

Management response to GNR MTR Report

This management response is issued by the GNR stakeholder's group with inputs from the GNR IEG and the Host, DI.

In July 2021, the Stakeholder Group (SG) formally commissioned a mid-term review of the GNR programme on behalf of the GNR donor group (DG). Following a competitive tender process, the SG selected ECORYS and the review took place between Sept and December 2021. The SG would like to thank all those who contributed to the review process.

The mid-term review covered the GNR programme from 2018 to 2021. The review focused on assessing how the process of the GNR (how it is run, the strategy and the governance arrangements) influences the relevance, coherence and effectiveness of the GNR. The review identified internal and external factors that influence the GNR's performance through a rigorous analysis of primary and secondary data. The review team adopted an iterative approach to data collection, analysis and validation in order to maximise the accuracy, usefulness and timeliness of the mid-term review findings and recommendations. The recommendations build on the factors identified as influencing performance and were extrapolated from key informant interviews across a variety of stakeholder categories. A systematic approach was undertaken to identify suggestions that were congruent across stakeholders.

The final MTR report proposes that 2022 be considered as a "consolidation year" during which there could be a focus on:

- Reaching a common agreement on key strategic and governance issues to ensure that the GNR is well-positioned for the longer-term, while at the same time
- Continue to deliver ongoing priority activities and products, without taking on any new roles or activities.

The SG welcomes the MTR report's recommendations and, in consultation with the Independent Expert Group and the Host, has commissioned ECORYS to extend their support and facilitate a strategic planning process. The objective of the process is to ensure the GNR's relevance and effectiveness by incorporating stakeholder views into its design to enhance the structure and outputs, which will strengthen the contribution of the GNR to the overall goal of driving greater action to end malnutrition in all its forms. The intended outputs of the strategic planning process are to agree on the long-term direction of travel (GNR charter 2023-2030) and shorter-term strategy (GNR strategy 2023 – 2025). Outputs will be drafted in phase 1 by early April and finalised by May 2022. The final outputs will be disseminated widely and made public on the website. Details on the strategic planning approach can be found in annex 1.

In the meantime, GNR will limit 2022 delivery to focus on presenting a full assessment of where the N4G Summit has taken the nutrition community on its journey to end malnutrition for all. This will include completing the tracking of N4G 2013/17 commitments and a novel assessment of the Year of Action.

Annex 1: Approach for GNR Strategic Planning for 2023-2025

Context

- GNR has been undertaking a period of reflection as part of the mid-term review (MTR) being led by Ecorys (our supplier) to review: the performance (relevance, coherence and effectiveness) of the GNR since 2018; the factors that have enabled and hindered the GNR's performance; and to make recommendations on how the GNR can address challenges and maximise its contribution to national and international efforts to reduce malnutrition moving forward.
- This paper sets out the strategic planning process to be undertaken between mid-January – May 2022.

Objectives of this process

- To build clarity and consensus amongst GNR stakeholders on the GNR's strategy, operational approach and governance arrangements in order to maximise its contribution to efforts to end all forms of malnutrition by 2030.

Overview of strategic planning process

- The intended outputs of the Strategic Planning Process are: (1) a GNR Charter 2022-2030 which describes the GNR vision, goals and values, theory of change, added value in wider ecosystem, operational approach and governance arrangements, including quality and accountability framework; (2) a revised GNR strategy 2023-2025 which describes the GNR strategic objectives, indicators of success, products, services and activities and financial requirements.
- The process will be overseen by a Strategic Planning Oversight Group (SPOG) consisting of the Stakeholder Group (SG) co-chairs, the Independent Expert Group (IEG) chair (+/or alternates), Host lead + 1 experienced nutrition leader from the global South¹.
- The strategic planning process will be supported by a facilitation team (FT) from Ecorys
- An ad-hoc Advisory Group will be established to ensure that the full range of perspectives to ensure representation from GNR target audiences.
- GNR DG will be involved throughout the process and their views solicited on an advisory basis.
- The first two phases will focus on a series of bilateral discussions and workshops (organised and facilitated by the FT) that focus on reviewing the recommendations of the MTR final report.
- These will be underpinned by preparation and recommendations on the Theory of Change (ToC), strategy and governance developed by the FT during a preparation phase, building on the findings and recommendations of the MTR.
- The third phase, to operationalise the new strategy, will be undertaken by the GNR.

Preparation phase - Mid-January – Mid-February

- During the preparation phase, the Facilitation Team, building on the MTR findings, will undertake a more detailed mapping of the global nutrition ecosystem and GNR's role within it, as well as GNR audiences and their priority needs. The FT will also undertake a GNR

¹ Given concerns that the full range of relevant expertise and GNR target audiences are not currently adequately represented in the SG and IEG, a nutrition leader from the global south is included in the oversight group.

responsibility assignment analysis and undertake further key informant interviews and group discussions.

Phase 1 – Individual entity reflection Mid-February – early April

- Virtual workshops will be held with the three GNR entities (SG, IEG and host) facilitated by the FT. Advisory Group members will be invited to join the SG workshop.
- Findings of the MTR and information about the strategic planning will be presented to the GNR DG
- Expected output:
 - Draft outputs: a GNR Charter 2023-2030 (including long-term strategic goals, theory of change, operating model, governance arrangements) and revised Strategy 2023-2025.

Phase 2 – Consolidated reflection Early April – Mid-May

- The draft GNR Charter and Strategy will be the basis for consultations during a final face to face workshop with a sub-set of representatives from the SG, the IEG and DI (Host).
- Expected output: Finalised outputs: a GNR Charter 2023-2030 and revised Strategy 2023-2025.

Phase 3 – Operationalisation April – May

- The GNR will inform existing and new donors.
- Development of the high-level fundraising proposal and hand over to programme management as described in the operating model agreed in phase 2.