



SUN MOVEMENT

Strategy and Roadmap
(2016-2020)

ENGAGE INSPIRE INVEST





Abbreviations and acronyms

| | |
|-------------|---|
| CFS | Committee on World Food Security |
| CSN | SUN Civil Society Network |
| GDP | Gross Domestic Product |
| GNR | Global Nutrition Report |
| ICE | Independent Comprehensive Evaluation |
| ICN2 | Second International Conference on Nutrition |
| MEAL | Monitoring Evaluating Accountability Learning |
| MSP | Multi-stakeholder Platform |
| MWG | Multi-stakeholder Working Group |
| N4G | Nutrition for Growth |
| SBN | SUN Business Network |
| SDG | Sustainable Development Goals |
| SDN | SUN Donor Network |
| SFP | SUN Government Focal Person |
| SMS | SUN Movement Secretariat |
| SUN | Scaling Up Nutrition |
| TST | Transitional Stewardship Team |
| UN | United Nations |
| UNN | UN Network for SUN |
| WHA | World Health Assembly |

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1. Message from the United Nations Secretary-General

The Scaling Up Nutrition (SUN) Movement, launched in 2010, has inspired a new way of working collaboratively to end malnutrition in all its forms. Led by countries and supported by multiple stakeholders, it has mobilized an unprecedented political will to improve the nutritional status of everyone, everywhere.

This Strategy and its accompanying Road Map (2016-2020) underscores that there are few challenges facing the global community today that match the scale of malnutrition, a condition that directly affects one in three people. There has been progress, but much more needs to be done.

The SUN Movement has brought together governments, United Nations agencies, businesses, donors, civil society organizations and individuals in a collective mission to uphold the right to good food and nutrition. It has also helped to illuminate the importance of nutrition in achieving the Sustainable Development Goals (SDGs).

Moving forward, the SUN Movement will continue its efforts to ensure good nutrition during the first 1,000 days of life – starting from the moment a mother gets pregnant until the child turns two. This is a pivotal window of opportunity that can go a long way toward determining the future for girls or boys.

Nutrition is both a maker and a marker of development. Improved nutrition is the platform for progress in health, education, employment, empowerment of women and the reduction of poverty and inequality, and can lay the foundation for peaceful, secure and stable societies.

In turn, poverty and inequality, water, sanitation and hygiene, education, food systems, climate change, social protection and agriculture all have an important impact on nutrition outcomes.

This Strategy presents a practical vision of how we can work together for an end to malnutrition by 2030. By sharing experiences, overcoming challenges and showing results, the countries of the SUN Movement are demonstrating that together, we can ensure that people everywhere will get the best possible start in life and reach their full potential.



Ban Ki-moon
BAN Ki-moon



2. SUN Strategy at a glance

An ambition snapshot for the second phase of the SUN Movement (2016-2020)



Vision

By 2030, a world free from malnutrition in all its forms. Led by governments and supported by organisations and individuals – collective action ensures every child, adolescent, mother and family can realise their right to food and nutrition, reach their full potential and shape sustainable and prosperous societies.

A transformational pathway



Goals

SUN Countries are striving to achieve the World Health Assembly targets for maternal, infant, and young child nutrition by 2025, in addition to relevant targets for preventing and controlling non-communicable diseases. These goals are at core of the International Conference on Nutrition 2 (ICN2) Framework for Action and are integral for achieving the Sustainable Development Goals (SDGs).



Contributing to the achievement of the SDGs

| | |
|--|--|
| | 40% reduction in the number of children under-5 who are stunted |
| | 50% reduction of anaemia in women of reproductive age |
| | 30% reduction in low birth weight |
| | No increase in childhood overweight |
| | Increase the rate of exclusive breastfeeding in the first 6 months up to at least 50% |
| | Reduce and maintain childhood wasting to less than 5% |
| | No increase in overweight, obesity and diabetes (in adults and adolescents) |

Reaching the SUN Movement's strategic objectives



1. Expand and sustain an enabling political environment



2. Prioritise and institutionalise effective actions that contribute to good nutrition



3. Implement effective actions aligned with Common Results



4. Effectively use, and significantly increase, financial resources for nutrition

Translating SUN Country ambition into results


To realise these objectives, in-country capabilities will be bolstered by the collective efforts of all in the SUN Movement – aligning behind the Movement’s vision and national nutrition priorities. **The core message is start with what exists and continuously improve – for impact.**

| By 2020, | supported by the SUN Movement Lead Group, Executive Committee, Networks and Secretariat, all SUN Countries will: |
|---|---|
| Continuously improve country planning and implementation to end malnutrition | <ul style="list-style-type: none"> • have nutrition plans, endorsed at the highest level, with national nutrition targets and costed actions that guide collective implementation and resource allocation • regularly and transparently track budget allocations against plans and demonstrate better use of finance data through improved advocacy, planning and impact • increase resources for nutrition from both domestic and external sources • have systems to analyse and use quality data for decision making, accountability and advocacy • implement agreed actions at scale and demonstrate impact |
| Mobilise, advocate and communicate for impact | <ul style="list-style-type: none"> • have increased the salience of nutrition as a top policy, financing and institutional priority at national, regional and global levels • have increased implementation of social mobilisation, advocacy and behaviour change communication actions aligned with national priorities • more effectively communicate the economic, development and human impacts of malnutrition and the ways to improve it |
| Strengthen capacity for multi-sectoral and multi-stakeholder collaboration at all levels | <ul style="list-style-type: none"> • have multi-stakeholder partnerships for coordination at national levels • have all key stakeholders, including communities, making measurable contributions to scaling up nutrition • have aligned policy, legislation and regulations, in support of nutrition • ensure countries adopt an approach to prevent and manage conflicts of interest as they emerge • ensure consistent and sufficient investment in capacity strengthening by governments and partners |
| Ensure equity, equality and non-discrimination for all, with women and girls at the centre of efforts | <ul style="list-style-type: none"> • have equitable improvement in the nutrition status of all people, ensuring that no one is left behind • adopt policies that reduce nutritional inequities, especially among women and girls and eliminate discriminatory laws and practices • Strive to involve representatives from vulnerable communities in their decision-making processes |

The SUN Movement's unique added value and Principles of Engagement

To support the realisation of these ambitions, the SUN Movement will continue to improve the delivery of its added value – as a multi-sectoral, multi-stakeholder space for sharing and learning, mobilising timely and effective technical assistance, and tailoring support for countries facing crises and with challenging contexts. At the core of these services, are the SUN Movement's Principles of Engagement, which guide the myriad of actors in mitigating conflicts of interest, and effectively working together to end malnutrition, in all its forms.





3. Growing momentum for scaling up nutrition

Nutrition and its impact

Today, there is unprecedented ambition, momentum and collaboration in the battle to end all forms of malnutrition by 2030. This challenge was affirmed by world leaders with the adoption of the 2030 Agenda for Sustainable Development at the end of 2015. The Scaling Up Nutrition (SUN) Movement, is a formidable, collective, country-led force working to make this vision a reality.

Every woman, man and child has the right to adequate food and nutrition.¹ Good nutrition is the bedrock for human wellbeing and potential. The first 1,000 days – from a mother’s pregnancy to her child’s second birthday – is a pivotal window that determines a child’s destiny. Good nutrition builds strong immune systems, supercharging children’s chances of survival and protecting them their whole lives. It’s also critical for adolescent girls and mothers before pregnancy, as their health will ensure their children get the best start in life and halt the vicious, intergenerational cycle of malnutrition. The precious potential of millions of children can be unlocked with good nutrition. Good nutrition helps develop strong brains and bodies, allowing this generation the opportunity to not just survive, but thrive, and reach their full potential in life. Good nutrition for children impacts everyone. It fuels not just children – our future – but also our economies. As children grow strong and resilient, so do communities and countries, thus ending the cycle of poverty.

The SUN Movement continues to focus on ensuring good nutrition in the first 1,000 days to prevent the irreversible effects of stunting, however the Movement must adapt to also help its members tackle multiple forms of malnutrition. Malnutrition (which includes several forms of undernutrition as well as overweight and obesity) impairs people’s productivity which, in turn, impairs national growth. In this sense, malnutrition will represent an often invisible impediment to the successful achievement of the Sustainable Development Goals (SDGs). Good nutrition is both an outcome of development and the seed that will grow future development.

An estimated 45% of all under five mortality is linked to malnutrition (Black et al. 2013). It results not just from a lack of sufficient and adequately nutritious and safe food, but from a host of intertwined factors linking health, care, education, water, sanitation and hygiene, access to food and resources, women’s empowerment and more.

Over the past decade, global and country recognition of the threat that malnutrition poses to the health and future development of children, and therefore societies, has grown exponentially. The importance of a concerted approach is now widely accepted, involving:

- **multiple stakeholders**, led by Governments, supported by the UN, Civil Society, Business, Academia and Donors
- **multiple sectors**, including health, agriculture, women’s empowerment, planning, social protection, education and more
- **at multiple levels**, from the highest levels of government to local community leaders.

The world has made progress in combatting undernutrition. However, this progress has been slow and uneven across regions, populations groups and gender in the face of a changing climate, population growth and accelerated urbanisation, growing economic inequality and humanitarian crises.

¹ The Right to Food is realised when every man, woman and child, alone or in community with others, has physical and economic access at all times to adequate food or means for its procurement. The right to adequate food shall therefore not be interpreted in a narrow or restricted sense, which equates it with a minimum package of calories, proteins and other specific nutrients. Committee on Economic, Social and Cultural Rights (CESCR) (1999, p.2).



In addition, the number of overweight people has increased tremendously in almost all countries worldwide. All stakeholders need to come to grips with the “new normal” of dealing with malnutrition – in all its forms – in the same place, at the same time. This is now a problem for nearly half of all countries around the world. Many SUN Countries will need to improve the efficiency of their investments and policies by identifying and implementing double-duty actions that tackle more than one form of malnutrition simultaneously. Without adequate and sustained investments in good nutrition, the SDGs will not be realised.

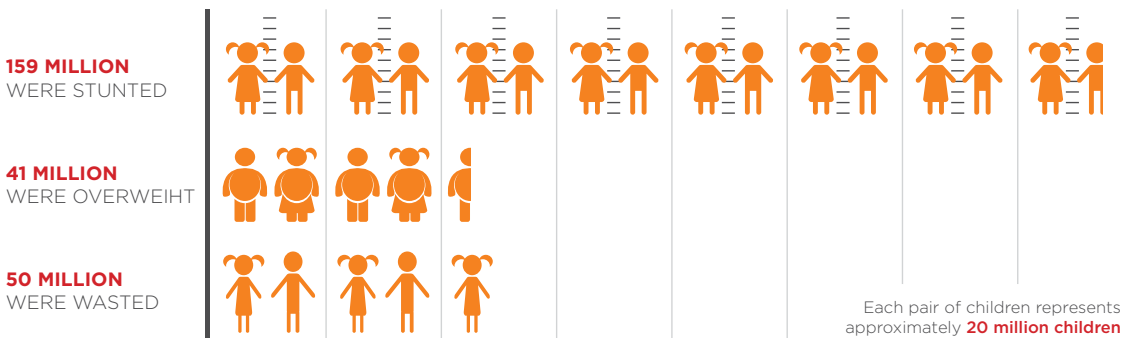
The economic consequences of malnutrition represent yearly losses of around 10% of global Gross Domestic Product (GDP). Investing in nutrition has the potential to help break the poverty cycle and stimulate economic development. Every dollar invested can yield a return of \$16 (The Global Nutrition Report, 2015).

In this context, the SUN Movement is a catalyst for change. The experiences from its members are contributing to strengthened evidence on effective actions required for achieving impact, and in shaping an enabling and equitable environment for good nutrition – fit to ensure nobody is left behind and people everywhere benefit from good nutrition.

The scale of malnutrition in 2016*

→ 1 IN 3 PEOPLE SUFFER FROM A FORM OF MALNUTRITION

OUT OF **667 MILLION** CHILDREN UNDER AGE 5 WORLDWIDE:



OUT OF A WORLD POPULATION OF **7 BILLION**:

About **2 billion** people suffer from micronutrient malnutrition

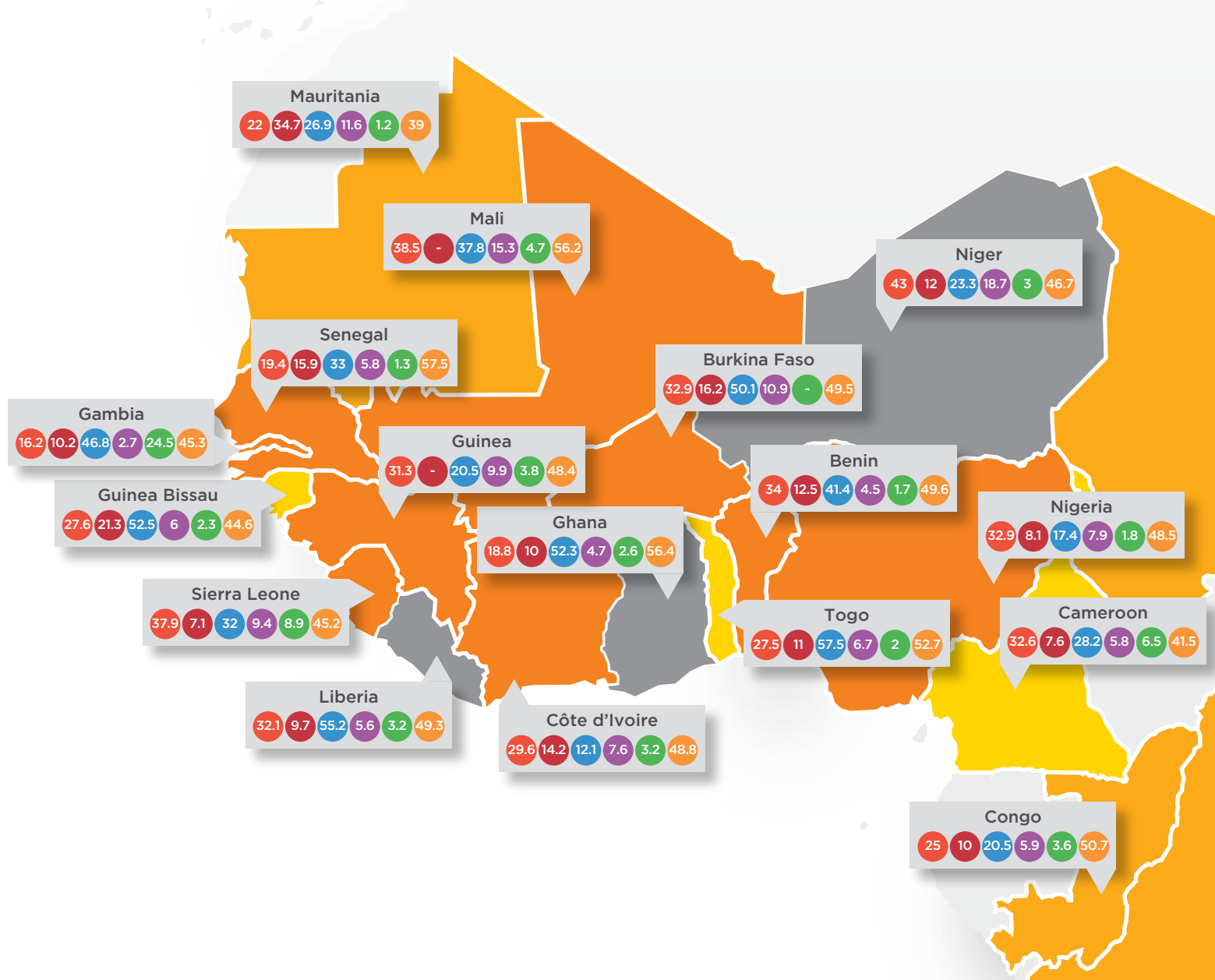
Nearly **800 million** people suffer from calorie deficiency

OUT OF **5 BILLION** ADULTS WORLDWIDE:

Nearly **2 billion** are overweight or obese







Over **400 million** has type 2 diabetes

* UNICEF - WHO - World Bank Group joint child malnutrition estimates, 2015 edition.








The state of malnutrition in the SUN Movement

Nutrition situation

-  Under five stunting (%)
-  Low-birth weight (%)
-  0-5 months old exclusive breastfeeding (%)
-  Under five wasting (%)
-  Under five overweight (%)
-  Women Anaemia 15-49 years (%)

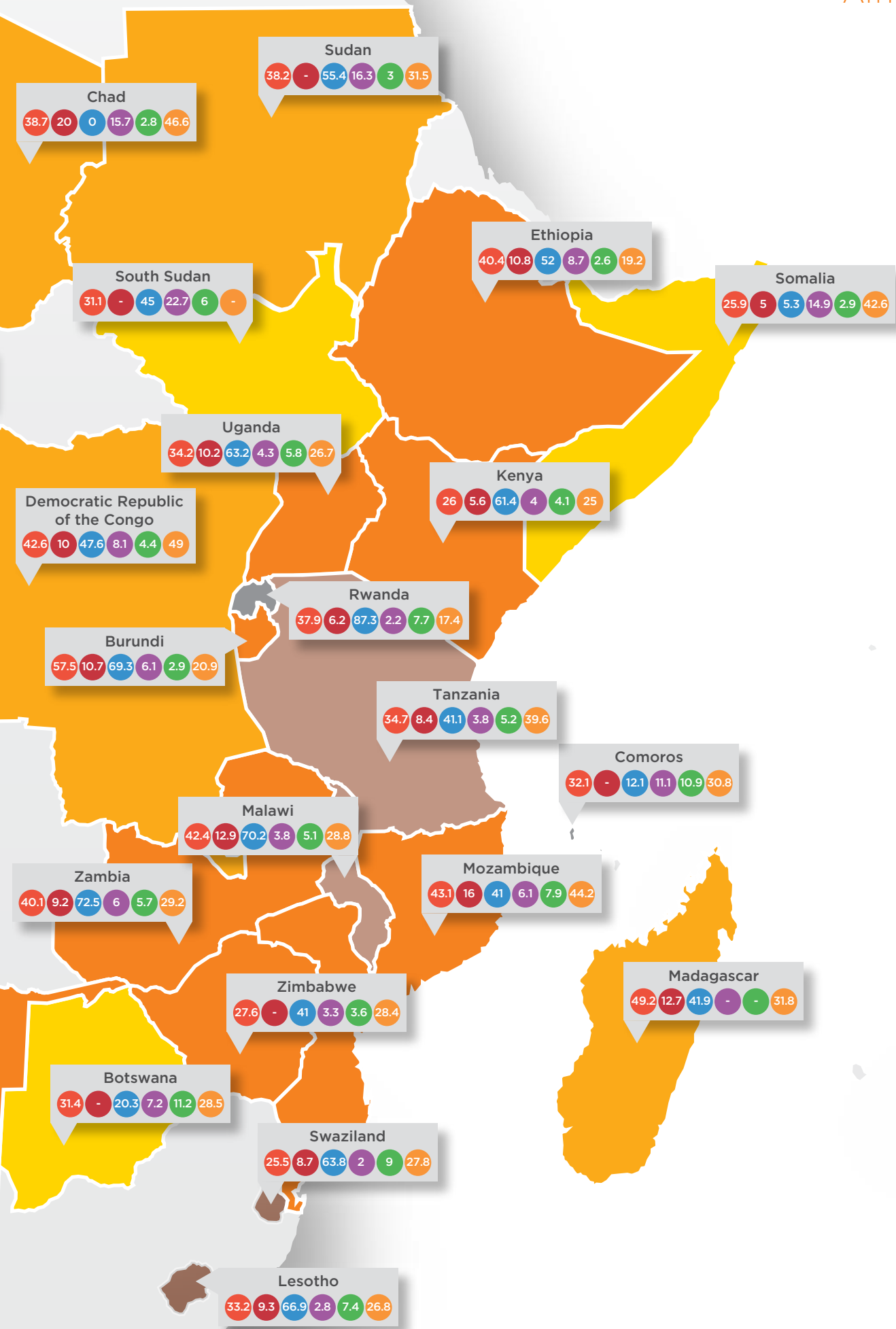
Progress towards the SUN Movement strategic objectives (total weighted, as reported in 2016)*

-  0 - 25% weighted progress
-  26 - 50% weighted progress
-  51 - 75% weighted progress
-  76 - 100% weighted progress
-  weighting not available

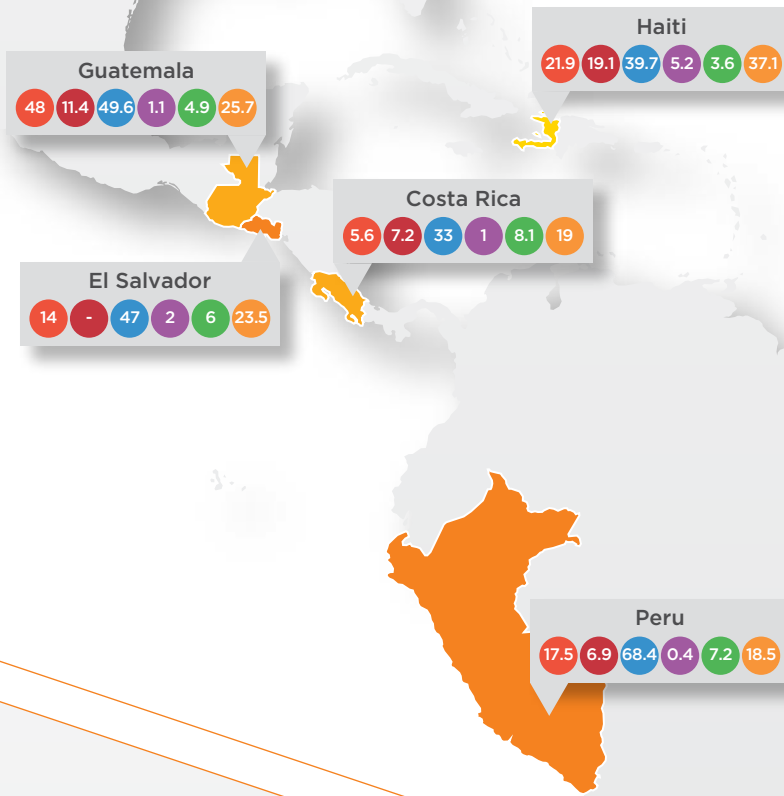
*UNICEF-WHO-World Bank Group joint child malnutrition estimates, 2015 edition, and the Joint Assessment results completed in 2016 by SUN Countries.

See the latest SUN Movement Annual Progress Report for more information

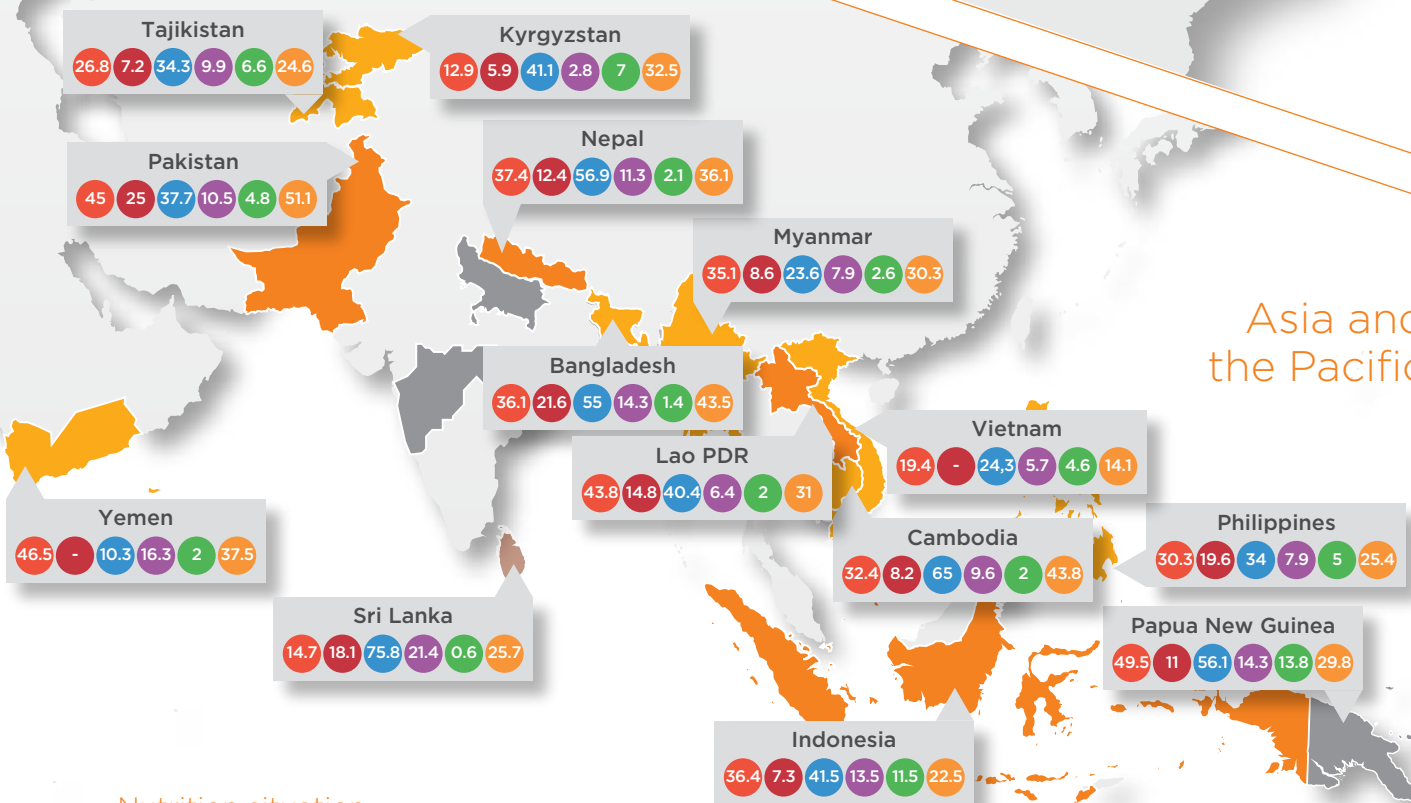
Africa



Latin America and the Caribbean



Asia and the Pacific



Nutrition situation

- Under five stunting (%)
- Low-birth weight (%)
- 0-5 months old exclusive breastfeeding (%)
- Under five wasting (%)
- Under five overweight (%)
- Women Anaemia 15-49 years (%)

Progress towards the SUN Movement strategic objectives (total weighted, as reported in 2016)*

- 0 - 25% weighted progress
- 26 - 50% weighted progress
- 51 - 75% weighted progress
- 76 - 100% weighted progress
- weighting not available

*UNICEF-WHO-World Bank Group joint child malnutrition estimates, 2015 edition, and the Joint Assessment results completed in 2016 by SUN Countries.

See the latest SUN Movement Annual Progress Report for more information

The global response

While the focus of the SUN Movement remains primarily on the reduction of stunting, many governments are adapting their national plans to address the multiple burdens of malnutrition, including wasting, micronutrient deficiencies, anaemia, overweight and obesity. They recognise that malnutrition, in all its forms, undermines peace and prosperity, whilst improved nutrition can lead to more just and sustainable futures for individuals, societies and nations.

Momentum to improve nutrition is accelerating, and transformative change is achievable. The 2030 Agenda for Sustainable Development has committed all governments to comprehensive, integrated and universal transformations, including ending hunger and malnutrition by 2030. They are galvanising action to achieve 17 SDGs. Whilst the ambition to ‘End hunger, achieve food security and improved nutrition and promote sustainable agriculture’ is captured in SDG 2, at least 12 of the 17 Goals contain indicators that are highly relevant to nutrition. Indeed, without adequate and sustained investments in nutrition, both directly and as a part of an integrated set of interventions aimed at ending poverty and hunger, the full potential of the 2030 Agenda will not be realised.

The SDGs build on the six global nutrition targets agreed in the World Health Assembly (WHA) Resolution 65.6, which endorsed a Comprehensive Implementation Plan on Maternal, Infant and Young Child Nutrition (MIYCN) in 2012. In 2013, the sixty-sixth session of the WHA agreed to halt the rise in diabetes and obesity as part of the adoption of the comprehensive global monitoring framework and targets for the prevention and control of non-communicable diseases.

These WHA targets sit at the heart of the 2014 Rome Declaration and Framework for Action which were the result of the Second International Conference on Nutrition (ICN2). The Rome Declaration calls for the UN system, including the Committee on World Food Security (CFS),² to work more effectively together to support national and regional efforts, and enhance international cooperation and development assistance to accelerate progress in addressing malnutrition. Responding to this, the CFS established an Open Ended Working Group on Nutrition in October 2015 to develop a clear vision for the role of the CFS on nutrition.

In April 2016, the United Nations General Assembly proclaimed the UN Decade of Action on Nutrition (2016-2025) to intensify action to end hunger and eradicate malnutrition worldwide, and ensure universal access to healthier and more sustainable diets – for every woman, man and child, everywhere. The Decade of Action on Nutrition is a global roadmap to set, track and achieve Specific, Measureable, Achievable, Relevant, Timebound (SMART) policy commitments to end all forms of malnutrition within the Sustainable Development Goals which make up the Agenda 2030. It is supported by the new Strategic Plan of the UN System Standing Committee on Nutrition (UNSCN), the dedicated platform for open, substantive and constructive dialogue amongst UN agencies working on nutrition.

These commitments and agreed actions by the UN Members States are complemented by the ‘Nutrition for Growth (N4G) Compact’ which mobilised \$4 billion at the first Nutrition for Growth Summit in 2013. A major development resulting from the N4G Compact was the establishment of the Global Nutrition Report which records advancements in meeting global nutrition targets, documents progress on commitments made and makes recommendations for actions to accelerate progress.

In this context, the SUN Movement acts as a catalyst for change. It seeks to broaden commitments and amplify its members’ actions and coherence - through experience sharing, guided by agreed norms and standards, in support of effective implementation. It is not a governance mechanism, rather it is a collaborative platform of (now) 57 governments that have committed to scaling up nutrition, and the thousands of partners that are aligning their support behind them, are responsible and accountable for results. The lessons learnt and shared by these stakeholders are contributing to a growing energy and momentum for improved nutrition, proving that together we can achieve more than ever possible alone. Through these aligned and synergistic initiatives, there is greater momentum than ever before to make all forms of malnutrition history.

³ The Committee on World Food Security (CFS) is the foremost inclusive international and intergovernmental platform for all stakeholders to work together in a coordinated way to ensure food security and nutrition for all.



4. The SUN Movement's journey to date

The change agents involved

The SUN Movement is driven by a dedicated set of change agents. Member countries, led by governments, are the core of the SUN Movement, leading national efforts with a wealth of experience, insight and capacity. Currently the Movement is led by 57 countries and the Indian States of Maharashtra and Uttar Pradesh.

All the stakeholders in the Movement are changing their behaviours and committing to achieving common nutrition results:

- At the global level, civil society, donors, businesses and UN agencies are organised into Networks. Each of the Networks has a global Steering Committee and a Secretariat which work to support the establishment and functioning of Networks at country level. They provide support and technical assistance, ensure timely exchange of information, and monitor and evaluate achievements
- The SUN Movement Coordinator leads and strengthens collaboration between stakeholders and advocates for improving nutrition at country, regional and global levels
- The SUN Movement Secretariat (SMS), provides support to its members' work and facilitates Movement-wide sharing and learning opportunities. The SMS enables access to technical assistance and support aligned with the SUN Movement's principles
- The SUN Movement Executive Committee, oversees and supports the implementation of the SUN Movement Strategy and Roadmap and strengthens accountability within the Movement
- The SUN Movement's Lead Group, consists of prominent leaders and change makers who have pledged to position nutrition at the highest levels and provide the inspiration, action and direction on a global scale. They are figureheads for nutrition and carry out strategic advocacy to ensure it grows as a global priority.

The inspiration and action so far

Launched in September 2010, by the UN Secretary-General at the 65th Session of the UN General Assembly, the SUN Movement has catalysed collective action to end malnutrition. It's grown as a space to engage, inspire and invest by convening, mobilising, sharing, learning, advocating, aligning and coordinating actions.

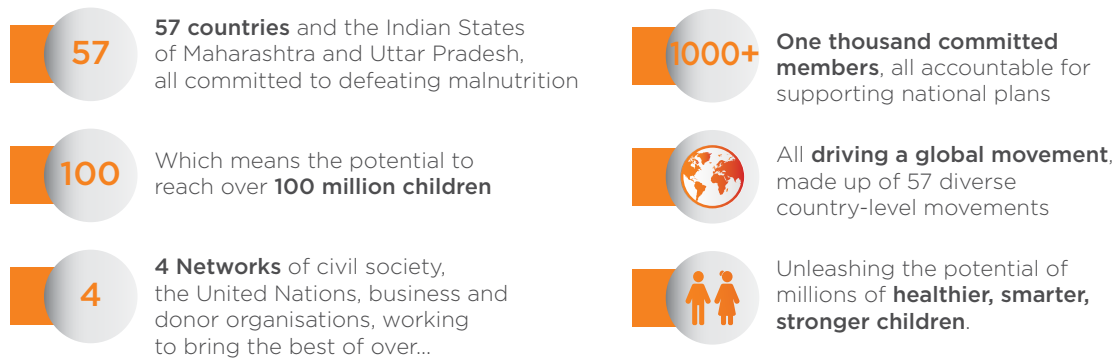
During the period covered by its first Strategy (2012-2015), the SUN Movement's myriad of members have been critical agents of change. The Strategy and accompanying Roadmap established a three-year plan to significantly reduce undernutrition in participating countries. Their experiences have contributed to a growing pool of evidence from their practical actions and have shaped today's nutrition landscape. The Movement placed an emphasis on robust, multi-sectoral national plans for nutrition that are driven by defined common results. Through:

- thematic country meetings, regional workshops and Annual Global Gatherings – ways of sharing experiences between countries and networks of partners have grown to be a key feature of the Movement
- a means for brokering technical assistance for countries lacking support was developed
- and a process of annual joint-assessment aligned behind the Movement’s four strategic objectives, has been established.

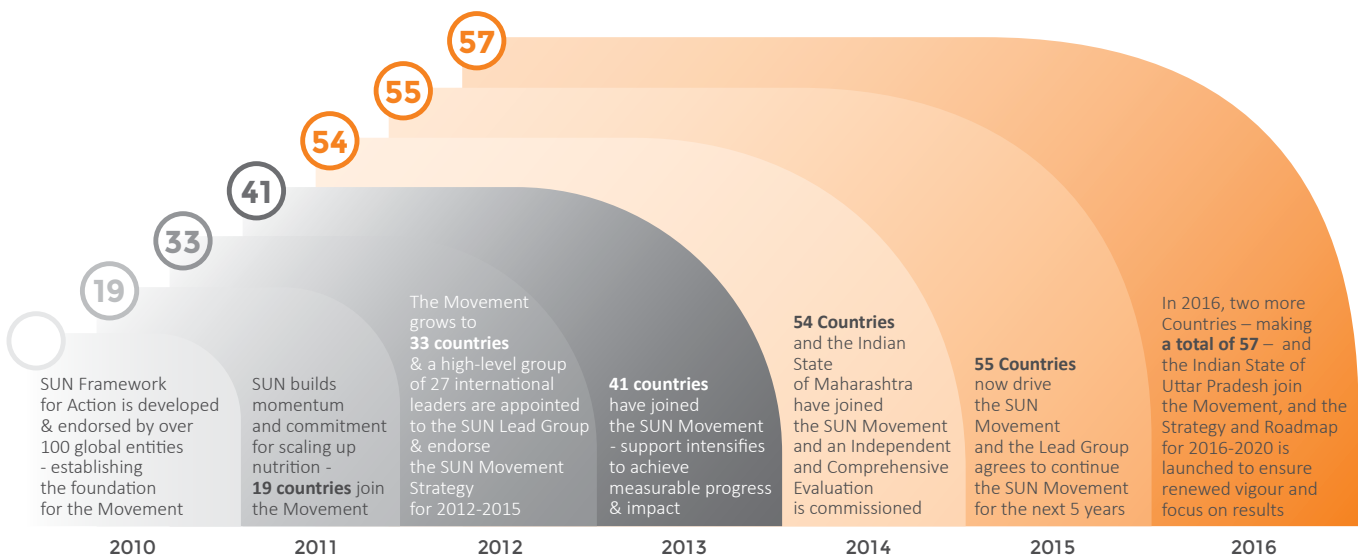
Reacting to the Independent Comprehensive Evaluation (ICE) of the SUN Movement, which was carried out in 2014, the Lead Group recognised the SUN Movement’s contribution in boosting the visibility of nutrition as a global development priority. However, focusing on impact and results at scale must now be the focus moving forward, this time with increased coordination, improved accountability and communication of what is and isn’t working to scale up nutrition.

Supported by growing networks of partners, SUN Countries have set themselves the ambitious goal of revolutionising the way that they address undernutrition. SUN Countries are increasingly putting nutrition at the heart of their social and economic policies. They have seen a dramatic increase both in high-level political commitment for nutrition, and in bringing together diverse groups of people across sectors around common goals. They are setting themselves clear targets, scaling up their programmes and putting in place the necessary legal, policy and financial frameworks to achieve the Movement’s vision – an end to all forms of malnutrition.

SUN by numbers



Evolution of the Movement





5. The SUN Movement's strategic direction 2016-2020



Vision







By 2030, a world free from malnutrition in all its forms. Led by governments and supported by organisations and individuals – collective action ensures every child, adolescent, mother and family can realise their right to food and nutrition, reach their full potential and shape sustainable and prosperous societies.

Goals are set


Ambition and urgency are needed if the world is to accelerate improvements in all nutrition targets set by the WHA for 2025 and the achievement of the SDGs by 2030. National nutrition goals have been or are being established by each country participating in the Movement. Despite the formidable challenges, a number of SUN Countries are already making significant strides. Today, more than ever, there is clarity on what is needed, with a growing body of evidence pointing to low-cost, high-impact nutrition specific and sensitive interventions and approaches that are effective in reducing malnutrition, in all its forms. Crucially, there is political will to make this happen.

SUN Countries are striving toward:

The World Health Assembly targets for maternal, infant, and young child nutrition:

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

The World Health Assembly targets in the Global Monitoring Framework for the Prevention and Control of Non-communicable Diseases:

-  **No increase** in overweight, obesity and diabetes (in adults and adolescents)

SUN countries pursue these goals in a way that empowers women and marginalised people at every level.

Goals that address the underlying causes of undernutrition are also essential and include:

- **Agriculture and food systems:** Making diverse, nutritious food more accessible to everyone, and supporting small farms as a source of income for women and families
- **Clean water and sanitation:** Improving access for all to reduce infection and disease
- **Education:** Making sure children have the nutrition needed to learn and earn a decent income as adults
- **Employment and social protection:** ensuring employment practices and social protection schemes support good nutrition
- **Health care:** Universal access to services that enable all people to be healthy
- **Support for resilience:** Establishing a stronger, healthier population to better endure humanitarian emergencies
- **Women's empowerment:** There will be no sustainable improvements in nutrition until women are empowered as leaders in their families and communities
- **Community-led development:** A long-term holistic process that empowers citizens and local authorities to transform entrenched mind sets and take effective action.

The SUN Movement will continue to use chronic malnutrition (stunting) as an indicator to measure the impact of its efforts, while acknowledging the need for identifying and implementing double-duty actions that tackle more than one form of malnutrition at once. Stunting starts before birth and is caused by poor maternal nutrition, poor feeding practices, poor food quality, early pregnancy, as well as frequent infections which can slow and impair growth. The SUN Movement's efforts must strengthen its focus on equity, equality and non-discrimination for this to be overcome.

Strategic objectives

The SUN Movement's unique value, is its emphasis on building an enabling social, economic and political environment, which is fit to ensure that children everywhere, reach their full potential.



1. Expand and sustain an enabling political environment

- Strong in-country leadership translates commitment into action and inspires collective political and social momentum
- A shared space (multi-stakeholder platforms) at national and local levels paves the way for collective action, where nutrition change agents take joint responsibility for scaling up impact



2. Prioritise and institutionalise effective actions that contribute to good nutrition

- Proven high impact nutrition interventions to reduce stunting, increase breastfeeding, reduce anaemia, and reduce wasting are scaled up³
- Sectors such as agriculture, education, social protection, health and women's empowerment incorporate a focus on nutrition and contribute more to nourishing people's lives and futures
- Policies, laws and regulations which help make good nutrition a reality are put in place, which put women and girls at the centre and strengthen community action and inclusive participation.



3. Implement effective actions aligned with Common Results

- Agreed common nutrition actions and results guide nutrition stakeholders, with improved coordination and partnership behind national plans and priorities
- A collaborative multi-sectoral approach is implemented, with impact monitored and adjusted for results at scale
- Results are shared, change agents learn from the experience and continuous improvement paves the way for sustained transformation of people's nutrition.



4. Effectively use, and significantly increase, financial resources for nutrition

- Spending on nutrition is transparently costed, tracked and assessed, to make existing spending more effective and to mobilise new money for nutrition
- National governments, donors, innovative financing mechanisms, businesses, and consumers act in "global solidarity", to collectively accelerate progress.

³ As recognised in The Lancet Series on Maternal and Child Undernutrition 2008 and 2013, and the International Conference 2 Framework For Action.



6. The Roadmap: Translating SUN Country ambition into results

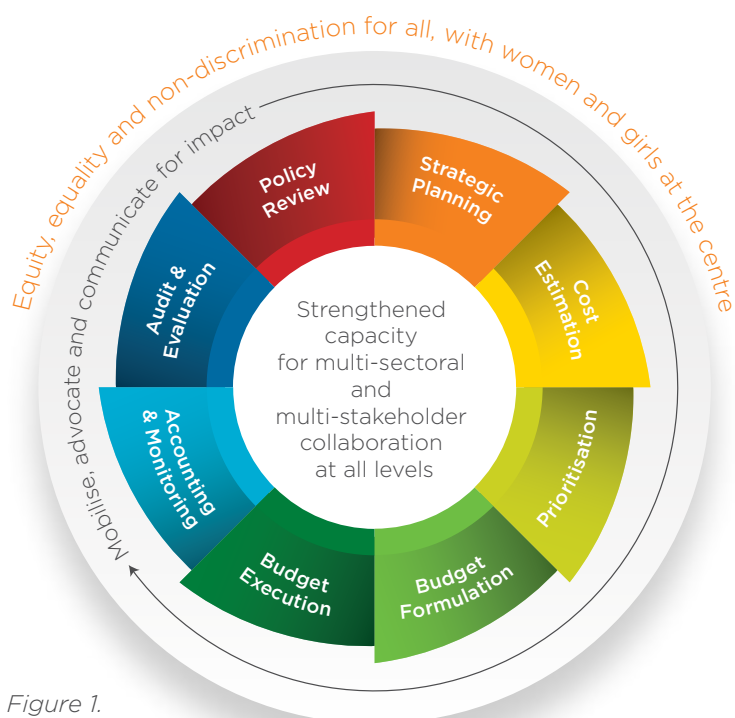
To realise the SUN Movement’s strategic objectives, in-country capabilities will be bolstered by the collective efforts of all in the SUN Movement – aligning behind the Movement’s vision and national nutrition priorities. The Roadmap aims to build on what exists in SUN Countries and promotes a ‘learn by doing’ approach.

This section outlines practical actions that are currently helping SUN Countries in achieving their ambitions, and indicates ways to build on the successes to date. From 2016-2020, the SUN Movement will continue capturing lessons, mobilising technical expertise and providing tailored support through the SUN Networks – to promote continuous improvement and achieve results for people all over the world who suffer from malnutrition.

Definition:

A capability is the ability to perform or achieve certain actions or outcomes. It represents the intersection of capacity and ability.

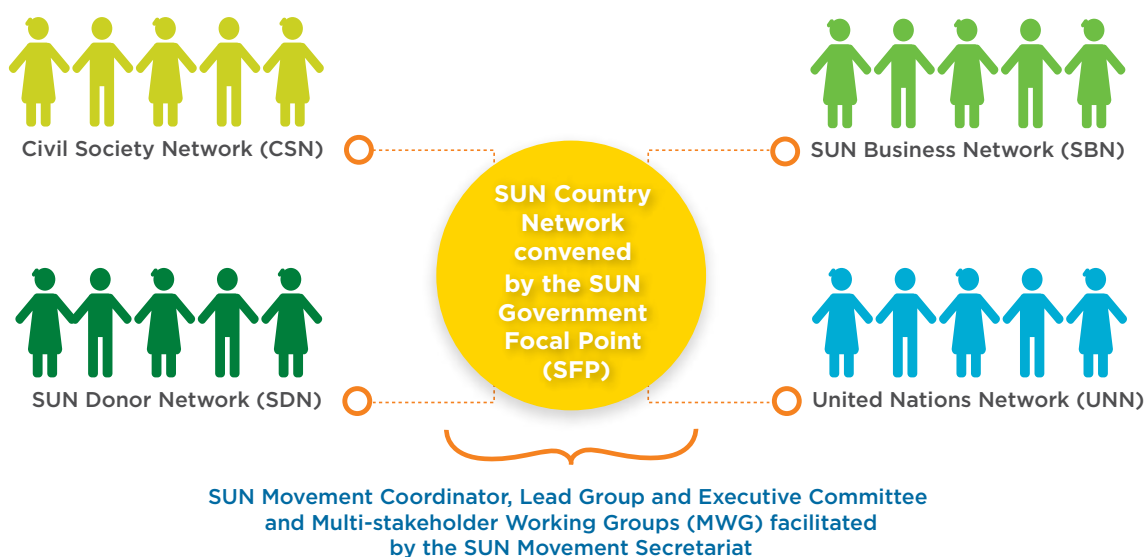
The planning and implementation cycle for ending malnutrition



The ambitions reflected in the Roadmap below seek to reinforce in-country capabilities so their plans to end malnutrition are fit for the challenge.

Figure 1 describes this process, encouraging all to **start with what exists and continuously improve for impact.**

The Roadmap below outlines four key areas where the SUN Movement will focus its efforts in the years ahead. In each, a set of ambitions to be achieved by 2020 are defined. Following that, deliverables for 2016-17 are outlined. The Roadmap is dynamic, and all actors in the SUN Movement will continue to learn and adapt to the changing needs and opportunities. The image below depicts the stakeholders who commit to working together to achieve the deliverables in the Roadmap. Detailed workplans which are continuously updated can be found at www.scalingupnutrition.org/roadmap.









I. Continuously improving country planning and implementation to end malnutrition

The SUN Movement aims to help strengthen country capacity to translate political commitment into results and plan and implement for an end to malnutrition. By establishing a set of common results, agreed by key sectors and stakeholders, supportive partners are bound together to deliver for those who suffer most.

By 2020, all SUN Countries will:

- have multi-sectoral nutrition plans, endorsed at the highest level, with national nutrition targets and costed actions that guide collective implementation and resource allocation
- regularly and transparently track budget allocations against plans and demonstrate better use of finance data through improved advocacy, planning and impact
- increase resources for nutrition from both domestic and external sources
- have systems to analyse and use quality data for decision making, accountability and advocacy
- implement agreed actions at scale and demonstrate impact.







| 2016-17 | | | | | |
|--|---|---|---|---|---|
| SFP | CSN | SBN | SDN | UNN | MWG |
|  |  |  |  |  |  |
| Countries set or refine their nutrition targets and SMART commitments | | | | | |
| Countries finalise multi-sectoral, multi-stakeholder quality plans for nutrition | | | | | |
| Countries develop the evidence on the effectiveness of nutrition sensitive approaches in agriculture and food systems, social protection, education, WASH and public health | | | | | |
| Countries accelerate efforts to track their spending for nutrition | | | | | |
| Partners in the SUN Movement accelerate efforts to track their spending and facilitate country access to financing mechanisms | | | | | |
| Global/regional partners in the SUN Movement work towards ensuring a minimum set of quality data and harmonise their efforts to support countries to address data gaps priorities | | | | | |
| Countries monitor their implementation progress, demonstrate results and assess their impact on nutrition ensuring that good quality data is used for decision making, accountability and advocacy | | | | | |
| Civil society alliances are engaged to ensure that disaggregated information is made accessible to and used by communities and citizens | | | | | |
| A review mechanism is established to support countries to review evidence on the implementation of high impact actions. | | | | | |

II. Mobilising, advocating and communicating for impact

A key strength of the SUN Movement’s efforts to date, has been its ability to inspire 57 country-level movements that are making nutrition a political priority through social mobilisation, advocacy and communication efforts. The next five years will require sustaining political commitment through strategic advocacy. Communication and mobilisation efforts that motivate and resonate with all sectors of society will support the implementation and inspire reflection and continuous improvement.

By 2020, all SUN Countries will:

- have increased the salience of nutrition as a top policy, financing and institutional priority at national, regional and global levels
- have increased implementation of social mobilisation, advocacy and behavior change communication actions aligned with national priorities
- more effectively communicate the economic, development and human impacts of malnutrition and the ways to improve it.







| 2016-17 | | | | | |
|---|--|--|--|--|--|
| SFP | CSN | SBN | SDN | UNN | MWG |
|  |  |  |  |  |  |
| SUN Movement Coordinator and Lead Group undertake strategic global, regional and country level advocacy with a focus on equity | | | | | |
| An increasing number of global, regional, national and sub-national nutrition champions leverage existing and new SMART commitments | | | | | |
| An increasing number of global, regional and country level groupings of parliamentarians, journalists and other “influentials” are leveraged | | | | | |
| Digital communication builds nutrition awareness and expands community, particularly amongst youth | | | | | |
| All SUN Countries and all SUN Networks increase engagement in key campaigning, advocacy and accountability moments and opportunities | | | | | |
| Investment cases, supported by data and evidence, drive nutrition advocacy | | | | | |
| Multi-sectoral advocacy strategies are drafted and endorsed in SUN Countries. Linked to this, social and behaviour change communication strategies are developed. | | | | | |
| SUN Movement and SUN Network platforms harnesses country and network evidence, experiences, stories and progress for SUN Movement and external audiences | | | | | |
| Develop evidence and experience driven tools from which guide advocacy in support of scaled up implementation. | | | | | |

III. Strengthening the capacity for multi-sectoral and multi-stakeholder collaboration at all levels

Improving the capacity of individuals and institutions to collaborate effectively, at national and sub-national levels, is critical for nutrition impact. This capacity is complemented by forging coalitions and alliances across sectors, who can contribute to nutrition, and make it central to national development. A trusting and principled environment for collaboration is needed, in a context where many partners may have different interests.

By 2020, all SUN Countries will:

- have multi-stakeholder partnerships for coordination at national levels
- have all key stakeholders, including communities, making measurable contributions to scaling up nutrition
- have aligned policy, legislation and regulations, in support of nutrition
- ensure countries adopt an approach to prevent and manage conflicts of interest as they emerge
- ensure consistent and sufficient investment in capacity strengthening by governments and partners.







| 2016-17 | | | | | |
|---|---|---|---|---|---|
| SFP | CSN | SBN | SDN | UNN | MWG |
|  |  |  |  |  |  |
| SUN countries implement plans for strengthening capacity to partner, that include systems for monitoring their impact | | | | | |
| Stakeholders, institutions, partnerships and platforms engaged in nutrition in each SUN country exhibit significant capacity and performance improvements | | | | | |
| Approaches for assessing and tracking contributions to scaling up nutrition action by all stakeholders are implemented | | | | | |
| Key stakeholders in each country are actively engaged in coordination efforts and make measureable contributions to scaling up nutrition | | | | | |
| Nutrition policy and programming reflect the highest impact nutrition sensitive linkages | | | | | |
| Alliances and initiatives in nutrition-sensitive domains are engaged and contributing to scaling up nutrition | | | | | |
| Regional economic communities are supporting nutrition efforts | | | | | |
| The SUN Principles of Engagement guide the actions of all SUN Movement stakeholders | | | | | |
| The impact of multi-stakeholder collaboration is monitored and understood at all levels | | | | | |
| In all SUN countries, the enabling environment for scaling up nutrition is strengthened by policies, legislation and regulation | | | | | |
| All SUN Countries have conflict of interest policies in place. | | | | | |

IV. Equity, equality and non-discrimination for all – with women and girls at the centre





The SUN Movement’s members are committed to tackling the inequity drivers of malnutrition common to all countries and ensuring equality and non-discrimination for all. This can be related to gender roles or social, ethnic, religious, economic, geographic circumstances, and those likely to be exacerbated by protracted crises and climate change, among many others. Recognising that there will be no sustainable improvements in nutrition unless women and girls are empowered as agents of change, they will be at the heart of all efforts.



By 2020, all SUN Countries will:

- have equitable improvement in the nutrition status of all people, ensuring that no one is left behind
- adopt policies that reduce nutritional inequities, especially among women and girls and eliminate discriminatory laws and practices
- strive to involve representatives from all communities in their decision-making processes

| 2016-17 | | | | | |
|---|---|---|---|---|---|
| SFP | CSN | SBN | SDN | UNN | MWG |
|  |  |  |  |  |  |
| A group of technical experts established to guide decision makers on how best to design and implement plans and programmes that address equity, equality and non-discrimination | | | | | |
| Stock take efforts to date and provide assistance for equity related technical support requests | | | | | |
| Countries supported to include mechanisms that address the dimensions of equity, equality and non-discrimination in their nutrition plans, policies and strategies | | | | | |
| Continuous strengthening of in-country capabilities to implement and monitor interventions to ensure that they target the most marginalised groups | | | | | |
| Global, regional, country and community level champions advocating against inequities that disempower and discriminate vulnerable groups, including women and girls | | | | | |
| Support countries to collect and access reliable disaggregated data that allows them to identify who is being left behind. | | | | | |

Contributions key

-  SUN Government Focal Person (SFP)
-  SUN Civil Society Network (CSN)
-  SUN Business Network (SBN)
-  SUN Donor Network (SDN)

-  UN Network for SUN (UNN)
-  Multi-stakeholder Working Group (MWG – facilitated by the SUN Movement Secretariat, along with key technical specialists)



7. The SUN Movement's unique added value

As the SUN Movement seeks to build capabilities in countries, the Movement's support system (made up of the SUN Movement Lead Group, Executive Committee, Secretariat and Networks together with service providers), are helping to provide a range of services, leveraging the unique experiences of its members. These services are what make the SUN Movement a unique platform for sharing experience, mobilising assistance, tailoring support, identifying efficiencies and maximising the contributions of change agents across the Movement. The SUN Movement's diversity is its strength, which can ensure that lasting and sustainable action delivers results for people everywhere.

Sharing, learning and innovating across the SUN Movement

The SUN Movement is a unique experience-sharing platform which gives its country members access to rich country knowledge, including national nutrition plans, policies, legislation, financial analysis and investment cases, success stories, tools for social and political change and lessons from implementation challenges. It also harnesses regional and global knowledge, supporting access to financing mechanisms, regional mechanisms for collaboration, global evidence and fora and fosters innovation to accelerate country progress.

2016-17 Actions

Experience and innovation exchange systems:

- Mapping of Movement wide knowledge mechanisms and development of a Knowledge Sharing and Learning framework
- Preferred channels for experience exchange identified
- Facilitation training
- Guidance and tools accessible to all
- Country proficiency strengthened in capturing knowledge, experience and stories of change
- Quarterly SUN Country Network meetings, regional workshops, Learning Routes, SUN In Practice experience documentation and dissemination, website communication and online discussion forums

Experience capture:

- SUN Movement experience on key topics packaged and disseminated to all
- All actors can access Movement wide information system and products support country priorities

Access to all:

- Print, online and peer-to-peer virtual and face-to-face exchange
- All SUN Movement knowledge products and systems are linked and provide high quality support
- Regional knowledge partners provide contextual support

Knowledge uptake:

- Strategic follow up and assessment of use in country.



Effective and timely technical support

The SUN Movement seeks to facilitate access to timely, well-aligned, relevant, and high quality technical assistance to all SUN Countries, where non-existent at country level. This includes ensuring needs are identified and demands met to ensure countries are equipped to improve nutrition.

2016-17 Actions

Tracking requests for support:

- Movement wide needs and support provision is tracked, with gaps identified. Requests that have not been resolved at country level are recorded and responded to in a transparent system
- Tracking systems across the Movement are harmonised and made open source for live tracking and monitoring of support

Organised and harmonised support:

- Actors supporting country priorities abide by criteria for harmonised technical assistance delivery
- Spaces for online discussion are created to meet demand and guide knowledge product development

Efficient communication:

- Analysis of support delivered and needs is compiled twice yearly to ensure continuous improvement
- Best practices in technical assistance are showcased across the Movement

Building in-country capabilities:

- Country access to regional and global technical assistance is increased, with skills mapping at all levels undertaken to support country nutrition priorities
- A full roster of technical assistance and service providers is established and matched support increases.

Tailored support to countries with specific contextual challenges, especially fragile contexts

Over the 2016-2020 period of the SUN Movement, SUN Countries will be encouraged to take into account the major external factors such as crises that can impact nutrition. To support countries susceptible to such contexts and to enable them to accelerate the reduction of malnutrition in a sustainable way, successful approaches, best practices, and increased partnerships will be made available within the Movement.

2016-17 Actions

Virtual and face-to-face exchanges among SUN Countries facing specific crises facilitated to share expertise and good practices for immediate and long term nutrition needs emphasising preparedness, recovery, resilience and integration of crises response in nutrition plans.

Experiences documented from countries with best practices, such as mitigation measures for disaster risk reduction and integrated response planning, shared across the SUN Movement.

Humanitarian – development connection facilitated at country-level around existing multi-stakeholder platforms for enhanced coordination and alignment.

Increased technical, human and financial resources for fragile contexts.

Specific regional efforts promoted:

Latin America:

- Work plan and knowledge products developed for region

Relations with regional communities strengthened:

- Consultations with regional actors organised to define potential regional efforts





8. Monitoring, evaluating, accountability and learning (MEAL)

Within the SUN Movement, several tools have been established to help track progress, inform corrective actions and share learnings across the SUN Movement on how SUN Countries are progressing toward the Movement's strategic objectives.

The SUN Movement Information System, which is maintained by the SUN Movement Secretariat (SMS), provides up-to-date quantitative and qualitative information gathered by the SMS and SUN Networks on SUN Countries. It contains dashboards that:

- track and report on SUN Country progress toward achieving the four strategic objectives and how in-country capabilities are strengthening, as outlined in the Roadmap
- track country requests and the support provided
- classify country needs by geographical, economical and nutritional context
- facilitate documentation of country experiences for sharing and learning.

Joint-Assessments are undertaken each year in SUN Countries, through a participatory process that brings together in-country stakeholders working to scale up nutrition, including representatives from government, civil society, science and academia, donors, United Nations agencies, businesses, and other relevant actors. The Joint-Assessment exercise assesses progress in SUN Countries over a one-year period, supported by evidence and key documents and through reflection on challenges. The exercise offers an opportunity for SUN Countries to identify where support is needed the most for realising joint goals, foster peer-to-peer learning and brings together stakeholders to identify country priorities for the coming year. This collaborative reflection exercise informs the decisions that the SUN Movement Executive Committee and SUN Movement Lead Group need to make to support countries as they scale up nutrition.

The Annual Progress Report is largely prepared with information and analysis from the Joint-Assessment exercise, and with analysis in collaboration with the Global Nutrition Report (GNR). It is prepared by the SUN Movement Secretariat and is a vital tool in assessing the progress of the Movement. It takes stock of the progress made by the four SUN Networks, the work of the SUN Movement Lead Group and SUN Movement Secretariat and considers priorities for the year ahead. It looks at the current state of the global nutrition landscape and examines progress and results in relation to the four strategic objectives of the SUN Movement. The report highlights lessons being learnt by SUN Countries as they strengthen in-country capabilities and the contributions by networks of supporting stakeholders, both within countries and globally.

The SUN Movement Global Gathering, organised each year by the SUN Movement Secretariat, brings together stakeholders from across all SUN Countries and the four SUN Networks to reflect on the previous year's achievements and to plan for the year ahead. The SUN Global Gathering is the SUN Movement's flagship moment, uniting the nutrition community in its collective ambition to inspire, engage and invest in ending malnutrition, in all its forms.



In order to test the SUN Movement's theory of change and document pathways toward impact, the data collected from the SUN Movement information system and the findings of the Joint-Assessment exercise will be analysed and complemented with other sources of data. These include information on country level progress in improving and sustaining the enabling environment for nutrition, on scaling up the coverage of nutrition specific interventions and the contribution of nutrition sensitive sectors as well as nutrition impact results.

In 2019, a **second independent evaluation** to reassess the Movement's relevance, efficiency and effectiveness is planned.

Accountability across the SUN Movement

Accountability for improved nutrition, is essential for achieving the SUN Movement's vision of an end to all forms of malnutrition. The strengthened in-country capabilities elaborated in the Roadmap will directly feed into the enhancement of the accountability to people in SUN Countries.

Accountability in countries

Costed national plans, monitoring and results frameworks, measuring impact, and financial tracking will continue to be the primary focus areas. The strengthened in-country capabilities elaborated in the Roadmap will directly participate into the enhancement of the accountability to people in SUN Countries.

Accountability for commitments

The principle of mutual accountability is fundamental to the success of the SUN Movement- and all stakeholders have a role to play. The Global Nutrition Report has emerged as a valuable evidence-based, independent mechanism for collating, analysing and reporting on data to assess the world's progress on nutrition, and on the actions that stakeholders have taken relating to commitments made. These include formal commitments to accountability through the 2030 Agenda for Sustainable Development, WHA, the International Conference on Nutrition 2 (ICN2) - and voluntary commitments generated by Nutrition for Growth (N4G).

Accountability of actors within the SUN Movement

The different stakeholders within the Movement have primary lines of accountability. Institutions to their boards and donors, SUN Government Focal Points to their governments and multi-stakeholder platforms, and SUN Networks to their respective accountability mechanisms. This Strategy and Roadmap and associated work plans, will serve as a basis for accountability within the Movement, with regular and transparent reporting of progress against plans and commitments and constructive discussion where progress is lacking. This process will be elaborated in the forthcoming SUN Movement Monitoring and Accountability Framework.



9. Roles and responsibilities within the SUN Movement

For the 2016-2020 Strategy and Roadmap to lead to the transformations in nutrition status, for which it aspires, it will require all stakeholders in the Movement to identify and commit to their respective roles in accelerating progress.

SUN Countries

The SUN Movement is a collection of national movements led by governments committed to scaling up nutrition impact and results, along with partners aligned to support their goals. SUN Government Focal Points coordinate national actions to scale up nutrition, and are responsible for coordinating efforts in countries by facilitating multi-stakeholder platforms (MSPs), coordinating external assistance and sharing their experiences. The Terms of Reference for SUN Government Focal Points are determined by their own governing authorities.

The SUN Movement support system

The SUN Movement Networks are made up of actors from different stakeholder groups (UN, civil society, donors and business). The oversight mechanisms of the Networks, which are self-organised, steer the Networks' work plans and are responsible for alignment with the SUN Movement Strategy and Roadmap and are responsible for transparent reporting of progress and achievements through the Movement's Annual Progress Report. SUN Networks are supported by Network facilitators and their Secretariats, who facilitate their members' contributions and promote the values and principles of the Movement. At the country level, members of the SUN Networks support their respective national governments by participating in multi-stakeholder platforms and aligning their activities behind national objectives.

The SUN Business Network (SBN) works to find the solutions required to end malnutrition through business, markets and people. It mobilises business efforts in support of the SUN Movement and to ensure all people realise their right to good food and nutrition. The SBN aims to build a group of progressive businesses to develop profitable, sustainable and innovative business models required to scale up nutrition globally and within countries. Working in partnership with governments, civil society, donors and UN agencies, the SBN supports SUN Countries to develop their own country-led approach to scaling up nutrition.

The Civil Society Networks (CSN) contributes to ensuring that policy, plans and pledges are implemented in the interest of people and reach the populations most vulnerable to malnutrition. National civil society alliances unite diverse organisations, contribute to implementing nutrition priorities, coordinate advocacy and action on nutrition at all levels, ensure government policies and plans reflect the realities of those who suffer most, ensure rights are realised and strengthen citizen action and inclusion in decision making processes. At the global level, the SUN Civil Society Network (CSN) supports the formation of effective national Civil Society Alliances (CSAs) and their contribution to long term national nutrition efforts. It supports access to funding, cross-learning, capacity building and seeks to accelerate CSA establishment, strong governance and effective advocacy.



The SUN Donor Network (SDN) brings together development partners, including bilateral donors, foundations and development banks, in support of SUN Countries. The SDN seeks to maintain high level political commitment for nutrition as well as to advocate for country access to more and better financing for nutrition at all levels. Further to increasing accountability and measuring progress in mobilising resources, the SDN is committed to continue tracking donor spending on nutrition. Beyond this, the SDN strives for better coordination and transparency of approaches to nutrition in support of countries and alignment with the national nutrition plans.

The UN Network for SUN (UNN) is a catalytic force assisting all SUN Countries to significantly accelerate the scale-up of their efforts to improve nutrition, ultimately leading to sustainable capacity in nutrition governance and reduced malnutrition. The UNN brings together all UN agencies working in nutrition to support governments in an efficient, effective, and coordinated way. The UNN seeks to increase the human and institutional capacities of governments and country stakeholders, in order to foster an enabling environment for nutrition. It focuses on strengthening multi-sectoral nutrition policies and plans, programme design and implementation, coordination, advocacy, monitoring, evaluation and knowledge management, ensuring that no one is left behind.

The SUN Movement Secretariat supports the implementation of the SUN Movement Strategy and Roadmap. It does this by liaising with SUN Government Focal Points and SUN Networks, and facilitates Movement wide sharing and learning, access to technical assistance and tailored support aligned with the SUN Movement's principles. It facilitates the Annual Joint-Assessment exercise and also supports the SUN Movement Executive Committee and Lead Group.

Stewardship of the SUN Movement

The SUN Movement Coordinator oversees the day-to-day implementation of the Strategy, leads the Secretariat and represents the SUN Movement globally. The Coordinator is an ex officio member of the SUN Movement Executive Committee. The Coordinator is accountable to the SUN Movement Lead Group and reports to the United Nations Secretary General.

The SUN Movement Executive Committee acts on behalf of the SUN Movement Lead Group to develop and oversee the implementation of the strategy. It supports the Coordinator to galvanise political commitments to nutrition and promote the values and principles of the Movement.

The SUN Movement Lead Group has the overall responsibility for the Movement's progress towards achieving its strategic objectives, preserving its unique character and upholding its core principles. Its members act as high-level emissaries and champions for the work of the Movement, advocating on specific issues relating to the strategy and towards the broader goal of ending malnutrition in all its forms.



10. The road ahead

The SUN Movement has demonstrated that immense energy is driving this collective push for nutrition results, reinforced by a growing recognition that we are all in this together. SUN Countries are leading by example and sharing what works in their missions to accelerate progress.

Global and national level leaders are recognising the critical importance of investing in nutrition to ensure health and wealth and as a means of building resilience in times of turbulence and climate change. But continued momentum cannot be taken for granted. It will need careful nurturing both through consistent advocacy but most importantly by proving that the SUN Movement's approach is achieving results. Demonstrating these results will be integral for the countries in the SUN Movement.

Ending malnutrition is a long-term project, however documenting, innovating, sharing and learning what's working and what isn't, underpins the SUN Movement. Learning and improving will be central to success. Those engaged in the SUN Movement understand the importance of supporting tasks critical for sustainability, such as building multi-stakeholder platforms establishing common strategies and organising both programmes and future investments around agreed frameworks for results. It will be vital to further demonstrate the changes these processes are contributing to.

The Strategy and Roadmap (2016-2020) is central to achieving results but its adoption is just the beginning of a demanding journey ahead. Building upon current successes with greater ambition for results and impact in all countries committed to scaling up nutrition, will be vital. This ambition is the unique quality that has made the SUN Movement a success to date. The ambition will ensure it remains country-led inclusive multi-stakeholder and multi-sectoral. Efforts will be doubled to enshrine the SUN Movement Principles of Engagement that anchors the SUN Movement's members to the strategy and ensure that equity, equality and non-discrimination are at the core of all efforts.

The tremendous energy and enthusiasm that drive the SUN Movement bodes well for the future. Nutrition is in the spotlight, more so than ever before. The political will is rising and the evidence is stronger than ever before. The SUN Movement stands for nutritional transformation. Millions of girls women, boys and men are disadvantaged because they are needlessly malnourished. All within the Movement are capable of ending this injustice. The SUN Movement is ready to surge forward with renewed ambition, energy and vigour to reach the point where we can say that through working together, we have brought an end to malnutrition.



11. Annex

How was this strategy developed?

The Scaling Up Nutrition (SUN) Movement Strategy and Roadmap (2016-2020) is the product of a consultative process that spanned 57 countries, multiple United Nations (UN) and donor agencies, along with hundreds of international and national non-government organisations and businesses.

- The SUN Movement Lead Group commissioned an Independent Comprehensive Evaluation (ICE) which ran from June 2014 to January 2015.
- Over half of all SUN Government Focal Points and country multi-stakeholder platforms comprised of UN agencies, civil society, academia, businesses, donors, parliamentarians and media, along with the global SUN Networks and the SUN Movement Secretariat responded.
- In April 2015, at a meeting hosted by SUN Movement Lead Group member, then President Jakaya Kikwete of Tanzania, recommendations following ICE were considered by the Movement's leadership and a Transitional Stewardship Team was tasked to guide the development of the strategy.
- Forty-one SUN Government Focal Points and nearly 200 participants in their multi-stakeholder platforms provided input into shaping this document.
- In September 2015, the SUN Movement Lead Group endorsed the Strategy and appointed a SUN Movement Executive Committee to help guide the Movement in its mission to translate its remarkable momentum, into results.
- In November the Strategy was dissected by 500 participants from SUN Countries at the SUN Global Gathering in Milan, to determine agreed actions looking toward 2020.
- In December, under the guidance of the newly formed SUN Movement Executive Committee, working groups were established to develop the Roadmap, which captures the Movement's collective ambition for strengthening in-country capabilities and associated accountabilities.
- The Roadmap has since been finalised and is a practical framework for all actors in the SUN Movement as they continue to inspire, engage, improve and invest - all together, to end malnutrition.



INSPIRE ENGAGE INVEST

