



Civil Society Network

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SUN CIVIL SOCIETY IN SUN 2.0 STRATEGY 2016-2020

**Draft for the SUN Movement Global Gathering
20 to 22 October 2015, Milan - Italy**

Strategy of the Civil Society Network of the SUN Movement
Scaling Up Nutrition
in SUN 2.0 (2016-2020)

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The SUN CSN uses the definition of civil society as used in the [FAO strategy for Partnerships with Civil Society organisations](#). These include but are not limited to small-holder farmers, fisherfolk, pastoralists and herders, forest dwellers, rural workers, urban poor, indigenous peoples, human rights defenders, women's groups, humanitarian and aid assistance agencies, advocacy and research entities, consumer groups, trade unions, faith and community-based organisations and many others.

Introduction

This document was developed by the SUN CSN as a network and is the result of a network-wide consultation on civil society contribution to the SUN Movement in SUN 2.0 (2016-2020) based on guidance from the SUN CSN Strategy and Sustainability Task Force (SUN CSN SSTF). The SSTF was established to ensure civil society contribution to SUN visioning efforts and shaping aligned and complementary contribution to SUN efforts in SUN2.0.

Background and vision

I- Purpose of the network

The primary purpose of the SUN Civil Society Network (SUN CSN) is to support the formation and effective and efficient operation of strong, credible and influential national Civil Society Alliances (CSAs) for the long-term. Strong, credible and influential national CSAs coordinate Civil Society Organisations (CSOs) to:

- 1) actively contribute to the design, implementation and monitoring of effective accountable national multi-stakeholder multi-sectoral policies and plans for scaling up nutrition at national and sub-national levels; and
- 2) encourage and facilitate coordination among all civil society actors, including academia, international, national and local CSOs and ensure alignment of their strategies, programmes and resources with national nutrition priorities.

The SUN CSN is responsible for ensuring a broad based inclusive approach and encouraging effective engagement from civil society in the SUN processes across the movement and across stakeholder groups. It also encourages country-adapted alignment of CSOs in support of national plans that are based on realities/needs on the ground.

It further contributes to ensuring nutrition remains high on the global and national agendas and that perspectives from the ground inspire global advocacy efforts through CSA engagement. It then supports CSAs to contribute / lead in country advocacy efforts to influence global processes.

II- Horizon scanning

The SUN CSN SSTF conducted a foresight exercise of horizon scanning to outline key trends ahead that will influence our work as a Movement and as a network. This horizon scanning is provided in Annex 1.

There are a number of key trends that need to be considered in the years ahead:

i. **Climate change**, and with it the increased incidence of droughts, floods and heat waves, poses significant challenges to ending extreme poverty and achieving optimal nutrition outcomes. Climate change is itself affected by the food needs of a population that is growing both in size and income.

ii. **Population growth and accelerated urbanisation** are contributing to changes in lifestyles, in dietary diversity, and in breastfeeding habits, predominantly to the detriment of nutrition outcomes. Additionally, other urbanisation-related factors including poor food hygiene and inadequate access to clean water and sanitation contribute to malnutrition^{28,29, 30}

iii. **Growing economic inequality presents further challenges.** Middle-income countries are major engines of global growth, whilst inequality continues to grow. Today they are also home to 73% of the world's poor people.³¹ Although economic growth has the potential to help reduce malnutrition, empirical evidence suggests that this is far from an automatic outcome.³²

iv. **A growing number of developing countries are now facing *multiple burdens of malnutrition***, with both persistent undernutrition as well as a rapid rise in overweight, obesity and diet-related chronic diseases, driven by transitioning food systems and increased consumption of unhealthy, processed foods. Whilst stunting prevalence is higher in rural areas, overweight and obesity is increasing in urban areas³³, in particular in lower-middle-income countries.

v. **Humanitarian crises continue to affect the most vulnerable and complex emergencies are increasing in frequency and in scope.** Responding to humanitarian needs is an entry point for nutrition in crises-affected countries. Ensuring that nutrition is integrated into preparedness plans, immediate response capacity and recovery, and building resilience in vulnerable communities is essential. Regional approaches are required. A calibration of interventions, including measures to address acute malnutrition whilst working to mainstream responses to chronic undernutrition and stunting is needed.

vi. **Global solidarity, partnerships and platforms:** With the advent of the 2030 Agenda for Sustainable Development bringing into sharp focus integrated and indivisible universal goals and targets, building alliances with stakeholders with similar interests will be essential. The SUN Movement will work with others to achieve its objectives, such as *Every Woman, Every Child* and *GROW Africa* and contribute to the Secretary-General's *Zero Hunger Challenge*, which aims to end hunger and undernutrition within a generation.

Extract from the SUN strategy

III- SUN CSN Vision

The vision of SUN CSN is a world where multiple actors, including civil society, work together in a constructive, co-beneficial and mutually accountable manner towards eradicating malnutrition.

The SUN CSN works with other actors to support countries to achieve the vision of a world without hunger and malnutrition where every child can reach their full potential.

1- Value add and key achievements: SUN CSN 2012-2015

Role of Civil Society

Civil Society stands as the critical bridge to ensure that the policy, plans and pledges are implemented in the interest of the people and reach the populations most vulnerable to malnutrition and the drivers of all forms of malnutrition. Civil Society has an essential watchdog role to play to ensure accountability and delivery of commitments.

National Civil Society alliances work to improve coordination and alignment in SUN countries at national and sub-national levels.

At the global level, a SUN Civil Society Network (SUN CSN) has been established to support the formation, and effective and efficient operation of strong, credible and influential national Civil Society Alliances (CSAs) in SUN countries for the long-term.

Key Achievements

Civil Society has been instrumental to the great progress of Scaling Up Nutrition efforts to date. An overview of key achievements to date is available [here](#).

An adaptive network

In keeping with the SUN Movement's spirit of learning, some of the approaches and means of achieving the objectives of the network in support of the SUN Movement efforts may be adjusted and refined as lessons emerge, as countries' needs evolve, and as a function of prioritisation, capacity and available resources. The contribution of civil society to the SUN Movement roadmap will elaborate on the areas of support and action described in this strategy, with more detailed descriptions of the work, high-level timelines, milestones and responsibilities. It will be developed collaboratively with the SUN Movement stewardship, secretariat, networks and key stakeholders who will be active in its implementation and in keeping with the spirit and the ethos of the Movement.

2- SUN CSN's ambition in 2016-2020

The SUN CSN's ambition in 2016-2020 is to scale up its efforts as an enabling network, strongly supported by regional hubs, towards an effective cross-learning Movement where a broad range of local, national and regional level civil society actors are effective at addressing all forms of malnutrition. The SUN civil society network will contribute to successfully scaling up nutrition efforts, creating sustainable food systems and ending poverty and hunger by 2030.

IV- Strategic priorities and objectives

1- Alignment to SUN Strategic priorities and objectives 2016-2020

The SUN CSN aligns to the SUN 2.0 strategic priorities and objectives

1. **Strategic Objective 1:** Sustain an enabling political environment, with strong in-country leadership, and a shared space where stakeholders align their activities and take joint responsibility for scaling up nutrition;
2. **Strategic Objective 2:** Implement best practice, by establishing effective laws and policies, disseminating guidance and contributing to shared experiences in scaling up proven interventions;
3. **Strategic Objective 3:** Intensify and align actions, around common results frameworks and high-quality costed plans; and
4. **Strategic Objective 4:** Increase financial resources for nutrition, directed towards coherent, aligned approaches

Priorities that will contribute to achieving the 2016-2020 strategic objectives:

- i. Increase facilitation and coordination of efforts for achieving impact
- ii. Improve the quality of support to SUN countries
- iii. Improve access to domestic and external resources to scale up nutrition, and more effectively utilise those resources
- iv. More effectively address the gender- and equity-related drivers of malnutrition
- v. Strengthen advocacy for improved nutrition at global, national and sub-national levels
- vi. Strengthen accountability of all stakeholders at all levels

The SUN CSN ensures the civil society added value strengthens scaling up nutrition efforts throughout the SUN Movement and SUN countries in order to contribute to delivering against national and global nutrition goals. This is reflected in the SUN CSN high level objectives in SUN2.0.

2- SUN CSN aligns and enshrines SUN's principles of engagement

The SUN CSN aligns to the SUN 2.0 strategy and ensures the civil society added value strengthens scaling up nutrition efforts throughout the SUN Movement and SUN countries in order to contribute to delivering against national and global nutrition goals. This is reflected in the SUN CSN high level objectives in SUN2.0.

The SUN CSN also enshrines the principles of engagement of the SUN Movement through all of its efforts in support of multi-stakeholder, multi-sectoral and multi-level scaling up of nutrition.

3- SUN CSN High level objectives for 2016-2020

Objective 1 - Civil society successfully drives and contributes to effective and coordinated national and global advocacy efforts, with members of the SUN Lead Group supported to champion all forms of malnutrition, resulting in:

1.1- Increased investments in nutrition with an emphasis on:

1.1.1- better use of existing and mobilization of new domestic and external resources accelerating progress towards reaching national and global nutrition targets;

1.1.2- innovative approaches to funding and scaling up and alignment of funding for nutrition;

1.1.3- all public funds positively impact the poorest and most vulnerable in all societies;

1.1.4- transparent tracking of such resources;

1.1.5- ensuring countries deliver on all Nutrition for Growth commitments.;

1.1.6- ensuring that civil society alliances are supported financially in all countries where these have been established in a democratic, inclusive and participatory approach.

1.2- Coordinated, multi-stakeholder actions to build capacity at sub-national level to deliver scaled up nutrition programmes in different sectors

1.3- The pursuit of vested interests by stakeholders does not contribute to malnutrition

1.4- Major nutrition data gaps, including gender disaggregation and context specific causal analyses, are addressed and innovative participatory multi-level and multi-sectoral continuous information systems are established in SUN countries.

1.5- The profile of nutrition is maintained and strengthened, with all stakeholders aware of both the problem and the solutions to address malnutrition, creating demand from citizens to duty bearers.

1.6- Increased evidence of high impact and good investment nutrition-sensitive efforts to inform adapted high quality prioritized SUN costed plans through active engagement of academia and science in country level efforts.

1.7- High quality prioritised SUN costed sectoral plans developed (informed by international policy guidance developed with the participation of the governments and organisations of the people most at risk), common results frameworks established and Government budget allocations effectively spent.

1.8- Champions at all levels (including the media, parliamentarians and community leaders) are engaged by CSAs to amplify nutrition messages and ensure they reach the community level.

Objective 2 - Civil Society plays a key role in strengthening accountability of all stakeholders

External accountabilities:

2.1- Monitoring and evaluation frameworks, based on the Common results framework, are in place at the national level, with CSAs contributing to information systems, setting targets and addressing bottlenecks

2.2- Countries have adapted and flexible accountability mechanisms (& CSOs contribute to design of such mechanisms) in place based on mutual accountability principles with communities at the core, progressively phased to more robust accountability in particular in fragile, non-democratic or conflict affected states, ensuring progress for the most marginalized and affected communities.

2.3- National level Civil Society Alliances have the capacity to engage civil society, raise public awareness and enable / empower citizens to hold governments, financial and technical partners and themselves to account to address malnutrition.

2.4- INGOs and agencies align to national level objectives, detail their activities in the Common Results Framework and provide increased technical and financial support to CSAs to accelerate progress towards scaling up nutrition. Senior management commitment and accountability for alignment with national multi-stakeholder processes is increased.

2.5- Network membership is expanded to include more local civil society groups ensuring direct participation of people most vulnerable to malnutrition, in the accountability of both the network and national civil society alliances.

2.6- Civil Society efforts ensure the active participation of women, men, adolescent girls and children across nutrition efforts

Internal accountabilities:

2.7- The SUN Civil Society Network operates in an open, transparent and inclusive manner and is accountable to national Civil Society Alliances.

2.8- An open and transparent accountability approach is used across the SUN movement and by all Networks, with each Network providing details of their workplan and how they are delivering against them.


2.9- The impact of the SUN Movement and impact of national level efforts to address malnutrition are reported on and disseminated widely.

Ensure within the SUN Movement strategy:

2.10- The role of the SUN Movement within the broader nutrition architecture and lines of accountability between these structures should be clearly laid out with clear mutual alignment between such structures (e.g. UN agenda, Zero Hunger Challenge, amongst others).

All accountability efforts will require the following elements:

- *Aligning on goals and objectives, and the respective contributions of stakeholders;*
- *Building and strengthening the systems that provide feedback on progress (e.g. data, monitoring);*
- *Transparently sharing progress, (e.g. through reporting);*
- *Celebrating successes and examining how to share, scale and replicate them;*
- *Fostering the culture of, and providing the forum for, discussing how to course correct when actions are not happening or not having the desired outcomes, or when what had been planned is no longer the most appropriate approach; and*
- *Working largely by encouragement and support, and with a shared responsibility for the commitments made in the overall strategy and work plans of the Movement.*

 **Objective 3 – SUN CSN is an enabling learning network providing improved quality of support provided to SUN CSAs for increased effectiveness and efficiency of national and sub-national nutrition efforts**

3.1- The Movement and civil society alliances are supported by the SUN CSN through quality cross-learning and technical assistance, with emphasis on south-to-south and regional learning.

3.2- SUN CSN effectively supports / facilitates improved network member engagement and alignment of ALL stakeholders (including CSOs) to provide stronger support to SUN countries in strengthening their capacity to deliver successful scaled up nutrition efforts

3.3- CSAs clarify governance arrangements and increase the capacity, participation and leadership of grassroots organisations and movements

3.4- CSAs have the skills and capacity required to operate in an independent manner and raise funds to secure their future.


3.5- CSN has enhanced technical support capacity at regional level aligned with global CSN strategies and support activities

3.6- The SUN CSN fosters innovation and CSAs share their innovations in scaling up nutrition with national Multi-stakeholder Platforms and the rest of the SUN movement.

3.7- The SUN CSN contributes to movement-wide discussions on developing key definitions – such as sensitive and specific – shares these definitions with the network and supports CSAs to use them.

3.8- The SUN CSN works with other networks and the SUN Movement more broadly to strengthen capacity to deliver efforts

3.9- CSAs have capacity to analyse and monitor government budgets and expenditure for nutrition, as part of national level costed plans, and effectively communicate for increased investment and improved spending practices.

 **Objective 4 - CSAs have the space and resources to effectively shape and contribute to multi-stakeholder multi-sectoral implementation of scaling up nutrition plans**

4.1- Civil Society alliances are calling for and contribute to effective government led Multi-Stakeholder Platforms at the national and sub-national level that truly embrace the SUN Movement principles of engagement.


4.2- Government focal points and MSPs explicitly recognise the autonomy and self-organisation of CSOs and support the strengthening of CSAs as the means of facilitating CSO participations

4.3- CSO activities and costs which contribute to common results are integrated into national costed plans

4.4- CSAs contribute to national and sub-national Multi-Stakeholder Platforms to monitor the financing and implementation of national SUN plans.

4.5- CSAs ensure coordination of civil society efforts and coordinate across national level SUN networks to effectively implement the national plan.

4.6- CSAs continue to contribute to the strengthening and multiplication of nutrition skills across multiple sectors and stakeholder groups involved in implementing nutrition efforts at national and sub-national levels.

 **Objective 5 - Civil Society efforts inspire a more effective SUN Movement and its lead group in addressing country relevant drivers (including gender, equity, climate, humanitarian and rights) and an adaptive and effective CSN in an evolving global context:**

5.1- The SUN CSN supports CSAs to capture and share experiences and cross-learning around tailored practical approaches of how to address malnutrition on the ground

5.2- CSAs develop an evidence base and then advocate for nutrition-driven policies, with a clear articulation of how they impact on nutrition.

5.3- CSAs ensure women, men, adolescent girls and children are actively engaged in the issue of nutrition as a way to overcome some of the drivers of malnutrition, especially gender and equity.

5.4- SUN CSN advocates for and ensures access to the required tools and the utilisation of cross-agency resources to prioritise nutrition.

5.5- CSAs have access to and utilise technical evidence for how nutrition contributes to other sectors, such as health and agriculture.

5.6- The SUN CSN advocates for and supports the SUN movement and its lead group to develop and bring in expertise across the range of sectors involved in nutrition.

5.7- SUN Civil Society efforts reach out to and engage effectively with actors engaged in addressing country relevant drivers.

 **Cross-cutting objectives**

6.1- Principles of engagement of the SUN Movement, including accountability, are embraced and enshrined in all civil society efforts with civil society encouraging all stakeholders to continuously and increasingly embrace and enshrine these principles throughout efforts. SUN's operating principles are also effectively implemented by all stakeholders including through instrumental Civil Society contribution;

6.2- All SUN efforts at local, national, regional and global levels ensure a gender driven approach to nutrition efforts;

6.3- Civil society effectively engages with all stakeholders and networks of the Movement for all efforts to scale up nutrition;

6.4- Prioritising and facilitating the direct participation of people most vulnerable to malnutrition in the development, implementation and monitoring of nutrition-related policies and actions, including encouraging women active participation in decision-making and accountability efforts and sensitizing men on the importance of women participation.

V- Means of achieving the SUN CSN high level objectives in support of SUN efforts in SUN2.0

The SUN CSN is aligned to the SUN strategy and puts an emphasis on being an enabling network. It also aligns to the SUN Capacity to Deliver COMPASS (DRAFT VERSION BELOW).

Country-Led Demand	<i>Our support will be country led. SUN Government Focal Points will lead the requests for support.</i>
Flexible	<i>Our support will be adapted by the provider to best serve the needs of the country.</i>
Predictable	<i>Our support will be transparent so all stakeholders are familiar with and can rely on our support.</i>
Feasible	<i>Our support will be executable within the country context.</i>
Time Sensitive	<i>Our support will be available in a timely manner to ensure continuity of country efforts to scale up nutrition.</i>
Equitable	<i>Our support will collectively respond to the requests of all SUN Countries.</i>
Sustainable	<i>Our support will build capacity and strengthen experience and expertise already in place in-country to ensure long term sustainability.</i>
Coordinated	<i>Our support will not jeopardise, duplicate or overlap processes of work already existing in countries, including the efforts of other providers</i>
Effective	<i>Our support will have the ability to be measured for effectiveness and usefulness to advance the four strategic processes of the SUN Movement.</i>
Accountable	<i>Our support will have the ability to be easily assessed by the country making the request.</i>

To contribute to, strengthen and complement the SUN focus areas of support as well as in response to needs from national Civil Society Alliances in support of multi-stakeholder efforts, the SUN CSN proposes to achieve its high level objectives through seven main avenues.

1. Advocacy

- *Global advocacy*
- *National and sub-national advocacy*

2. Country support and cross learning

- Targeted technical assistance based on clear request submission
- Contribution to the SUN Communities of Practice
- An inventory of assets vs needs to inform tailored study tours/field learning exchanges (with commitment to report and to bring innovation on both sides)

- A fund to support tailored study tours/field learning exchanges, CS contribution to key events + commitment to report and to bring innovation on both sides
- Regular regional meetings (face-to-face and conference calls) to help foster cross learning and sharing of best practices
- Learning Routes – extensive field learning exchange with several countries
- Regional networks of Civil Society with established / well-resourced CSAs acting as regional network leaders

3. Knowledge sharing

- Analytical guidance notes from the SUN CSN (a consultancy fund for commissioning such pieces of work) (e.g. fundraising and sustainability)
- Identify and document the stories of progress and change with analysis of background and indicators (a consultancy fund for commissioning such pieces of work)
- Widely accessible resource - resources available in French, English, Spanish and Russian (funding to support translation, design, typesetting, editing, printing and dissemination)
- Virtual platform for SUN countries to communicate and interact virtually (Community of Learning Exchange) – online forum for questions and answers
- Webinar series

4. Fostering innovation

- Pilot projects – a fund to support innovation based on a willingness to pay model

5. Contribution to multi-stakeholder and multi-sectoral investment round tables

6. CSO mapping in country

7. CSO off-budget transparent financial tracking

These will be conducted in most part with other networks of the Movement and in support of the SUN efforts to support the strengthening of the capacity to deliver. The SUN CSN in SUN 2.0 road map will present how the SUN CSN will contribute to multi-stakeholder activities.

VI- Key SUN CSN structures / operational modalities

The below described key structures enable the good functioning of the SUN CSN as an enabling network with clear added value and ensure the active contribution to and support of scaling up nutrition efforts across the Movement in 2016-2020. These structures are existing and proposed news structures to ensure the best delivery to ensure impact on the ground. However the SUN CSN maintains flexibility throughout its efforts to adapt to the constantly evolving context with regular revisions of efficiency of existing structures and efforts.

SUN CSN Secretariat

The Secretariat is instrumental in providing support and co-ordination at global and national levels. In SUN 2.0, the SUN CSN secretariat, currently comprising two staff members, plans to expand to match the ambition of the SUN Movement to effectively drive change on the ground and positively impact on nutrition indicators. As such, and through a supporting fundraising strategy, the SUN CSN secretariat will expand team required for effective and successful contribution to SUN efforts in SUN 2.0 to 10-12 people. The new team will reflect the new strategy and road map and need to deliver high quality and track impact 2016-2020.

Portfolio areas	Corresponding SUN CSN secretariat staff
Network management	1 overall network coordinator
Country support	6 for country support – 1 oversight, 5 country support <i>Realistic demands - Country support alone, if do be done well, which is what we are aiming for in SUN 2.0 to be able to achieve objectives and track impact on the ground, generally requires 1 staff for 5-8 countries. At present SMS has 7 staff for 55 countries and country support alone. The SUN CSN requires at least 5 full time staff for country support (and we could envisage a scenario whereby this country support be provided by staff members regionally based - 1 West Africa, 1 East Africa, 2 Asia, 1 Latin America) and 1 staff for country support oversight.</i> <i>Ideally these would be part-time positions supported by INGOs.</i>
Cross-learning, knowledge brokering and management	1 person in charge of cross-learning between CSAs and knowledge brokering
Monitoring, Evaluation, Learning and Accountability and Communicating on impact	1 person in charge of Monitoring, Evaluation, Learning and Accountability and Communicating on impact
Advocacy	1 person in charge of Advocacy and relationship management with CSOs outside of SUN
Leveraging members for operationalization of road map - 1 for Membership development, engagement and management	1 person in charge of Membership development, engagement and management

SUN CSN Steering Group

A representative and accountable Steering Group is nominated through a transparent and democratic process to develop and drive a strategy for the SUN CSN. The Steering Group is the main decision-making body of the network and is responsible for encouraging effective engagement from civil society in the SUN processes at national and global level. More information can be found in the [SUN CSN Terms of Reference](#).

SUN CSN Academic sub-committee of the SUN CSN Steering Group

A sub-committee of the SUN CSN Steering group on academic engagement is being formed in order to ensure strategic contribution of academia to SUN CSN efforts and coordination with broader SUN discussions on the role of science in scaling up nutrition efforts in SUN countries. More details later.

SUN CSN Operational Oversight Committee

A representative and accountable Operational oversight committee (OOC), sub-committee of and accountable to the SUN CSN Steering group (SG), is appointed by the SG to oversee the day to day management of the SUN CSN's operations apart for those matters which are reserved to the SG. More information can be found [here](#).

SUN CSN Advocacy Working group

The working group was created within the SUN CSN Steering Group and CSN members in order to provide guidance and coordinate expertise relating to advocacy, communications and social mobilisation in relation to the corresponding community of practice (SMAC) and respond to specific advocacy and communications related pieces of work. The group also ensure advocacy efforts are informed by country efforts with broader participation from CSA representatives.

Civil Society Alliances

National SUN CSAs represent several hundreds of national, regional and international organisations and networks working in various areas including: small-holder farmers, fisherfolk, human rights defenders, women's groups, humanitarian and aid assistance agencies, advocacy and research entities, consumer groups, trade unions and many others, actively engaged in scaling up nutrition in their countries.

Strong, credible and influential national CSAs coordinate Civil Society Organisations (CSOs) to:

1. Actively contribute to the design, implementation, monitoring and evaluation of effective national policies and plans for scaling up nutrition (multi-stakeholder, multi-sectoral, multi-level); and
2. Encourage and facilitate coordination among all civil society actors, including academia, international, national and local CSOs and ensure alignment of their strategies, programmes and resources with national nutrition priorities.

SUN Communities of Practice

The SUN CSN contributes and ensures contribution from CSAs and other network members to SUN Movement wide efforts on supporting the strengthening of countries capacities to deliver through Communities of Practice.

Regional civil society groups (e.g. Latin American CSN)

These are groups of civil society alliances within a region working together towards joint regional efforts and share experiences to foster innovation and inspire improved national and sub-national efforts. These are formal or less formal groups in the process of developing and will be useful mechanisms for the implementation of SUN Civil Society efforts in SUN 2.0.

Network members

Network members are key to implementing SUN efforts and support the SUN CSN in its efforts. A membership process and strategy is available [here](#). The SUN CSN expands its membership to reflect the SUN strategic priorities and needs of SUN countries.

A foresight adaptive task force

The SUN CSN proposes to set up a foresight adaptive task force to evaluate progress on a regular basis, review horizon on an annual basis and makes recommendations on how the SUN CSN needs to evolve in following years.

VII- Performance & accountability framework

The document describing civil society contribution to the SUN Movement road map will develop a performance & accountability framework including a logframe and a risk register.

Annex 1- Horizon scanning

1- Global trends – food and nutrition security, population, climate and inequality

Nutrition trends

Malnutrition currently affects one in two people on the planet. Of these, 161 million children under the age of five are estimated to be stunted (i.e. low height for age). Two billion people are estimated to be deficient in one or more micronutrients. Nearly 1.5 billion people are estimated to be overweight and over 500 million to be obese¹. These conditions all have severe consequences for survival, for morbidity, and for the ability of individuals, the economy and society to thrive. Malnutrition is the underlying cause of 45% of deaths of children under the age of 5.

Nearly all countries in the world are dealing with more than one type of malnutrition at the same time. Evidence now suggests that under nutrition during pregnancy and during the first two years of life is a major determinant of both stunting and subsequent obesity and non-communicable diseases later in life. This has consequences for how we think about and deal with malnutrition.

Progress towards globally agreed nutrition targets has to date been slow. As of 2014, globally, we are off course to meet every one of the six WHA nutrition targets set in 2012. There is modest global progress on stunting and exclusive breastfeeding but little progress on overweight, wasting, low birth weight, and anaemia. At the national level, rates of progress on meeting the WHA targets vary widely among countries and indicators. Data is also a big issue, with many countries not able to report on their progress for one or more of the WHA targets (In 2014, it was not possible to report progress on low birth weight and breastfeeding, and only 99 countries were about to report on stunting, wasting, overweight, and anemia).

The causes of malnutrition are clearer – poor quality diets, weak care of mother and child, insufficient access to health services, and unsanitary, unhealthy environments underpin malnutrition in whatever form it takes. This makes clear the need for a multisector, multistakeholder approach, with a focus on both direct and nutrition-sensitive approaches.

Population trends

These changes in the nutrition status of the global population take place at a time when the global population has reached 7 billion (2015)² and is set to reach 9 billion by 2050. Globally, more people now live in urban areas than in rural areas, with 54 per cent of the world's population residing in urban areas in 2014. This figure has risen from 30 per cent urban in 1950 and is set to rise to 66 per cent by 2050³.

Today our world is home to 1.8 billion young people between the ages of 10 and 24, with the youth population growing fastest in the poorest nations. This brings huge potential for social and economic progress but education, investments in health and the creation of opportunities for these young people are crucial⁴. Within this generation are 600 million adolescent girls with specific needs, challenges and aspirations for the future.

¹ Global Nutrition Report 2014, IFPRI.

² 7,325,186,315 as of 2 July 2015. See Population Reference Bureau <http://www.prb.org/>

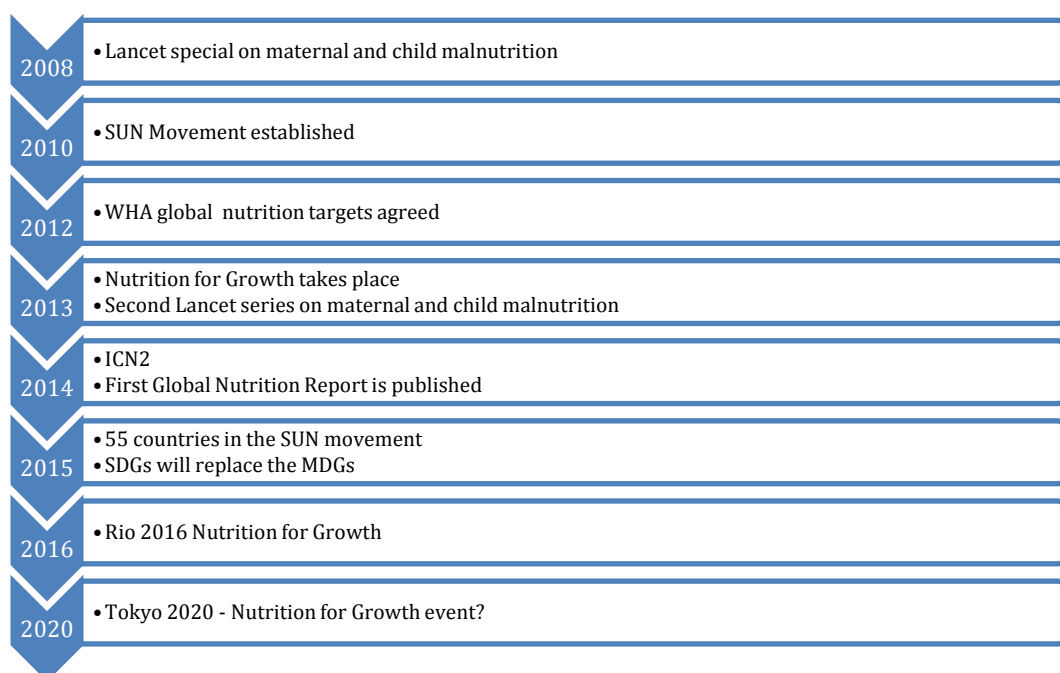
³ United Nations, Department of Economic and Social Affairs, Population Division (2014).

World Urbanization Prospects: The 2014 Revision, Highlights (ST/ESA/SER.A/352).

⁴ United Nations Population Fund (2014) The state of the world's population: the power of 1.8 billion, Adolescents, youth and the transformation of the future.

Prioritisation of nutrition

In recent years nutrition has received more attention than ever before, with a number of high profile events, initiatives and publications drawing attention to the issue. An overview is given below:



The rate at which the SUN movement has grown – now at 55 countries since its establishment in 2010 – is also indicative of this growing attention at both the global and national level. The SUN Civil Society Network has enjoyed a similar rate of growth, as outlined in the below table.

2013 and 2014 saw an exponential growth in the SUN CSN with new CSAs created and mobilised in 11 countries in 2013 and a further 10 in 2014. This represents an additional 21 alliances to the network, primarily initiated via Multi-Partner Trust Fund (MPTF) catalytic funding⁵ (see table below).

Year	CSA established	Number
2006	Peru	1
2009	Ivory Coast	1
2011	Tanzania, Niger, Mali	3
2012	Bangladesh, Ghana, Zambia	3
2013	Ethiopia, Kenya, Kyrgyz Republic, Laos, Madagascar, Malawi, Mozambique, Myanmar, Nigeria, Sierra Leone, Uganda	11
2014	Burundi, Cameroon, El Salvador, Guatemala, Guinea, Nepal, Pakistan, Rwanda, Sri Lanka, Zimbabwe	10
2015	Additional 5 countries (to be added)	5
Total		34

Maintaining food and nutrition security at the top end of the global and national agendas will be challenging, especially in the era of the SDGs where nutrition is a very small part of the 17 goals and 169 targets.

⁵ <http://mptf.undp.org/factsheet/fund/SUN00>

Funding for nutrition

While funds for nutrition have increased over recent years, a large gap remains. The 2013 Lancet series found that expanding 10 direct nutrition interventions to cover 90% of the world's malnourished children could save an estimated 900,000 lives. This would cost \$9.6 billion per year. While the 2013 Nutrition for Growth helped to nearly double the amount of ODA annually spent on nutrition specific interventions from \$0.57bn to \$0.96, this is just a tenth of what is needed. Given the plateauing supply of global ODA and the increasing demand for it, traditional sources of aid alone are unlikely to be able to fill nutrition's large funding gap. More domestic resources for nutrition are required, alongside innovative mechanisms to leverage funds from other sectors. National level budget analysis and tracking will likely become an increasingly important tool for advocacy to increase nutrition budgets.

Analyses that have been done of national level nutrition budgets have revealed that very little is being spent on nutrition. For example Tanzania, a SUN "early riser country", with President Kikwete sitting on the SUN lead group, allocated 0.22% of the national budget or USD 21.3 m for the 2012/13 year for a population of 50 million people - that's 42 cents per person per year (GNR, 2014).

Governance of nutrition

The fragmented and dysfunctional international architecture for nutrition was highlighted in the 2008 Lancet special on Maternal and Child Malnutrition and in part led to the formation of the SUN movement in 2010. While SUN has been successful at galvanising action to address malnutrition, the nutrition community still remains fragmented in some areas, especially around its approach to working with the private sector. The Second International Conference on Nutrition (ICN2) in 2014 highlighted the fractures that still exist at the UN level, between SUN and other stakeholders and within civil society. SUN 2.0 could be an opportunity to strengthen the links between the SUN movement and other parts of the nutrition community, including those who engage in the Committee on World Food Security (CFS), which will now have a stronger focus on nutrition.

At the national level, many countries are putting in place multi-sector, multi-stakeholder platforms to deal with malnutrition. At the same time, many countries are undergoing a process of decentralisation, creating opportunities to influence at the sub-national level, but also increases the resources needed to carry out advocacy and other SUN related activities.

Climate impacts and disasters

Climate change both affects, and is affected by, nutrition (Lake et al., 2012). As outlined in the 2015 Global Nutrition Report (in press), droughts, floods, heatwaves and other weather and climate extremes, have always posed a threat to nutrition. Now additional changes in weather and climate are occurring as a result of human activities (IPCC 2012) and pose an increased range of significant challenges to reducing malnutrition in all its forms.

At the same time, dietary patterns are important for climate mitigation and different diets have different emission and resource footprints. According to Vermeulen and colleagues, the food system currently contributes approximately 20%-30% of all CO₂ emissions (Vermeulen et al. 2012). These emissions in turn have multiple and complex impacts on nutrition.

Research clearly shows that climate change-induced changes in the frequency and severity of extreme climate events and in the variability of weather patterns will have significant consequences for human and natural systems. Increasing frequencies of heat stress, drought and flooding events are projected for the rest of this century, and these are expected to have many adverse effects over and above the impacts due to changes in mean temperature and rainfall alone (IPCC 2012).

This has direct and indirect implications for the underlying determinants of nutritional status – access to sufficient, nutritious and health food, maternal care and practices, health services and healthy environments (UNICEF 2013).

Climate drives observed seasonal patterns of food consumption, including micronutrient availability (Jiang et al. 2005), as well as infectious disease (Kelly-Hope and Thomson 2008) and human behaviour (Devereux et al. 2011), culminating in a complex series of interacting effects on nutrition status. This is particularly acute in regions where the rains are highly seasonal and agriculture is rain-fed. Here the period between planting and harvesting is widely known as the ‘hungry season’.

In 2014, the SUN Lead Group recommended that the SUN movement strengthen its link with the humanitarian community. Although it is not yet clear what this will mean in practice, it is likely to become more important in the future that the development and humanitarian community work today to address malnutrition.

Rising inequalities – leave no one behind

Global inequality across countries is high and rising. Growth, if any, has disproportionately benefited higher income groups while lower income households have been left behind. This long-run increase in income inequality raises social, economic and political concerns⁶. A child’s chance of survival and whether they receive the nutrition or care they need are often driven by a range of different forms of poverty and disadvantage. A recent analysis of 87 countries found that three quarters of those countries are allowing certain children to be left behind by progress due to where they live, their ethnic group or the economic status of their parents⁷. Many believe an increase in per head GDP alone leads to improved nutritional health outcomes due to increased average income, yet, as the [Lancet](#) sets out, there is little empirical evidence to support this. Reasons for this could include that growth in incomes are unequally distributed and rising incomes are not spent in ways that enhance nutritional status of children⁸.

While economic growth can help reduce malnutrition, boosting an economy is not enough to rid a country of malnutrition. The exact policies required to advance equal life chances for children are context- and sector-specific.

With 60% of the world’s 800m malnourished being women, this group deserves special attention. In many countries around the world, women’s status remains low from one generation to the next because of a preference for sons and because daughters have less access to food, health services and education. Many believe that ‘insufficient attention is paid to the role and contribution of women and their special vulnerabilities in regard to malnutrition... this includes the particular nutritional vulnerabilities of women and children that are often not adequately addressed’ (CFS, 2015).

Additional global trends and implications for civil society

Some other global ‘mega’ trends over the next decade^{9,10} that should be considered in the present horizon scanning paper include:

- Geopolitical shifts (including an increasing middle class and more countries shifting from LIC to MIC status)

⁶ OECD (2015). In It Together: Why Less Inequality Benefits All

⁷ Save the Children (2015) The lottery of Birth: Giving all children an equal chance to survive

⁸ S. Vollmer, K. Harttgen, M. A. Subramanyam, J. Finlay, S. Klasen, S V Subramanian (2014) Association between economic growth and early childhood undernutrition: evidence from 121 Demographic and Health Surveys from 36 low-income and middle-income countries

⁹ Tomorrow’s world: How might megatrends in development affect the future roles of UK-based INGOS. Bond. Available at http://www.bond.org.uk/data/files/publications/Tomorrows_World_230215.pdf

¹⁰ Fast Forward: the changing role of UK-based INGOS. Bond. Available at http://www.bond.org.uk/data/files/reports/Fast_Forward_0515.pdf

- Natural resource scarcity
- Demographic shifts
- Processes of technological transformation and innovation

These trends have clear implications for civil society and are changing needs:

- More disasters, conflicts and emergencies > humanitarian crises, fragile states, refugee situations, instability and violence.
- Environmental degradation – resource scarcity, land disputes, loss of livelihoods, responsibility for public goods
- Poverty – most marginalised, relocation of poverty, inequality, development – livelihoods and demographics
- Rise of problems of newly affluent – non-communicable diseases and nutrition implications

The implications are also changing solutions¹¹:

- Power shifts > SDGs, new coalitions, big business – new advocacy approaches needed
- Rise of self-determination > local actors taking control, developing assets and capacities
- Citizen power > movements, grass roots, individuals
- New actors > businesses, new funders, alliances
- Systems / complexity / interconnections / digital solutions and learning and evidence

The above should guide focus of the SUN CSN strategy dimensions:

- Support to fragile and conflict afflicted states (with already 20 FCAS are part of the SUN Movement and potential for this number to grow over the next 5-10 years) and countries facing humanitarian crises
- Building resilience to climate events through policies and programmes
- Food systems that are built to pre-empt and face environmental degradation with agriculture and environmental sectors playing key roles in ensuring nutrition-sensitivity of country level efforts in this area.
- Inequality
- Multiple burden of malnutrition
- A strategy with a CSN continuing to support CSAs through new advocacy approaches and innovation, citizen empowerment and accountability with local actors taking control, developing assets and capacities and increasing engagement of diverse CS groups and social movements, digital solutions and cross-learning
- The CSN should adopt an enabling, rather than service delivery, approach building on existing efforts and strengthening mechanisms to foster cross-learning as a tool for change and impact
- An evidence focused approach with appropriate indicators to track impact and effective and nimble M&E system and increasing collection and dissemination of case studies, improved communications

2- Nutrition Policy Trends: global, regional and national

A number of policy initiatives and processes will be relevant to the work of SUN movement and the SUN CSN over the next 5 years and behind:

Post MDG and SDG: Nutrition is driver of development, but also the outcome of development improvement. The members of the United Nations are now in the process of defining Sustainable

¹¹ Extracted from presentation at the foresight and strategic planning training – Sarah Cliffe, director of aid effectiveness, Bond

Development Goals (SDGs) as part of a new agenda to finish the job of the MDGs, and leave no one behind.

World leaders have called for an ambitious long-term sustainability agenda to succeed the Millennium Development Goals (MDGs) at the end of 2015. Expected to be adopted in September, the post-2015 development agenda will seek to reinforce commitment to achieve all MDGs as well as break new ground with goals on inequalities, economic growth etc.

The SDGs need to draw the learning from MDGs and address the multiple interlinked global challenges such as eradicating of extreme poverty, achieving economic equity and gender equality alongside the priority of *eradication of all form of malnutrition*.

The SDGs can contribute to improve food and nutrition security both directly and indirectly with goals around ending poverty in all its forms everywhere; ending hunger, achieving food security and improved nutrition, and promoting sustainable agriculture; ensuring healthy lives; and promoting wellbeing for all, ensuring availability and sustainable management of water and sanitation, together with sustainable consumption and production patterns.

The emerging global agenda for sustainable development features a stand-alone goal that goes beyond chronic hunger and brings in the very important concept of nutrition. The SDGs combine food security and nutrition, recognizing their major role in food systems globally.

Thus, multi-stakeholder partnerships should be a cornerstone of the post-2015 development framework if we are to tackle malnutrition globally.

The Second International Conference on Nutrition (ICN2) was a high-level intergovernmental meeting was held November 2014 that focused global attention on addressing malnutrition in all its forms. The two main outcome documents—the [Rome Declaration on Nutrition](#) and the [Framework for Action \(FFA\)](#) - were endorsed by participating governments at the conference, committing world leaders to establishing national policies aimed at eradicating malnutrition and transforming food systems to make nutritious diets available to all. A proposal was put forward in the FFA for a ‘Decade of Action on Nutrition’. This will be discussed in the 70th session of the United Nations General Assembly.

The Hyogo Framework for Action 2005-2015 and the Sendai Framework for Disaster Risk Reduction 2015 - 2030: Building the Resilience of Nations and Communities to Disasters (HFA) was the first plan to explain, describe and detail the work that is required from all different sectors and actors to reduce disaster losses. It was developed and agreed on with the many partners needed to reduce disaster risk - governments, international agencies, disaster experts and many others - bringing them into a common system of coordination.

The Sendai Framework for Disaster Risk Reduction, as the successor to the Hyogo framework, was agreed in March 2015 and focuses on the following priority actions:

Priority 1: Understanding disaster risk.

Priority 2: Strengthening disaster risk governance to manage disaster risk.

Priority 3: Investing in disaster risk reduction for resilience.

Priority 4: Enhancing disaster preparedness for effective response and to “Build Back Better” in recovery, rehabilitation and reconstruction.

Nutrition in Disasters – World Humanitarian Summit is an initiative of UN Secretary-General Ban Ki-moon, managed by UN OCHA, the first World Humanitarian Summit will be held in Istanbul on 26 and 27 May 2016 and will bring together governments, humanitarian organizations, people affected by humanitarian crises and new partners including the private sector to propose solutions to our most

pressing challenges and set an agenda to keep humanitarian action fit for the future. The goal of this summit is to bring the global community together to commit to new ways of working together to save lives and reduce hardship around the globe.

The challenges and demands of the 21st century are global issues that require global solutions. The World Humanitarian Summit will set an agenda for change to make humanitarian action fit for the great challenges we face now and in the future.

The **United Nations Framework Convention on Climate Change (UNFCCC)** is an international environmental treaty (currently the only international climate policy venue with broad legitimacy, due in part to its virtually universal membership) negotiated at the United Nations Conference on Environment and Development (UNCED), informally known as the Earth Summit, held in Rio de Janeiro from 3 to 14 June 1992. The objective of the treaty is to "stabilize greenhouse gas concentrations in the atmosphere at a level that would prevent dangerous anthropogenic interference with the climate system".

The treaty itself set no binding limits on greenhouse gas emissions for individual countries and contains no enforcement mechanisms. In that sense, the treaty is considered legally non-binding. Instead, the treaty provides a framework for negotiating specific international treaties (called "protocols") that may set binding limits on greenhouse gases. The ultimate objective of the treaty is to stabilize greenhouse gas concentrations in the atmosphere at a level that will prevent dangerous human interference with the climate system. The Conferences of the Parties (COP) is the supreme decision-making body of the Convention.

The **Committee on World Food Security (CFS)** serves as a forum in the United Nations System for review and follow-up of policies concerning world food security, including food production and physical and economic access to food.

The vision of the reformed CFS is a most inclusive international and intergovernmental platform for all stakeholders to work together to ensure food security and nutrition for all. It will work in a coordinated manner in support of country led processes that lead to food security. Using a phased approach CFS will:

- Coordinate a global approach to food security
- Promote policy convergence
- Support and advise countries and regions
- Coordinate at national and regional levels
- Promote accountability and share best practices
- Develop a global strategic framework for food security and nutrition

Nutrition for Growth: In 2013, world leaders commit to historic reduction in undernutrition in London in the lead up to the G8 Summit. At the high-level summit, "Nutrition for Growth: Beating Hunger through Business and Science," UK Prime Minister David Cameron, Brazilian Vice President Michel Temer and the Children's Investment Fund Foundation president Jamie Cooper-Hohn united representatives from developing and developed nations, businesses, and scientific and civil society groups, to support a historic reduction in undernutrition.

In signing a Global Nutrition for Growth Compact, participants committed their countries and organizations to achieve the following objectives by 2020:

- improve the nutrition of 500 million pregnant women and young children;
- reduce the number of children under five who are stunted by an additional 20 million; and
- save the lives of at least 1.7 million children by preventing stunting, increasing breastfeeding and better treatment of severe and acute malnutrition.

The World Health Assembly recently agreed to a new global target of a 40% reduction in the number of stunted children by 2025. The commitments secured at the Nutrition for Growth summit will transform progress towards this goal, and will be monitored and tracked annually. Progress made in addressing undernutrition will be measured at a global event in Brazil at the Rio 2016 Olympics.

3- The Scaling Up Nutrition Movement

The **Scaling Up Nutrition (SUN)** collaborative process that began in 2009 with the development of the **Scale Up Nutrition Framework**, has evolved into a Movement that is both stimulated and reinforced by political interest in nutrition among leaders of national governments and development partners alike

SUN, is a unique Movement founded on the principle that all people have a right to food and good nutrition. It unites people - from governments, civil society, the United Nations, donors, businesses and researchers—in a collective effort to improve nutrition.

The principles guiding the SUN movement are as follows: (a) SUN efforts are led from countries and external support processes must add value to this country-led action and must be demand-driven; (b) ongoing initiatives to improve nutrition should be linked together for greater coherence, efficiency, and impact, wherever possible; and (c) a combination of networks and movements are needed to enable a range of stakeholders to work together and contribute to lasting results

At present 55 nations are participating in the SUN movement globally. Over the last 5 years, the SUN Movement has grown exponentially:

- 2010 – 5 SUN countries
- 2011- 25 SUN countries
- 2012 – 32 SUN countries
- 2013 – 47 SUN countries
- 2014 – 54 SUN countries
- 2015 -55/56 SUN countries

The growth is slowing down with less countries joining the Movement in 2015 than in 2013 and 2014. Seven high burden countries, of which 3 are fragile and conflict affected countries, remain to join the SUN movement which we could expect to join SUN in the next few years. The number of fragile and conflict affected countries is also likely to grown with the global trends which may also increase high burden countries and thus number of countries wanting to join the SUN Movement.

Annual SUN Global Gathering and regional level gatherings – sharing of experiences

The Scaling Up Nutrition (SUN) Movement has grown rapidly and now includes the countries that are home to half the world's malnourished children. Over the past four years, the SUN Movement Secretariat has organized annual meetings of key participants from SUN countries and the networks that support them. The first two annual meetings were designed to encourage high-level political attention to nutrition. Since 2012 they have also served as the moment each year when country focal points from across the SUN Movement meet to interact, share progress, learn from each other and to be inspired to achieve even more.

Similarly, regional meetings also provides an opportunity for actors in the SUN Movement to contribute to the determination of national and global public policy priorities for the coming decades. It was also an opportunity for participants to share country experiences, developments and progress as well as learn more from the other participant's country progress and approaches to scaling up nutrition in countries as well as an opportunity to enhance interactions and developing networking.

The Independent Comprehensive Evaluation (ICE) and SUN CSN response

The present mandate of the Lead Group and the SUN Secretariat runs to the end of 2015. As outlined in the 2012–2015 Strategy, SUN's subsequent development will be informed by a comprehensive evaluation. This evaluation was commissioned by the Visioning Sub-Group (VSG) of the Lead Group in 2014 and was completed early 2015. Intended to be used by all stakeholders in SUN to chart the movement's way forward, the evaluation was comprehensive, considering all aspects of SUN to address how effective SUN has been in carrying out its objectives. It assessed all aspects of SUN's performance and posed options for the evolution of SUN to build on strengths and address weaknesses.

Conclusions

The evaluation presented 7 conclusions. While overall it found SUN has been widely successful at the level of advocacy and mobilisation, it found that there is only limited evidence that this is leading further towards scaling up nutrition at country level. Forms of multi-stakeholder collaboration are being promoted, but it is less clear whether greater political support and enhanced analysis are yet leading towards scaling up nutrition in practice. In addition, progress towards reaching the four objectives has been limited overall, with SUN had weaknesses in implementation and structure.

Limited progress has also been made towards SUN's multiple stakeholders aligning their actions with high quality costed plans and common results frameworks, and in mobilising and scaling up resources for nutrition. The ICE found that few of the costed plans and results frameworks have yet been developed to the intended level resulting in SUN being unable to move the focus in many countries from alignment and planning to the achievement of outcomes. Furthermore, monitoring of financial scaling up is hindered by the difficulty of tracking nutrition expenditures.

However, SUN has important strengths to build on, including its relevance and the goodwill it has accumulated. A number of additional strengths were acknowledged including SUN's transparency and willingness to address difficult issues, such as conflicts of interest within the movement and its adaptability and willingness to learn from experience.

Some weaknesses identified include a monitoring and evaluation framework which is not rigorous enough and is too subjective. In addition, there are additional potential weaknesses if SUN interprets the principle of inclusivity too narrowly, or fails to adapt to the particular needs of middle income countries and fragile states. It was further found that the Lead Group in its current form operates at too abstract a level, and is not suited to the practical tasks of holding networks, the Secretariat and stakeholders accountable for making and then delivering on actionable commitments.

Recommendations

Taking account of the above mentioned conclusions, the ICE goes on to make 10 recommendations, the first being that SUN needs to build on what exists. The prospects for future success will be increased by maintaining continuity with the elements that have worked well while making changes to address clearly identified weaknesses. It proposed the development of a new strategy, with the current mandate of SUN being extended by 5 years.

In terms of scope, the ICE recommended that SUN's primary focus should continue to be on undernutrition and the elimination of stunting. SUN's advocacy efforts around stunting have been found to be highly relevant and effective, and will continue to be so given global stunting levels remain unacceptably high. At the same time, it must be recognised that most SUN countries already suffer from multiple burdens, that this trend will continue, and that national nutrition strategies must address all dimensions of malnutrition.

Recognising that expecting countries to all replicate the same country-level configuration of the support networks is unnecessarily rigid and that scaling up cannot proceed at the same pace in all countries, the ICE recommended allowing more diversity and that there should be room within the movement for innovation and experiment. Furthermore, the revised strategy should encompass practical ways to strengthen the focus on gender and equity as they relate to nutrition; reflect existing aid effectiveness principles, focusing on strengthening accountability across the movement, globally and at country level; and considerably strengthen its governance arrangements

CSN response

On completion of the ICE evaluation, each network was asked to prepare a network response, which in turn fed into an overall Movement response.

Three points were identified by the CSN as being of most importance and relevance that as a network it wished to convey.

- 1) *SUN was successful at raising nutrition profile, building ownership and mobilising political will but SUN now needs to contribute to clarifying currently busy and fragmented nutrition architecture and its added value within this.*

To support realisation of the above, the CSN proposed having a more active lead group with stronger representation from countries, field implementers and global initiative leads; that the SUN contribute to a more coherent, harmonised and coordinated nutrition architecture to support stronger alignment where SUN would be a key player in addressing undernutrition; share learning from countries where coordination and harmonisation is effective; advocate for mainstreaming gender justice across scaling up nutrition policies, interventions and programmes and making linkages between gender and nutrition.

- 2) *SUN (countries, SMS, networks and lead group) needs to focus on implementation and delivery on the ground towards positive impact in improving nutritional status of communities suffering from malnutrition.*

Elements that the CSN felt were key to this include building national capacity to plan, deliver and monitor nutrition field programmes at national and sub-national levels in support of more bottom up approaches to scaling up nutrition; increasing focus on resource mobilisation to support appropriate at scale implementation and advocating for the establishment of currently non-existent sustainable funding mechanism; strengthening monitoring, evaluating, accountability & learning with a strengthened SUN MEAL framework to capture progress and impact and accountability mechanisms in country; supporting the strengthening nutrition information systems aligned with SDG indicators with annual data collection.

- 3) *SUN needs to focus on capacity building through cross-learning, innovation, exchange of better documented country experiences, peer support and technical support.*

SUN Principles of Engagement

Seven clear principles have guided the engagement of all actors involved in SUN from the outset, with all countries, organisations and agencies explicitly agreeing to adhere to them upon signing up to the movement. Building on the initial seven, three additional principles were subsequently identified, reflecting distinct concerns raised by participants during the Conflicts of Interest consultation process that were deemed necessary when dealing with conflicts of interest. The ICE process and evaluation found consensus around the point that the SUN Movement principles and essence of the movement should remain the same. All ten principles can be found [here](#).

Like other stakeholders, the SUN CSN abides by the principles of engagement and additional principles. The network remains open to a wide range of civil society organisations working in diverse areas. By nature civil society organizations are independent and the SUN CSN efforts respect these principles when dealing with members whilst embracing diversity of its membership as an asset.

SUN CSN current vision – sustainability, effective use of resources

The vision of SUN CSN is a world where multiple stakeholders, including civil society, work together in a constructive and co-beneficial manner towards eradicating malnutrition.

At the global level, the SUN Civil Society Network (SUN CSN) has been established to support the formation, evolution and sustained effective and efficient running for the long-term of Civil Society Alliances in SUN countries, as well as facilitate communication and coordination across SUN CSAs, and with the broader SUN Movement.

To ensure sustainability, the CSN supports and invests in the capacity building of national CSAs to enable them to contribute to effective multi-stakeholder, multisectoral, multi-level efforts towards scaling up nutrition. This includes actively contributing to the design, implementation and M&E of effective national policies and plans for scaling up nutrition, as well as encouraging and facilitating coordination among all civil society actors, and ensuring alignment of their strategies, programmes and resources with national nutrition priorities.

In addition, the SUN CSN is responsible for ensuring a broad based inclusive approach and encouraging effective engagement from civil society in the SUN processes across the movement and across stakeholder groups. Harmonisation of advocacy and messages are an important part of supporting such efforts. The CSN also encourages country-adapted alignment of CSOs in support of national plans that are based on realities/needs on the ground. It further contributes to ensuring nutrition remains high on the global and national agendas and that perspectives from the ground inspire global advocacy efforts through CSA engagement. It then supports CSAs to contribute / lead in country advocacy efforts to influence global processes.

Recognising the resources required for the above, the CSN will signpost funding opportunities and continue advocating for marginal funding in support of programmes and / or advocacy capacity building. It will also increase advocacy for domestic resource mobilisation and increased investment in nutrition and for social auditing of existing budget and programmes. A small number of CSAs are already engaging in budget analysis work and it is anticipated that this will grow.

Strengthening capacity to deliver

The CSN is committed to actively participating in the SUN Communities of Practice and engaging with key stakeholders in order to address any gaps. It will specifically work to leverage network members' strengths to increase technical support to national and local / community CSOs for increasing technical capacity to reach the underserved, developing processes to foster cross-learning and exchange of experiences towards a collective of CSAs functioning as a learning network.

As a whole, the SUN Movement seeks to accelerate the scaling up of nutrition by strengthening the capacity of SUN countries to deliver improved nutrition. Since April 2014, *Communities of Practice (CoP)* have emerged as a method for ensuring that countries can access technical support more easily and share best practices. Communities of Practice aim to enable countries to access the know-how needed to strengthen in-country capabilities, firstly through identifying capability from in-country stakeholders, and secondly by defining the needs for external support and how this will reinforce national in-country capabilities. Support should be provided in a way that helps the development of sustainable in-country capacity.

A sample of initiatives and examples of how the CSN has engaged in the Community of Practices to date include:

- Supporting Civil Society Alliances in a few countries to conduct in-depth government budget analysis to inform advocacy efforts (efforts are being made to start looking at off-budget tracking as contribution to the overall national financial tracking mechanisms)
- Supporting Civil Society Alliances to conduct mapping of their own activities, implementation coverage and finance
- Supporting CSAs to contribute to multi-stakeholder social auditing and foster cross-learning and sharing of experiences
- Contributing to the development of a multi-stakeholder advocacy tool kit
- Convening regional workshops to facilitate cross-learning around existing Social mobilisation, advocacy, communications (including behaviour change communication), developing a community of practice to accelerate progress and identifying needs for support

Going forward as the movement enters into its next phase and strategises around SUN 2.0, it is planned to professionalise the Communities of Practice - currently three centred around Project Cycle Management, SMAC and Functioning Capacity - and work towards agreement on what is required for a coordinated, predictable, timely and effective response to requests for assistance from countries in the SUN Movement. Technical assistance, knowledge management and financing are particular forms of assistance and areas for consideration in this regard.

Each Community of Practice are working to further articulate the aims, objectives, and activities for their respective area going forward and the CSN is actively participating and inputting into each. A few priority actions to establish a SMAC Community have already become clear. These include: i) development of shared principles for SMAC for nutrition including key definitions and inclusion of various communication approaches such as behaviour change communication, ii) development of an online knowledge portal for SMAC resources, tools and approaches ensuring existing tools are utilized before new pieces of work are considered for development, iii) facilitate a process to help countries discuss and articulate their needs and share experiences to ensure needs are well recognized and appropriate strategies are adopted to suit the context, iv) strengthen SMAC support mechanisms to foster collaboration and facilitate suitable technical assistance, including guidance from key champions in this area of work, v) identify existing and new opportunities to bring together practitioners to share knowledge and lessons learned, including regional sessions, webinars and exchange tours.

