development is part of the core business of many companies: improved nutrition contributes to healthier markets, a more prosperous consumer base, and increased profits;
- **Encouraging corporate social responsibility in nutrition:** ensure responsible business practices such as those that recognise the vital role of exclusive breast-feeding in protecting the health and wellbeing of children. The Network will ensure that there is no place in the SUN Movement for companies that break the code on the marketing of breast milk substitutes;
- **Organizing forums** in SUN countries to facilitate discussions on the role of the private sector in scaling up nutrition with all stakeholders.

### The UN System and International Organization's Network

The work of many United Nations agencies and other International Organizations, funds and programmes has a direct bearing on nutrition. To improve the efficacy and impact of their work within SUN countries the UN System Network will continue to:

- **Promote outreach and alignment** through the strengthened alliances and cooperative ways of working. The Standing Committee on Nutrition (SCN) has the mandate to promote cooperation among UN agencies and partner organizations;
- **Build and maintain the evidence base:** serving as a repository of knowledge and data on nutrition. They will document lessons learnt and knowledge gaps in countries, and foster normative guidance and implementable solutions. WHO will play a major role in this through its programme for Accelerating Nutrition Interventions;
- **Improve system-wide coordination:** Ensure that the Systems' entities improve coordination and harmonise policies and actions that strengthen inter-sectoral approaches to planning, programming and budgeting to deliver effective interventions at scale. Priority will be given to ensuring improved synergy between the SCN and REACH;
- **Strengthen inter-agency advocacy** with a greater commitment to synergy, using complementary strategies, common messages and a clear division of responsibilities, especially at the country level;
- **Develop capacity** within Governments and in collaboration with partners to effectively design and implement specific nutrition and nutrition sensitive strategies, policies, plans and programmes;
- **Influence International Forums:** Coordinate input into intergovernmental mechanisms such as the World Health Assembly (WHA) and the Committee on World Food Security (CFS) and international forums such as the G8 or G20.

### Support to the Networks and Lead Group: The SUN Movement Secretariat (SMS)

The Lead Group and the Networks are coordinated and supported by a Secretariat headed by the SUN Movement Coordinator.

The Secretariat enables the Lead Group to exercise accountable stewardship over the Movement and ensures that SUN Government Focal Points have access to the resources needed by their countries. It encourages the implementation of effective evidence-based actions, ensures that results are collated, analysed and verified and assists the Networks to respond in a timely and effective way to requests for assistance from SUN countries.

The Secretariat facilitates and brokers cross-country and cross-Network learning to enable the prioritisation of activities. It promotes the Principles of Engagement to ensure that all participants in the Movement work towards country-driven and results-focused objectives.

The Secretariat tracks and communicates progress by the SUN countries and Networks in relation to national priorities, country results frameworks, Network activity plans and global targets. The Secretariat's ability to deliver its responsibilities is greatly enhanced if the Networks function effectively.

To strengthen these processes and ensure the highest quality of evidence of best practice the Secretariat is establishing Task Teams in the following areas:

- **Advocacy and Communications:** to ensure clear and reliable communications and enable effective advocacy around the Movement's core beliefs. An Advocacy and Communications Team (SUN ACT) develops effective advocacy messages that demonstrate progress in the Movement and beyond, responds to country requests for advocacy and communication support and facilitates the engagement of SUN Champions in high-profile global events. The team manages the SUN Movement website, and develops social media tools.
- **Knowledge, Capacity and Learning:** to codify and share best practices across the Movement, a Task Team with relevant academic, field expertise and institutional expertise works to ensure that knowledge developed as a result of experiences in scaling up nutrition contributes to the evidence base for the Movement and enables its participants to prioritise effective actions. Normative agencies of the UN system and the SCN are a vital component of this Task Team.
- **Identification and Mediation of Conflicts of Interest:** to provide guidance to SUN countries and their supporting partners on how to address issues undermining the integrity of the Movement. This will be convened through a platform with expertise in multi-stakeholder mediation and guided by the Secretariats of mandated specialised UN system agencies. It will focus on issues that have not been dealt with at the national level, and relates to all Networks of the Movement.
- **Tracking of Investments in Nutrition:** to enable SUN countries to better assess whether investments in specific nutrition actions and nutrition-sensitive development are increasing.
- **Data Validation:** to enable a consistent approach to the measurement of SUN progress. A validation Task Team will work to help SUN countries with the robustness of data collection analysis and compatibility across countries to enable the Movement's stakeholders to assess the impact of their efforts.
- **Mobilisation of Funding:** A Secretariat-based Task Team will seek funding on behalf of countries or stakeholder groups that face particular challenges with mobilising resources. The SUN Multi Partner Trust Fund has been established as a temporary mechanism for this purpose. It is not a vertical fund and not intended to supplant existing funding pathways. It provides catalytic support for priority actions by SUN Movement stakeholders as a last resort. It operates to agreed Terms of Reference and Rules of Procedure, is chaired by the SUN Coordinator and the Executive Coordinator of UNDP's Multi-Partner Trust Fund Office, and reports to the Lead Group Chair. Funding contributions, decisions, and reports are publically available.

**The rhythms of the Movement's key interactions include:**

- a) **SUN Government Focal Point meetings:** Calls facilitated by the SMS once every six weeks with all SUN Country Government Focal Points. Global meeting once a year at the UN General Assembly (UNGA);
- b) **Individual Network meetings** set up and facilitated by the Networks themselves on a monthly basis. The SUN Movement Secretariat will track and communicate progress;

- c) **Inter- Network meetings:** Network facilitators hold regular inter-Network calls, meet in person once per quarter, facilitated by the SMS;
- d) **Lead Group meetings:** The Lead Group meets twice a year, in March/April and at the UN General Assembly;
- e) **Operational Plan:** Every year, in September, the operational plan for the Movement is assessed against progress and revised for the following year;
- f) **Progress Updates and Annual Report cycle:** The Secretariat keeps track of country implementation. Every four months a progress update is made available, and a progress report is produced annually;
- g) **Performance review cycle:** Formal reviews of performance against the 2012 Road Map will take place every 12 months, starting in September 2013;
- h) **Movement wide evaluation:** There will be an independent evaluation commissioned at the end of the Lead Group mandate. Continuation of the SUN Movement beyond that point would depend on demonstrated added value.

## Annex 2: Mobilising Additional Financial Resources

To effectively scale up nutrition, significantly more financial resources need to be committed.

- 1) **Significant work has been done to cost direct nutrition interventions:**
  - The World Bank estimated in 2010 that an additional US\$11.8 billion is required to provide a package of 10 specific interventions in 36 high burden and 32 additional smaller countries with a stunting and/or underweight prevalence of more than 20%;
  - Two countries alone (not currently in the SUN Movement) accounted for US\$5.3 billion of this total additional requirement;
  - The additional cost of scaling up specific nutrition interventions in the SUN countries today is estimated at around US\$4 billion.
- 2) **Costing nutrition sensitive policies is far more complex and has not been adequately quantified:**
  - Methods for defining additional costs of ensuring that development programmes are nutrition-sensitive have not been developed or agreed.
- 3) **SUN Governments are only meeting a proportion of the total requirements** but are the primarily investors in their people's nutrition, beyond families themselves. They can increase investments through:
  - Immediate increased budgetary expenditure;
  - Efficiency savings through investing in the most appropriate interventions;
  - Longer term re-investment of their projected GDP increase due to improved infant and child nutrition (estimated 2-3% GDP growth).



**4) External resources from development partners are often sought to supplement SUN**

**Government spending.** It is more likely that significant external resources will be forthcoming if SUN countries make significant investments themselves. The Movement's members will be encouraged to concentrate their support for those countries making the strongest efforts. However, development partner resources are not meeting the current estimated shortfalls:

- Current investments in nutrition from ODA accounts for approximately 1% of the global estimates required for nutrition-specific interventions alone;
- External expenditure is uneven –and not necessarily directed to the countries with the highest burden of under-nutrition;
- The fulfilment of individual donor pledges is variable;
- Private sector investments are largely un-quantified but could be increased, and many civil society organizations and the UN System have significant resources available.

**5) The SUN Movement's members can work together to increase resources available** and encourage their prioritisation, efficient use and alignment through working together on:

- Consistent approaches to calculating costs of nutrition-sensitive development and tracking expenditure;
- Appraised plans for investing in nutrition that incorporates specific interventions and nutrition sensitive strategies;
- Resource mobilisation strategies that broaden the private and public investment base, engage new partners, and ensure delivery on existing pledges;
- Expansion and extension of resources committed to nutrition with innovative finance mechanisms;
- Strengthening the investment case for nutrition, detailed in the Movement's annual reports.

**6) The Secretariat will ensure triangulated analysis** of country plans for scaling up– and on the progression of these plans on an annual basis. It will work with the Lead Group to explore and pursue options for major increases in resources for countries that are ready to significantly scale up efforts to ensure better nutrition for all.

## Annex 3: The Added Value of the Movement

### Enabled Environment

**Added value 1: Aligning stakeholders** for rapid scaling up of selected evidence-based policies and interventions.

- I. Clarifying and setting a common shared purpose to act as a compass, through the multi-stakeholder platforms;
- II. Identifying capacity gaps and brokering capacity strengthening interventions;
- III. Identifying and aligning in-country networks effectively so that they can collaborate to devise, cost and resource nutrition interventions;
- IV. Securing commitment and aligning behaviour towards the Movement's principles.

**Added value 2: Facilitating and convening stakeholders**, to broker interactions within and across Networks, stakeholders and countries– through:

- I. Empowering country nutrition networks and SUN Government Focal Points, who raise awareness at local levels and prioritise nutrition efforts;
- II. Engaging, motivating and inspiring politicians and decision makers through peer to peer influencing;
- III. Holding the discussions required to resolve tensions, align and focus stakeholders.

**Added value 3: Identifying and sharing of evidence-based good practice** to enable the prioritisation of actions and resources– through:

- I. Seeking out and drawing together the lessons of experience from across the Movement and beyond;
- II. Formulating resilience as a central narrative underpinning the design of the post 2015 development agenda;
- III. Sharing and disseminating best practices, achievements and evidence from across the countries and Networks, to empower local champions and stakeholders;
- IV. Convincing decision-makers in-country at various stages of what is relevant and worth adopting;
- V. Demonstrating that the value of innovative and joined up responses (e.g. linking action on climate change with action on nutrition or using climate finance to address nutrition objectives) can be a driver for change;
- VI. Capturing the value of rights based approaches and documenting how it works in practice.

**Added value 4: Promoting women’s empowerment and emphasising gender approaches to under-nutrition** that enable a transformative effect on sustainable and resilient nutrition security – through:

- I. Advocating for systematic analyses of social, cultural, economic and political barriers that prevent the active participation of women in decision making in nutrition.
- II. Encouraging policy and programming decisions that actively recognise women’s role in determining sustainable and resilient approaches to under nutrition.
- III. Sharing the experiences of stakeholders in the Movement that have successfully ensured that gender determinants of under-nutrition have been addressed across sectors and beyond those traditionally associated with women’s reproductive and traditional roles.

**Added value 5: Accepting and implementing mutual accountability** on behalf of the intended beneficiaries, using the SUN Accountability Framework – through:

- I. Defining and clarifying roles and collective responsibilities in-country between all the key stakeholders;
- II. Embedding and institutionalising a SUN Accountability Framework, amongst SUN stakeholders, at a country and global level.

**Added value 6: Tracking and evaluating performance** to provide a robust understanding of what is driving impact and proving to be effective versus what is not – through:

- I. Tracking country progress against agreed indicators; encourage reconfiguration of programs in-country around a results framework.
- II. Tracking of stakeholder performance against a results framework to identify opportunities for improvement and challenges to realising impact.
- III. Collating, evaluating and presenting this data transparently to demonstrate success of collective action and prove the value of the Movement’s efforts.
- IV. Providing technical support to in country stakeholders to enable them track and evaluate performance.

**Added value 7: Advocating to increase political commitment and mobilising technical and financial resources** to scale up action to improve nutrition – through:

- I. Assisting countries with costed, prioritised plans and financing analyses, providing guidance of funding processes.
- II. Advocating clearly and powerfully for the benefits of scaling up nutrition, based on evidence of impact, at a global and country level.
- III. Mobilising resources for in-country scale up of nutrition on the basis of the demonstrated success.

