

UNITED NATIONS

Administrative Committee on Coordination

SUB-COMMITTEE ON NUTRITION

STRATEGIC PLAN

April 2000

Over the last two decades, important advances have been made in improving nutrition in many parts of the world. But progress has been uneven and insufficient. Some 790 million people are food insecure. About 184 million preschool children remain stunted in 2000. Unless action for nutrition is accelerated now, unconscionable and unnecessary levels of malnutrition and human deprivation will persist for most of this century. So concluded the ACC Sub-Committee on Nutrition (SCN) at its 26th Session in 1999. Current trends, unless changed, will condemn countries to an escalating health burden and limit their broader development prospects. A higher level of commitment and effort is therefore required.

The SCN, bringing together UN agencies, bilateral government representatives and members of civil society, is eager to take leadership in strengthening and coordinating the agencies' efforts to support countries in their actions to end malnutrition. This Strategic Plan sets out the major actions involved.

VISION AND MANDATE

1. Our long-run vision is of a world in which malnutrition is no longer a human development constraint. This is possible, but to achieve it will require decisive action at country level, supported by a coherent and co-ordinated international strategy, founded on human rights and providing a framework for action throughout the UN and international development finance system, implemented in close partnership with NGOs, bilaterals and governments.

Nutrition needs to be made a key development priority, recognized as vital to the achievement of other social and economic goals. Good nutrition under normal conditions contributes to the prevention and mitigation of death and malnutrition in emergency situations. Good nutrition facilitates the prompt return to conditions favouring development following disasters.

KEY GLOBAL TARGETS SET DURING THE 90S

- ❑ **Reduce the number of food insecure people to half the 1996 level by 2015**
- ❑ **Reduce severe and moderate malnutrition among under fives by half of the 1990 levels by 2000**
- ❑ **Eliminate famine deaths by 2000**
- ❑ **Eliminate vitamin A deficiency and iodine deficiency disorders by 2000**
- ❑ **Reduce the rate of low birth weight to less than ten per cent by 2000.**
- ❑ **Reduce iron deficiency anemia in women by one third the 1990 levels by 2000**
- ❑ **Empower all women to exclusively breastfeed for the first four to six months of life, and to continue breastfeeding with complementary food up to and beyond two years, by 2000**
- ❑ **Reduce extreme poverty in developing countries by at least one half by 2015**

Note: These global targets were set at the World Summit for Children, the International

2. The mandate of the ACC/SCN is to raise awareness of nutrition problems and mobilize commitment to solve them -- at global, regional and national levels; to refine the direction, increase the scale and strengthen the coherence and impact of actions against malnutrition world wide; and to promote co-operation amongst UN agencies and partner organizations in support of national efforts to end malnutrition in this generation.

RATIONALE FOR PREPARING THE STRATEGY

3. Despite decades of international action and considerable progress in some areas and regions, malnutrition remains a pervasive problem with devastating economic, social and health consequences. Malnutrition is both a cause and consequence of income poverty, and is exacerbated by the growing inequality between the rich and the poor, and by natural and man-made disasters. Considerable evidence has shown that this relative inequity has serious and measurable impacts on mortality both from malnutrition and non-communicable diseases. More alarming still is that malnutrition's negative effects are not limited to presently affected generations. Mounting scientific evidence indicates that malnutrition has adverse intergenerational effects that significantly increase its economic and other social costs. Investing in nutrition makes economic sense because it reduces health care costs, improves productivity and economic growth and promotes education, intellectual capacity and social development for present and future generations

4. Steps have been taken during the last decade to combat malnutrition in all its forms. Coordinated multisectoral international and national actions were proposed in the 1992 International Conference on Nutrition and the 1996 World Food Summit. For the most part, the response to malnutrition has been piecemeal and confined within narrow discipline and sectoral boundaries. All too often only the immediate food shortage or diseases are addressed, leaving deeper-seated causes unattended. Although there are notable successes (e.g., against iodine deficiency disorders in most regions and in reducing underweight and stunting in many countries in Asia and Latin America), the international response has often been insufficient, uncoordinated, and limited in impact.

5. The malnutrition challenge is all the more pressing when considered in the light of emerging global issues. While improved food production and increased incomes have made food more readily available and accessible to more people, millions of

poor people in many countries are still unable to secure their right to food in a sustainable and dignified manner. Millions more, when displaced by natural disasters and wars, are particularly vulnerable. Undernutrition, micronutrient deficiencies and diet-related chronic diseases still co-exist even with improvements in food security seen in many countries. The HIV/AIDS pandemic is also undermining gains in nutrition as manifested by deterioration in nutritional status in highly affected regions such as Sub-Saharan Africa and South Asia. Consumers worldwide have a right to good quality safe foods. Accordingly, addressing food safety issues at community, national and international levels has gained increasing importance.

6. Reducing malnutrition is a key component of and for the elimination of poverty. Several human rights conventions obligate states and their partners, including international organizations to take actions -- separately and together -- to achieve the progressive realization of the right to adequate food. A human rights approach to development means the achievement of goals through sustainable and empowering processes. Many social, economic and cultural rights can only be realized progressively. It is therefore important to define the realization by time-bound targets. These targets should be set at country level, then aggregated at regional and global levels. Malnutrition reduction is recognized as one of the key indicators for monitoring progress in poverty reduction. All this provides an unprecedented opportunity to give greater prominence to the entire nutrition effort, as governments and world development leaders unite around a comprehensive approach to poverty and development.

7. The realization of most human rights requires responsibility, legitimacy, participation, and resources. Resources include human, economic and organizational resources -- the first two are most often recognized -- organizational resources are not. Organizational resources include both formal and informal institutional arrangements. These play a crucial role in closing the gap between what is known and what is actually done. Efforts should be made to come up with appropriate institutional arrangements at various levels, from community level, to national, regional and global levels, so that malnutrition reduction can be achieved within the target time frame. Social mobilization and capacity building, especially at community level, are an essential integral part of institutional arrangements which will lead to sustainability in prevention and control of malnutrition.

8. To grasp this opportunity and support countries in fulfilling their obligations regarding the right to good nutrition, the nutrition community must set itself a strategic agenda, and mobilize strongly for its implementation. The SCN exists for this purpose: it was conceived to serve as a point of convergence for the UN system in the area of nutrition, ensuring that the system-wide response is indeed greater than the sum of the individual efforts. The SCN is not in itself another agency. The SCN is a forum in which the agencies come together to harmonize policies and programmes and coordinate activities and *act together* to achieve global nutritional aims. Its structures and functions exist to support the overall effort, to do what no single agency, acting alone, can do.

9. In 1999, the UN agencies agreed that it was necessary to review the structure and function of the SCN, to clarify the responsibilities of participating agencies, as well as those of the Secretariat and appropriate advisory mechanisms. The SCN also decided to develop a *Strategic Plan*. All this has now been done. Changes to the processes of the SCN, particularly the annual meetings and working groups, are thus proposed to facilitate the implementation of the *Strategic Plan* and to mobilize the effort required to meet the challenges and new opportunities for nutrition. The strategic actions proposed below will form the basis for operational plans for the SCN for the next ten years.

STRATEGIC ACTIONS

10. In accord with the stated mandate, three main areas for action can be identified. These are: (i) Promote harmonized approaches among the UN agencies, and between the UN agencies and governmental and non-governmental partners, for greater overall impact on malnutrition. (ii) Review the UN system response to malnutrition overall, monitor resource allocation and collate information on trends and achievements reported to specific UN bodies. (iii) Advocate and mobilize to raise awareness of nutrition issues at global, regional and country levels and mobilize accelerated action against malnutrition. These three functions are all vital and of equal importance and can be seen as a triangle, one dependent on the other.

11. These areas of strategic action relate to global, regional and national levels. However, it is recognized that the SCN is primarily a global forum.

It can impact on regional action by improved involvement of regional agency representatives in SCN activities, exchange of information through its regular publications, and through inputs from regional entities in the SCN's global work. The SCN will develop ways to interact constructively with regional nutrition fora. The SCN itself does not have a country-level presence. Nevertheless a particularly important focus is to facilitate UN agency collaboration *in support of* country action particularly in the context of the United Nations Development Assistance Framework (UNDAF) and Comprehensive Development Framework (CDF) processes. To measure progress, identify problems and maintain accountability in SCN activities, a streamlined monitoring and evaluation system will be implemented. It will be based on a biennial work programme, prepared on the basis of the *Strategic Plan* to reflect specific outputs and outcomes, with measurable indicators and time frame. The annual report of the SCN will indicate progress against these agreed milestones.

PROMOTION OF HARMONISED POLICIES AND PROGRAMMES FOR GREATER IMPACT

12. The SCN will promote convergence between the policies and programmes of UN agencies, and between agencies and other development partners through four key actions:

- ***The SCN will work through the agencies to ensure that nutrition receives consistent and coherent attention*** in the UNDAF process, by ensuring that training programmes (eg, for managers at the UN Training College in Turin) have a strong nutrition component, proposing nutrition indicators for the common country assessments (CCAs), and providing guidelines for theme groups on nutrition. The SCN will monitor pilot initiatives to integrate nutrition into the UNDAF process in selected countries, and prepare case studies, sectoral briefs and guidelines based on these experiences for wide dissemination.
- ***Linking theory and practice***. Through its symposia and working groups, the SCN will strengthen the bridge between the science and the practice of nutrition by providing a forum for systematic review of the policy and programmatic implications of new nutrition research findings. Through reflection on programmatic experience, new areas for research will also be identified.

Progress is being made, but not fast enough: ...

Figure 1: Estimated Prevalence of Stunted Preschool Children

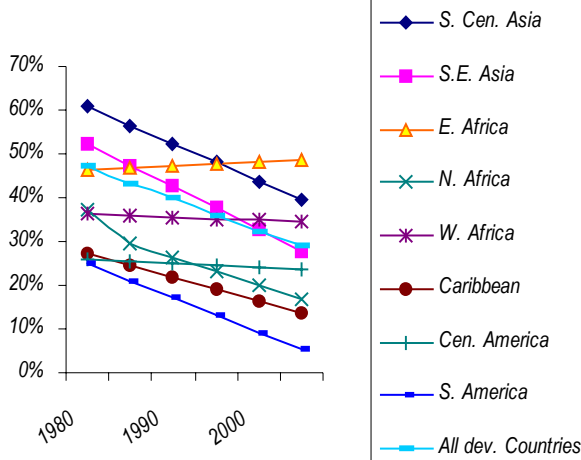


Figure 2: Estimated Prevalence of Underweight Preschool Children

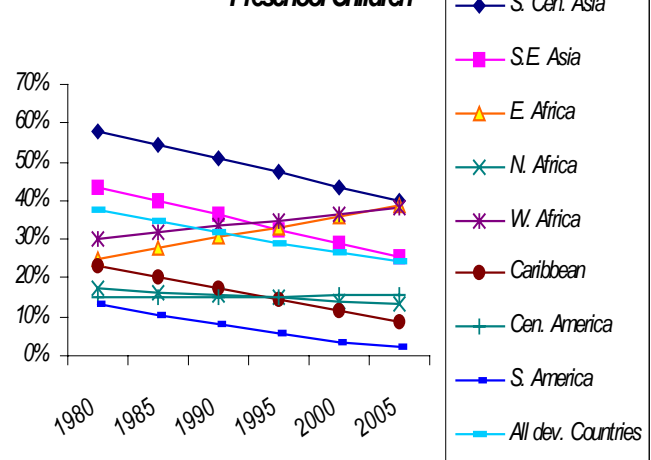


Figure 3: Estimated Prevalence of Clinical Vitamin A Deficiency

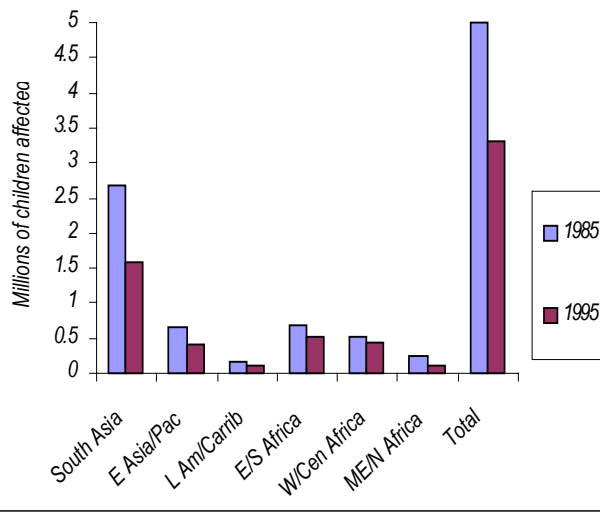


Figure 4: Consumption of Iodized Salt and the Magnitude of IDD (1999)

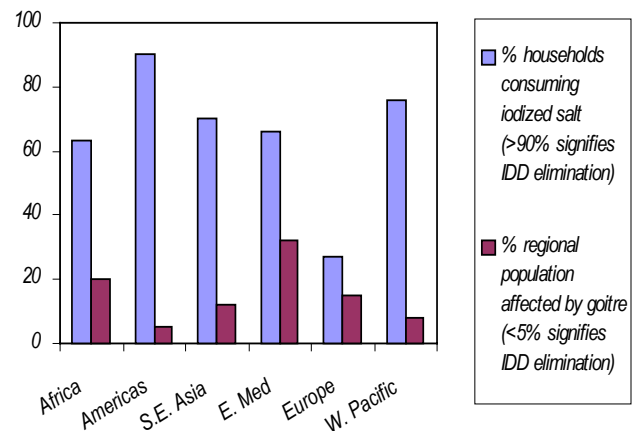
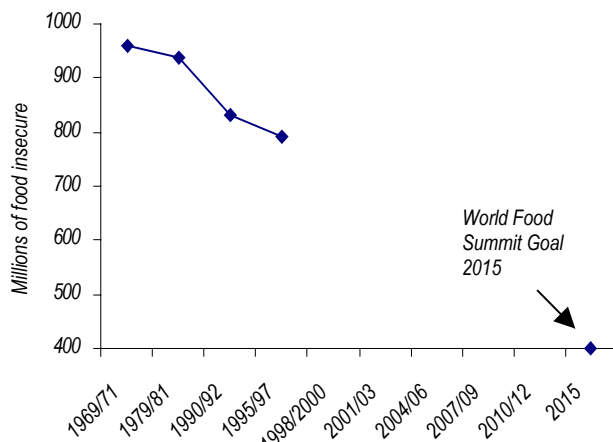


Figure 5: Food Insecurity in Developing Countries



Sources:

FAO (1999) *The State of Food Insecurity in the World 1999*. FAO, Rome.
 ICCIDD/WHO/UNICEF (1999) *Progress Towards the Elimination of Iodine Deficiency Disorders (IDD)*. WHO/NHD/99.4. WHO, Geneva.
 MI/UNICEF/Tulane University (1998) *Progress in Controlling Vitamin A Deficiency*. Micronutrient Initiative, Ottawa.
 WHO (2000) *Global Database on Child Growth and Malnutrition: Forecast of Trends*. WHO/NHD/00.3. WHO, Geneva.

These and other information on nutrition trends are presented in the ACC/SCN *Fourth Report on the World Nutrition Situation* (2000).

- **Sharing information about good practice.** Drawing upon regional and country level experience, the SCN will disseminate information on good field practice and programmatic innovations through annual sessions, workshops, worldwide web and publications. This process will build consensus on programmatic approaches among key players in nutrition worldwide.
- **Signalling the need for norms and standards.** The SCN will identify for the attention of technical agencies or other bodies critical areas where norms and standards are missing or out-of-date and holding programmes back. This includes (especially) identifying knowledge gaps and significant areas in dispute or controversy; as well as identifying areas requiring operational research, and facilitating this work.

REVIEW OF THE UN SYSTEM RESPONSE TO MALNUTRITION

13. Since its inception, the SCN has been tasked with the responsibility to oversee the UN response to the malnutrition problem. It must answer the question **is the UN system meeting the malnutrition challenge with sufficient resources, allocated effectively and efficiently?** Over time, specialized agencies and other UN bodies have been given responsibility to monitor progress toward the achievement of specific targets, such as those agreed at the 1990 World Summit for Children, the 1992 International Conference on Nutrition and the 1996 World Food Summit. The SCN will complement these initiatives in the following four ways:

- **Keeping score.** The SCN will develop a tool for reporting on the magnitude of the nutrition challenge and countries' responses to it, in the style of the *Progress of Nations* which ranks countries according to performance.
- **Keeping a watching brief on resources devoted to nutrition.** The SCN will maintain a database on country and regional level capacity in nutrition in the UN system, and report on trends in such capacity at regular intervals. It will collate and disseminate information on the actions of various UN bodies and partner organizations with regard to innovation, experimentation, scaling up, quality control,

and monitoring and evaluation of nutrition-relevant actions.

- **Making information count.** The SCN will facilitate global and country level decision making to achieve nutritional goals, by supporting the development and use of global and national databases and information sharing through, for example, the Food Insecurity and Vulnerability Information Management Systems (FIVIMS) initiative, part of the follow-up to the World Food Summit. This will include the introduction of indicators of performance of countries in reducing food insecurity and malnutrition.
- **Reporting on progress.** The SCN will serve as a clearing house for reports on actions against malnutrition and progress achieved, disseminate standard definitions of indicators, catalogue the response of UN governing bodies to reported trends, and monitor follow-up action.

ADVOCACY AND MOBILIZATION

14. The multifaceted nature of the nutrition problem means that it requires attention from a wide range of agencies, but is seldom the primary concern or chief focus of the agendas of those agencies. Furthermore, there are no simple, direct and quick solutions to the malnutrition problem. It requires people working together over a period of time to achieve sustainable results. Ongoing advocacy, to keep nutrition in the eye of decision makers at all levels is therefore an essential activity for a body charged with co-ordination of the UN system response to nutrition. The SCN will intensify its advocacy activities in three ways:

- **Recognizing nutrition as a human right and elevating nutrition as a development imperative.** The SCN will implement a systematic campaign to position nutrition as a key development problem and human rights challenge, and advocate for increased attention to nutrition in UN assemblies and other international and regional fora. It will make strategic use of information generated through its review of the UN system response to malnutrition so as to deliver key nutrition messages to global, regional and national leaders.
- **Reframing the issues.** The advocacy strategy will include working with partners on global initiatives focusing on emerging nutrition issues. Such campaigns will serve to reframe and reposition nutrition issues,

build new partnerships, and inject renewed vitality into the fight against malnutrition and poverty. An example of an appropriate first theme might be the intergenerational transmission of poverty through growth failure.

- **Disseminating success stories.** The SCN will capture and disseminate successful examples of nutrition directed efforts that have significantly reduced malnutrition, especially where these can be scaled-up by national governmental agencies, and promoted by UN agencies and others.

IMPLICATIONS FOR THE STRUCTURE AND FUNCTION OF THE SCN

15. **The SCN's tripartite nature** – From its inception in the 1970s the SCN has pioneered the bringing together of three clusters of participants. These are the UN agencies, other international and regional development finance institutions, and intergovernmental bodies; the bilateral donor governments; and civil society, including international non-governmental organizations (NGOs), academic institutions and other civil society representatives. The SCN annual sessions will include parallel meetings for each of the three clusters; a public symposium, working group and business meetings will be open to all participants. The SCN will make special efforts to ensure a reasonable balance of participants from the developing world at its meetings. The work of the SCN is based on the principle of consensus-building and inclusiveness and this will continue.

16. The NGOs can provide a broad spectrum of scientific, technical and service expertise to link the SCN to civil society. This includes, for example, links to academics and technical groups, international NGOs, and emergency and disaster relief service groups. The NGOs provide a conduit not only for extending the SCN to civil society but also to provide feedback as a credible voice of the people the agencies' programmes are meant to serve. They may provide independent review at several levels, such as technical and scientific soundness of publications, projects and programmes, and an onsite analysis of needs, opportunities and constraints to agency programme effectiveness and their implementation with a human rights context.

17. The SCN acknowledges the commercial private sector as an important actor engaged in nutrition related activities. The SCN will seek to engage this sector so as to maximize positive nutrition impacts. The SCN will develop guidelines for such

participation in its meetings, above all being open and clear about potential conflicts of interest.

18. **The Working Groups** – The working groups are at the heart of the SCN. Through working groups, participants take an active role in the work programme of the SCN to achieve the harmonizing, information sharing, advocacy and review tasks in the substantive areas deemed of greatest importance by the collective SCN body. The working groups will host workshops as an integral part of the annual sessions of the SCN. Generic terms of reference for working groups further explain their mandates and responsibilities (see Annex A).

19. **The Chair** – The SCN Chair provides outstanding leadership in the field of nutrition. The Chair advocates and mobilizes actors and actions aimed at accelerating the reduction of malnutrition and the achievement of global goals. Specifically the Chair maintains regular high-level interaction with the ACC, ECOSOC, and other UN bodies, bilaterals and the NGO community and engages all bodies that have a role in the reduction of malnutrition worldwide. The Chair guides the SCN in developing a strategic approach to bringing substantive nutrition matters to the attention of the ACC (Annex B provides terms of reference).

20. **The Steering Committee** – A Steering Committee of not more than nine members (composed of at least five UN agencies, and at least one each from the bilateral and NGO clusters) under the leadership of the SCN Chair, will guide and monitor the implementation of the *Strategic Plan*. The Steering Committee will monitor the implementation of recommendations arising from working groups. Steering Committee members will be appointed by the Chair for a two to three year period after broad consultation with the SCN. Membership is rotational. One of the UN agencies on the Steering Committee should represent the 'smaller' agencies. (Annex C provides terms of reference.)

21. **Distinguished Nutrition Advocates** – The nutrition field is very broad, involving many sectors, and influenced by socio-economic processes over a wide front. SCN participants collectively do not possess all the knowledge needed to address all issues. There is also a need for an independent voice in the SCN to inform and guide its work, to bring to the SCN's attention emerging issues and to assist the Chair in the implementation of the SCN's advocacy efforts. To meet these needs the SCN will benefit from the involvement of up to four distinguished experts in relevant fields. These advocates will bring global excellence in nutrition and development research and practice, and have

outstanding records in development leadership. They will be appointed by the SCN Chair for a two to three year period after broad consultation with the SCN (Annex D provides terms of reference).

22. **The Secretariat** – The Secretariat carries out the tasks assigned to it by the SCN, supports the Chair in executing his or her executive functions, facilitates the work of the Steering Committee, and acts dynamically to strengthen networking and follow-up. A key task is the organization and follow-up of the annual sessions and working group activities, and preparation of reports for the ACC. The Secretariat is also responsible for managing a peer review process in support of SCN publications to ensure their high quality (Annex E provides terms of reference).

FUNDING

23. The core and programme budgets will continue to be presented separately, and approved as a package by the SCN. The SCN will report once per biennium to the Consultative Committee on Administrative Questions (CCAQ) on core budget matters.

24. In line with normal practice in all other ACC subsidiary bodies, and in an effort to increase, stabilize and improve the certainty of the SCN's core funding, the SCN will seek to replace its current voluntary funding with a more formal assessment procedure. Agency assessments would be established, on a consensus basis following broad consultations, in accordance with the principle that individual agency contributions should be roughly proportional to the current scale of resources allocated to nutrition programming.

25. The SCN will also broaden the scope for organizations to contribute to the core budget. Inter-governmentally financed organizations such as regional development banks, inter-governmental organizations and similar international bodies active in nutrition will be invited to contribute. Non-contributing UN participants will be encouraged to resume or initiate core contributions. The Steering Committee will support the Chair in this endeavor, will canvas potential SCN participants, brief them on the benefits of participation and stress the need to contribute to the SCN core budget.

26. To alleviate problems due to late payment of core contributions, the host agency will be required to pre-finance the core operations of the SCN Secretariat, in keeping with standard practice amongst ACC subsidiary bodies. This will also reduce borrowing against programme funds which interferes with efficient implementation of the work programme. The cost of housing the SCN Secretariat will be accounted for as a "contribution in kind" from the host agency.

MONITORING THE IMPLEMENTATION OF THE STRATEGIC PLAN

27. An external review of the SCN will be held in 2003, three years after the adoption of this *Strategic Plan*. This external review will assess the continued relevance of the SCN's mandate (as set out on paragraph 4 of the *Plan*) and the SCN's effectiveness in fulfilling this mandate. The review will examine how effectively the SCN has achieved targeted changes, whether the changes have contributed to achieving the three key strategic actions, and any problems encountered with implementation. This review will also assess the effectiveness of the SCN's Steering Committee, working groups, task forces, the Secretariat and its resources (personnel, facilities and budget), and other mechanisms the SCN uses to meet its mandate.

28. Distinguished individuals with credentials and experience in nutritional science, operations, and advocacy will be appointed by the SCN Chair after broad consultation with the SCN. These individuals should not be staff of UN agencies. They will be appointed only for the term of the review, approximately six months, and will report to the SCN Chair. The review will be planned and overseen by the Steering Committee. Terms of reference for the review will be prepared by the Steering Committee, and presented to the SCN for approval at the 30th session in 2003. Subsequent external reviews will take place at three to five year intervals.

Annex A

Generic Terms of Reference for ACC/SCN Working Groups

Working Groups are the driving force of the SCN. Through working groups, operating continuously, participating agencies take an active role in the work programme of the SCN, to achieve the harmonizing, information sharing, advocacy and review tasks in the substantive areas deemed of greatest importance *by the collective SCN body.

PURPOSE

The purpose of SCN Working Groups (WG) include:

- sharing information on latest scientific advances, programmes and innovations in the specific substantive nutritional area of the WG
- through information sharing and networking, assisting in harmonization and alignment of agency actions, and reinforcing key agency actions in areas of mutual concern
- identifying critical issues for further attention by SCN participating bodies. This includes identifying gaps in current policies, strategies, guidelines, norms and standards, and programmes, identifying relevant actors and suitable ways to address the gaps and to take the substantive agenda forward. Work may be carried out through dedicated task forces (see below) or other suitable mechanisms.
- provide advice to the Secretariat and the SCN Chair, and perform tasks as necessary on technical issues related to the substantive nutritional area of the working group.

STRUCTURE, COMPOSITION AND OPERATING PROCEDURES

- a) Each WG to have a chair, appointed by the SCN Chair for a two year period. The WG chair will generally be from a UN agency. The SCN chair may appoint a WG chair from among the civil society cluster or the

bilateral cluster of participants in the SCN.

- b) Responsibilities of WG chairs include:
 - engage the WG in preparation of a concise one-to-two year workplan for review by the SCN annual session
 - take leadership on the frequency, format and venue of WG workshops or other events
 - take leadership to organize a workshop on the substantive theme of the WG during the annual sessions and submit an agenda to the Secretariat by February 1st, in advance of the annual SCN Session. The workshop should include a review of latest scientific and programmatic advances in the field, a consolidated report of agency actions on the topic, with particular focus on regional and country actions, emerging issues for consideration and resolution, and a discussion of the workplan for the forthcoming year.
 - when additional mid-year workshops are planned, work with the Technical Secretary to find a host, raise funds if needed, and organise the workshop
- c) Each WG to appoint one or more rapporteur(s), who, with the WG chair, serves as anchor for the group throughout the year, and is responsible for sharing information about the WG activities with participants and other interested parties. The rapporteur assists the chair with the preparation of agendas for workshops and other WG activities, prepares meeting reports and tracks follow up actions. The rapporteur liaises with the Technical Secretary to finalize and disseminate reports. The function of rapporteur can be assigned on a year-by-year basis at the annual meeting, and can be carried out by participants from any cluster in the SCN.

- d) Each WG will have a core of members representing *at least three UN agencies*, as well as bilateral and NGO participants. Membership will be voluntary and open to all interested persons, but membership will consist of active participation in the functioning of the group during the course of the year. Each working group must facilitate the participation of persons in leadership positions in nutrition programmes in developing countries in WG activities.
- e) Working groups will present their work programme for approval to the SCN at its business meeting. The WG may recommend that the SCN appoint dedicated task forces to carry out specific tasks on behalf of the SCN. Such task forces will have specified terms of reference, prepared by the WG rapporteur, which will specify concrete deliverables and a limited life span. Task forces will report to the SCN through the relevant working groups, and will be disbanded on completion of their task.

WORKING GROUP THEMES AND LIFESPAN

The SCN chair, in consultation with the Steering Committee, will keep under review the themes of the WGs, and make recommendations to the SCN business meeting regarding themes requiring new WGs. SCN participants can at any time submit proposals for working group themes to the SCN Chair for consideration. This will help to ensure that priority issues and relevant substantive areas are addressed. The continued existence of a Working Group is not automatic, but will be confirmed by the Chair, on the basis of the performance of the WG, after the annual session. Similarly, the SCN Chair will review the slate of WG chairs and make necessary adjustments, after consultation with the Steering Committee.

Annex B

Terms of Reference Chair, ACC Sub-Committee on Nutrition

Provide outstanding leadership in the field of nutrition through effective advocacy and formulation of global nutrition strategies.

SPECIFIC DUTIES

Fulfill a dynamic leadership role through regular high-level interaction with the ACC and other UN bodies, bilaterals and the NGO community and engage all bodies that have a role in the reduction of malnutrition worldwide. Guide and assist in the preparation of the agenda for the annual session; chair the annual session; attend other SCN-related meetings during the year.

Oversee the work of the SCN Secretariat and maintain close communication with the Technical Secretary.

Take initiative in raising funds for the ongoing work programme of the Secretariat.

RESOURCES AVAILABLE TO THE CHAIR SCN Secretariat:

- Working Groups on a number of key themes-- there are currently nine.
- Steering Committee consisting of representation from UN agencies, bilaterals and NGOs.
- Core and programme budgets of about \$900,000 each per biennium.
- Distinguished Nutrition Advocates serving as the independent voice for the SCN

RESOURCES EXPECTED FROM THE CHAIR OR HIS/HER ORGANIZATION

- About 20 days per year, including annual sessions
- Funding for travel on behalf of the SCN to attend meetings of the ACC, the Consultative Committee on Programme and Operational Questions and the Consultative Committee on Administrative Questions and technical conferences, such as the IUNS Congress, as well as annual sessions of the SCN itself, individual meetings with SCN members; and for meeting with the SCN Secretariat in Geneva
- Office accommodation, communications and secretarial assistance for the Chair.

Annex C

Terms of Reference ACC/SCN Steering Committee

The ACC/SCN at its 26th Session made far-reaching proposals to revitalize interagency collaboration in support of an intensified global, regional and local fight against malnutrition. An interim programme steering committee was appointed for one year to advise the SCN on revisions to its structure and processes.

The Steering Committee will generally hold monthly conference calls with set agenda. The minutes will be prepared by the Technical Secretary and will record what actions need to be taken by whom in between conference calls. Conference calls will be initiated by the Secretariat in Geneva.

The SCN Chair will appoint Steering Committee members for a two to three year period, after broad consultation with the SCN. This will include not more than nine representatives, at least five from UN agencies, and at least one NGO and at least one bilateral representative. The SCN Chair and Technical Secretary serve in an *ex officio* capacity. Steering Committee members will take advantage of informal contacts at other meetings to carry out their work and to gather suggestions and ideas for the deliberations of the Steering Committee. Steering Committee members will communicate regularly to the wider SCN body on the work of the Committee, its actions and draft proposals. The Committee will report to the ACC/SCN Chair. UN agency participation in the Steering Committee must be reflected in an appropriate level of core funding to the SCN.

The functions of the Steering Committee are the following:

- Guide the implementation of the *Strategic Plan*.
- Monitor follow-up of recommendations made by the working groups and their task forces.
- Identify strategic venues for the SCN Chair to give key note speeches on nutrition

- Assist in the identification of new issues to be addressed by the SCN.

Annex D

Terms of Reference Distinguished Nutrition Advocates

The SCN recognizes an ever increasing need for effective advocacy. The multiple sectors in which nutrition plays a vital role and the broad implications of the benefits of sound nutrition and of the adverse impacts of malnutrition in developing and industrialized countries underscore the need for effective advocacy for the elimination of nutrition as a public health problem in this generation.

MAIN TASKS

- Assist the SCN Chair in raising awareness of nutrition problems and mobilizing commitment to solve them.
- Act as spokespersons for the SCN in support of the malnourished throughout the world and those at risk of either chronic or acute malnutrition; propose new ideas for the SCN to consider in order to strengthen its work in accelerating the reduction in malnutrition at the international, regional and national levels.
- Act as SCN spokespersons for nutrition in natural and man-made emergencies.
- Extend the SCN's already large advocacy network of nutrition professionals to seek to influence key decision-makers and leaders at senior governmental and private sector levels.

APPOINTMENT

The SCN chair will solicit nominations of distinguished scholars, stateswomen and statesmen from all agencies and other SCN participants. Nominations should document the nominees' 1) accomplishments of relevance to the field of nutrition, 2) experience and effectiveness in advocacy, 3) broad based networking skills, 4) public recognition, and 5) regional ties. Nominations will be reviewed by the SCN Chair and the Steering

Committee. The Committee will solicit input from all agencies in a manner that is respectful of the confidentiality of the nomination process.

Following broad consultation of SCN participants, a slate of up to four Advocates will be forwarded to the Secretary General of the United Nations (or the chair of the ACC) who will be asked to make the appointment on behalf of the SCN. Appointments will be made for periods of two to three years and renewable only once.

Annex E

Terms of Reference ACC/SCN Secretariat

The main tasks of the ACC/SCN Secretariat are the following:

- Play a pivotal role in the implementation of the ACC/SCN *Strategic Plan*; foster dialogue and understanding amongst the UN agencies and others to initiate and sustain planned activities; track progress achieved against agreed milestones; make recommendations to the Steering Committee on flexible adaptation of the *Strategic Plan* to emerging issues within the ACC/SCN; report also on problems encountered and propose means to solve them.
- Raise awareness of the causes, costs and consequences of malnutrition through dissemination of information, the principle avenues being the ACC/SCN publications and website; serve as a point of contact for information on

nutrition policies, programmes and events of the UN agencies.

- Act dynamically to strengthen networking to ensure effective follow-up action to SCN decisions and recommendations, as well as those of other UN fora at which specific functions are assigned to the SCN. This involves keeping SCN participants in touch with one another and informed; helping to identify gaps, complementarities and possible overlap in programmes. The Technical Secretary maintains regular contact with counterparts in secretariats of other relevant ACC subsidiary bodies.
- Every two to three years publish a *Report on the World Nutrition Situation* to document malnutrition prevalences and trends worldwide, as well as to present information on global issues affecting nutrition. These reports offer analysis and interpretation of nutrition problems throughout the life cycle. Tables and figures are often provided by the UN agencies and others. The writing of the report, editing, formatting and design is done by the SCN Secretariat.
- Implement a programme of work, as approved by the ACC/SCN, together with a biennial budget. Currently the main element in this programme is three ongoing series of publications: *SCN News*, reports of the *Refugee Nutrition Information System* and *Nutrition Policy Papers*, as well as the SCN website. Based on the translation of the

Strategic Plan into annual work plans, the focus of this work will evolve.

- Organize and service annual meetings of the ACC/SCN, as well as working groups and task forces convened under the auspices of the ACC/SCN; develop symposia topics and organize and service symposia and special meetings to raise awareness of emerging nutrition issues. This work is aimed at harmonizing nutrition policies across the UN and involves preparing technical and other documentation for discussion, participating in the work of the meetings and drafting reports. Serve as Secretariat to the ACC/SCN Steering Committee, organize their meetings, prepare minutes and ensure timely follow-up to agreed activities.
 - Raise funds, approximately \$900,000 per biennium, to cover costs of the programme of work, from bilateral donors, private foundations and UN agencies. Liaise with the Secretariat's host agency to effectively administer these funds and to report back to donors on products and disbursements.
 - Manage a peer review process to ensure the high quality of the ACC/SCN technical publications. This process seeks to involve expertise from UN agencies, bilaterals, NGOs and academia.
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United Nations -- Administrative Committee on Coordination -- Sub-Committee on Nutrition (ACC/SCN)

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