



Global Nutrition Report: Charter 2030

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Background

In July 2021, the Global Nutrition Report (GNR) Stakeholder Group (SG) formally commissioned an independent mid-term review of the Global Nutrition Report (GNR).¹ The review concluded that the GNR is widely regarded as an essential source of independent, high-quality evidence, relevant for informing policies, investments and action on nutrition. The independence and the rigour of its analysis are of enormous added value to global efforts to end malnutrition in all its forms. The GNR's analysis and products are found to be particularly useful for nutrition advocacy stakeholders to make the case for investing in nutrition.

However, the review also highlighted that the influence of the GNR could be increased to ensure its full potential is met. The mid-term review called for the GNR to strengthen its policy responsiveness, relevance and influence and promote nutrition as a priority across development policies and actions. The GNR's strategic vision could be strengthened to ensure its data, analysis and products are relevant for country-level policymakers. Additionally, the GNR's target audiences could be clarified and prioritised to improve the policy relevance of its messaging and engagement with stakeholders beyond nutrition to increase its effectiveness and reach. Its role within the wider ecosystem and the limits to its role in relation to policy influencing and accountability should also be clear, highlighting the need to prioritise strategic partnerships.

In addition to highlighting the need to strengthen the strategic vision of the GNR, the mid-term review also emphasised the need to address the governance arrangements, including clarifying divisions of roles and responsibilities, strengthening collaboration and ways of working. The review noted that the independence of GNR products must be protected by the governance arrangements, whilst ensuring they remain as relevant and effective as possible.

This Charter was developed to clarify the GNR's long-term added value, strategic vision, operational approach, and governance arrangements and thereby support the GNR to increase its coherence, relevance and effectiveness.

¹ Silver, D., Leather, C., Pangalos, A. (2022) *Global Nutrition Report Mid-Term Review*, [PDF link](#).

Purpose

This Charter presents the long-term strategic vision and operational approach of the GNR up to 2030 as well as a summary of its governance arrangements. It is a framework to guide three-year strategic cycles of the GNR. The Charter serves as a reference document for both internal and external stakeholders, specifying the GNR's consistent approach to strategy, whilst allowing flexibility to adapt to changing circumstances.

The Charter provides the baseline against which to hold everyone involved in the GNR accountable. It provides the overarching framework with which more detailed policies and procedures as well as three-year programmes of work (i.e. strategy) should be aligned. As described in Section 3 below, the Charter is agreed jointly by the GNR Stakeholder Group (SG) and the Independent Expert Group (IEG) with input from the Host. It was developed using a rigorous, transparent and inclusive process and took into account the findings of the mid-term review. The SG and IEG, with input from the Host, are jointly responsible for regularly reviewing progress towards the strategic vision and ensuring any necessary adjustments are made to maximise the impact of the GNR.

Section 1: GNR's strategic vision 2030

This section lays out the long-term strategic vision of the GNR. What will be delivered and achieved during each three-year strategic cycle will be subject to the availability of resources and informed by the needs and context assessments undertaken to identify how the GNR can be as effective as possible.

1.1. Vision

The GNR's vision is a world free from malnutrition in all its forms.

The GNR's vision is aspirational and details what it ultimately seeks to contribute to in collaboration with other actors. The achievement of this vision statement is dependent on other actors and stakeholders, beyond the GNR. As such, the GNR will provide actionable outputs that can be used by stakeholders to progress action on malnutrition in all its forms. The GNR will contribute to an enabling environment for a broad range of stakeholders to work towards this vision.

1.2. The GNR's added value in collective efforts to achieve the GNR's vision

For the vision to be achieved, all stakeholders at local, national, regional and global levels must implement evidence-based actions across sectors that ensure all people have access to and availability of healthy and affordable diets, nutrition and health services that protect them from malnutrition in all its forms.

Stronger commitments, action (including policies and financial investments) and accountability across sectors and stakeholders are fundamental prerequisites for accelerating progress towards global nutrition targets and must be informed by trusted and accessible data and evidence. Based on the GNR [Nutrition Action Classification System](#) nutrition action can be broadly defined in three categories – enabling, policy and impact:

- **Enabling actions:** Measures taken to establish an enabling environment for effective nutrition action across all sectors (including multi-sectoral actions). This category can include 'leadership and governance', 'financial', 'operational', as well as 'research, monitoring and data' actions.

- **Policy actions:** Includes strategies, policies, interventions and programmes that aim to improve nutrition outcomes both directly and indirectly within the food and health system, including equity and social protection measures. This category can include ‘food supply chain’, ‘food environment’, ‘consumer knowledge’ and ‘nutrition care services’ actions.
- **Impact actions:** Those leading to the final intended impacts in the theory of change,² including commitments designed to directly improve poor diets and reduce malnutrition manifestations, related to both food insecurity and undernutrition as well as obesity and diet-related non-communicable diseases (NCDs). The nutrition actions falling under this category use as ‘tools’ the policies (policy actions) that are already in place in an enabling environment (enabling actions) to improve the population’s nutritional status. This category can include ‘diet’, ‘food and nutrition security’, ‘undernutrition’ and ‘obesity and diet-related NCDs’ actions.

Knowledge, evidence and accountability create an enabling environment to allow for action on malnutrition in all its forms. The combination of GNR’s independence, scientific rigour and policy relevance make it uniquely placed to address critical policy issues and promote commitments, action and accountability that are informed by trusted and actionable data and evidence. The GNR is an essential global resource for ensuring that commitments, action and accountability are driven by data and evidence rather than ideologies and vested interests. Through independently tracking and monitoring the progress on commitments and global nutrition targets, the GNR also serves as a unique accountability tool that allows stakeholders to hold themselves and others accountable. Through this, the GNR will identify gaps in action, measure impact, determine the most impactful actions and inform policy prioritisation and resource allocations where they are most needed.

² The GNR Nutrition Action Classification System stems from the theory of change model that defines final intended impacts and then maps these backwards to identify necessary preconditions. Intended impacts are tackling poor diets and malnutrition in all its forms across geographies and sectors, which can be achieved by ensuring that those that have the power to act take necessary action. The classification system thus defines, classifies and groups nutrition actions into three broad and mutually exclusive nutrition action categories based on the common principles of the theory of change, further informed by commitments made at past N4G summits: enabling, policy and impact.

1.3. Strategic goals

Goal 1: Stronger commitments: Stakeholders across sectors are enabled to develop ambitious, evidence-based and SMART nutrition commitments

Goal 2: Stronger action: Stakeholders across sectors are enabled to learn lessons on actioning nutrition commitments and inform their policies and action with data and evidence.

Goal 3: Stronger accountability: Stakeholders across sectors are enabled to track progress on commitments and hold themselves and each other accountable for their contributions towards global nutrition targets.

These strategic goals describe the changes that the GNR aims to contribute to. Whilst the GNR aims to make a major contribution to the achievement of these goals, they will only be achieved through the collective efforts of stakeholders within the wider ecosystem. Therefore, the GNR cannot be held accountable for their achievement. However, its contribution can be evaluated.

1.4. Mission

The GNR drives stronger nutrition commitments, action and accountability through independent, trusted and actionable data and evidence.

The GNR will engage with stakeholders, including those beyond the nutrition community, who can help to improve the relevance and use of data and evidence developed by the GNR. The GNR will draw attention to the synergies between nutrition and other sectors, highlighting the benefits and economic gains of investing in nutrition, to drive progress on nutrition. Leveraging these synergies will ensure that the GNR reaches and is used by stakeholders to inform, monitor and drive commitments, action and accountability.

In summary, the GNR:

- Provides independent, trusted and actionable products that are evidence-based and data-driven to inform, inspire and advocate for nutrition action.
- Records and monitors progress towards nutrition commitment made, and how they translate into action.
- Leverages and builds on existing other data, evidence and reporting systems to provide a comprehensive assessment of the stage of global nutrition.

- Develops tools and guidance that are relevant and responsive to medium and long-term challenges to progress on nutrition.

It is also important to be clear what is not the part of the GNR's mission. The GNR does not:

- Directly advocate for nutrition action with specific stakeholders.
- Directly hold actors to account through products and engagement with stakeholders.
- Replace existing country-level data, evidence and reporting systems.
- Build capacities of stakeholders.

1.5. Definition of success

GNR data, evidence and products are highly relevant to and used by all stakeholders to drive nutrition commitments, action and accountability forward.

The GNR's mission specifically describes what the GNR will be held accountable for. The GNR's definition of success is realistic in terms of what can be achieved through its own efforts and can be used as a marker of its success. Hence, it is defined in terms of relevance and usefulness for target stakeholders. The indicators for measuring success will be developed as part of the GNR's approach to monitoring and evaluation.

1.6. Guiding principles

The GNR is guided by principles that service its vision, mission and strategic goals to drive nutrition commitments, actions and accountability. They inform how all partners involved in delivering the GNR work together.

- **Independence:** GNR products are independent from the influence of stakeholders that are the subject of its analysis and reporting, including the GNR SG and donors.
- **Transparency:** The GNR strives for transparency and openness in the way that it operates internally and externally, including decision-making processes.
- **Collaboration:** The GNR builds collaborative relationships internally to ensure efficiency and effectiveness of processes, and externally with partners to maximise impact, reach and relevance of products.
- **Excellence:** The GNR provides rigorous, high-quality products that are evidence-based and data-driven.
- **Relevance:** The GNR's data, evidence and analysis are relevant and responsive to medium and long-term challenges to progress on

nutrition and to a broad range of stakeholders, especially policymakers.

- **Forward-looking:** The GNR encourages stakeholders to accelerate progress on tackling malnutrition in all its forms.
- **Accessibility:** The GNR's products are publicly accessible and available to different audiences, and responsive to their needs.
- **Integrity:** All actors and processes within the GNR abide by the principle of integrity, which refers to acting with honesty, respect, fairness, objectivity, and in an ethical and responsible manner, and to do no harm.
- **Learning:** The GNR monitors performance and internal processes to inform strategic decision-making and champions external learnings to inform, monitor and drive action.
- **Accountability:** The GNR embeds internal accountability measures and is accountable to the stakeholders it serves (through monitoring and evaluation and public sharing of data and evidence it provides), and it champions the accountability of all actors committing to end malnutrition in all its forms.

Other principles may be developed as appropriate to inform specific aspects of GNR's strategy and governance, for example principles to guide communications and partnerships.

1.7. Target stakeholders

The GNR recognises that the achievement of its vision, mission and strategic goals requires nutrition to be mainstreamed as a priority across multiple sectors. The GNR's primary audiences are country governments, donor governments and organisations, private sector and civil society organisations. Targeting these stakeholders will enable the GNR to drive commitments, action and accountability within and beyond the nutrition community.

The GNR recognises that direct engagement with these stakeholders may be limited. Therefore, the GNR's direct audiences will often be intermediary stakeholders who will utilise and adapt GNR evidence, products and messages to influence commitments, actions and accountability of high-level policymakers.

Target stakeholders are broadly defined as:

- Country governments at any administrative level, such as ministry, municipality or any other national/regional/local authority or body that provides financial or non-financial aid to their own country to tackle poor diets and end malnutrition.

- Donor governments, meaning any government that provides financial or non-financial aid to other countries to tackle poor diets and end malnutrition.
- Donor organisations, including philanthropic organisations.
- Private sector agri-food businesses, including in the food systems/production and agri-food industry.
- Private sector non-food businesses, such as private healthcare facilities and health insurers.
- Civil society organisations and non-governmental organisations.
- International organisations including multilateral and intergovernmental organisations and regional bodies, such as UN agencies, as well as international collaborative initiatives or movements such as the Scaling Up Nutrition (SUN) Movement.
- Academic and non-academic research institutions.

The GNR will identify and prioritise stakeholders during each strategic cycle and for specific products based on those that will utilise the GNR's products and those the GNR ultimately seeks to drive commitments, action and accountability.

Section 2: GNR's operational approach

This section describes the GNR's long-term operational approach for achieving the strategic vision. It provides the high-level framework for the development and implementation of three-year programmes of work.

2.1. Outcomes

The long-term outcomes describe what the GNR will be held accountable for:

- Equip stakeholders with independent, trusted, and actionable data and evidence to inform the development of ambitious, evidence-based and SMART nutrition commitments (linked to goal 1).
- Facilitate the registration of new nutrition commitments informed by independent, trusted and actionable standards and processes (linked to goal 1).
- Equip stakeholders with independent, trusted and actionable data and evidence to inform and act on registered nutrition commitments (linked to goal 2).
- Facilitate the reporting on progress of registered commitments informed by independent, trusted and actionable standards and processes (linked to goal 2).
- Hold stakeholders accountable to registered nutrition commitments and progress made towards those commitments through independent monitoring and reporting (linked to goal 3).
- Equip stakeholders with analysis on how nutrition commitments translate into action and impact including the achievement of global nutrition targets (linked to goal 3).

Each is aligned to one or more of the strategic goals and are Specific, Measurable, Achievable, Relevant and Time-bound (SMART), providing a clear link between products and the GNR's vision, mission, and goals.

2.2. Products

The GNR's long-term product framework is outlined in Box 1 below. The GNR's products will be determined by the needs of its target stakeholders and contextually relevant events during each strategic cycle. To ensure the GNR's products are relevant and usable, the GNR will develop feedback loops that will inform the prioritisation of products.

Box 1: GNR product framework

Live:

- Nutrition Accountability Framework (NAF)
 - Standards and processes, including guidance on SMART commitment-making and reporting
 - NAF Commitment Tracker

Every two years:

- Global Nutrition Report, focused on the global state of nutrition, key data updates, evidence and progress made towards nutrition commitments and deeper thematic dives as appropriate
- Country Nutrition Profiles

Every four years:

- Tailored resources that support accountability during major global events such as N4G summits (e.g. the development of the Compact Annex)

Ad-hoc thought leadership pieces:

- Reactive, evidence-based research, analytical and policy pieces.

The long-term objective for GNR's products is that the NAF, its standards, guidance and other products will enable stakeholders to inform and register SMART nutrition commitments, strengthen policies and actions, and hold each other to account. Over the long-term the **NAF** will provide an independent and increasingly comprehensive, country-focused repository for data and evidence on:

- Nutrition commitments and actions (enabling, policy and impact)
- Progress on delivering commitments
- How nutrition commitments translate into action and impact
- Factors that enable (opportunities) and hinder (barriers) progress
- The benefits of investing in nutrition and the costs of inaction.

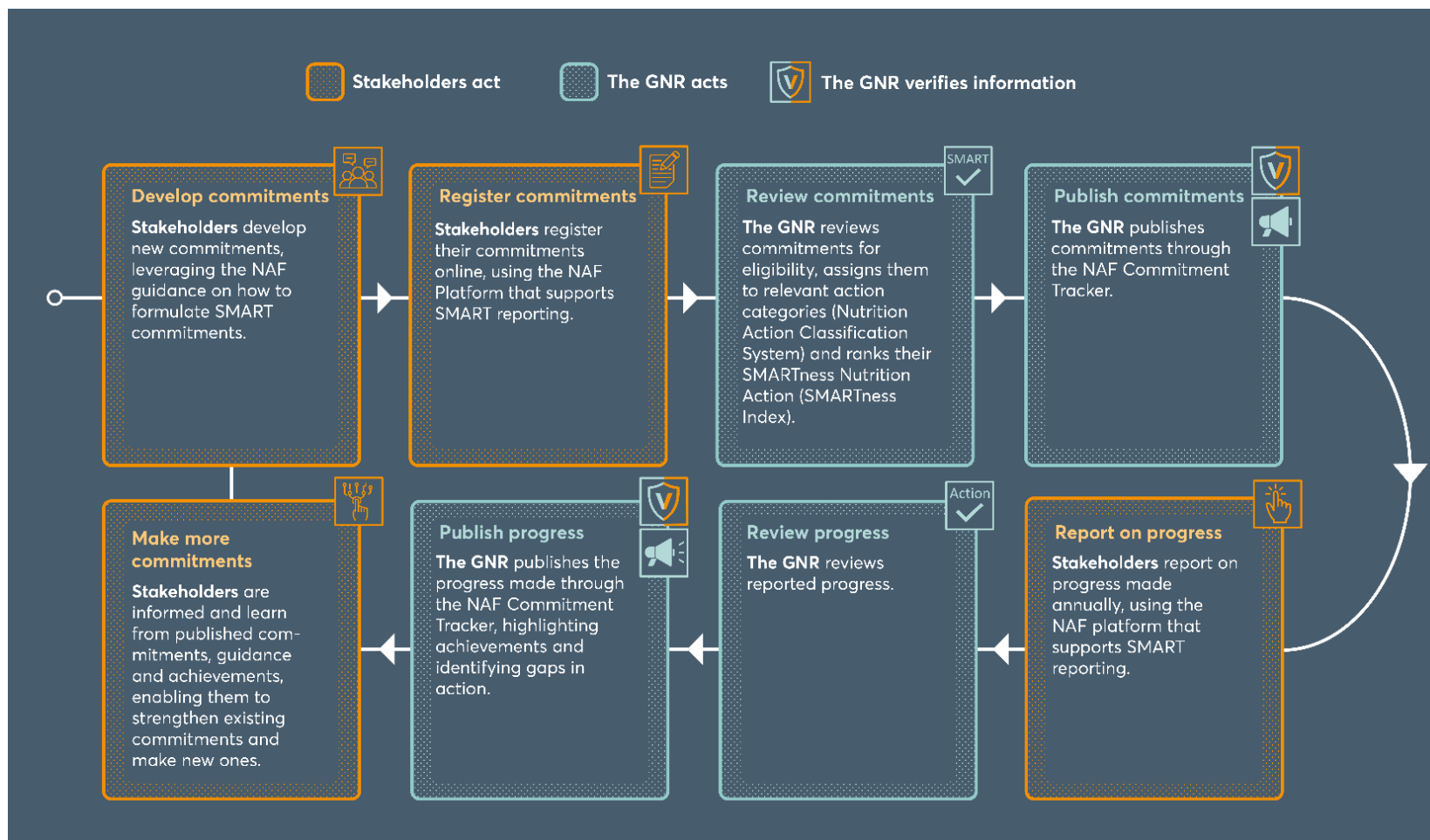
To achieve this longer-term goal for its products, the GNR will produce **standards and guidance** that stakeholders can use to help strengthen country-level commitment-making and reporting, thereby improving the quantity and quality of data in the NAF and analysed by the GNR. The GNR will develop a process and methodology for validating self-reported information on progress in delivering commitments.

The NAF dataset will enable the GNR to produce country, regional and global **analytical products** that track and compare progress against targets and other commitments, highlight examples of what works (policies, services, etc), identify gaps in investment, action, data and evidence and inform future commitments, action and accountability.

Biannual reports will utilise NAF data as well as other datasets to assess the global state of nutrition and the impact of current actions, and identify where further attention is needed to achieve a world free from malnutrition in all its forms. The biannual report will focus on reporting progress towards global nutrition targets and the analysis of progress towards the achievement of nutrition commitments. The report will also focus on key medium and long-term challenges to nutrition as relevant. The NAF, biannual reports and country nutrition profiles will enable the GNR to assess and report on commitments made, progress against these commitments and their impact, and drive greater action and accountability on nutrition.

To ensure policy relevance, the GNR will produce **ad-hoc products** to be responsive to changes in the external environment, including emerging trends and opportunities and evolving stakeholder needs. For example, the GNR will analyse secondary data and evidence on the impacts of major global crises on nutrition and highlight evidence-based policy priorities.

The GNR's operational approach for the NAF is presented below:



The **GNR publishes data and evidence** on commitments and action on nutrition through the Nutrition Accountability Framework (NAF), biannual reports and other analytical products.

The **GNR develops and constantly refines the NAF Platform** and **provides standards and guidance** for stakeholders to develop and report on commitments.

Stakeholders use GNR data and evidence to **inform commitments and action** and register their commitments on the NAF Platform.

The **GNR reviews the quality and publishes eligible commitments** by making the NAF publicly accessible.

Stakeholders **implement commitments and report on action**, including sharing of learnings, best practice and achievements.

The **GNR analyses data and evidence provided through the NAF** and from other sources to inform its published reports and other analytical products.

2.3. Partnerships

Partnerships are vital for the GNR to maximise its contribution to the achievement of its vision, mission, and strategic goals. While respecting the independence of the GNR products, partnerships will bring complementary attributes and will be guided by a clear framework of principles. GNR partners are grouped into the following categories:

- **Knowledge partners:** Stakeholders that provide data and knowledge relevant to the GNR's vision, mission and strategic goals.
- **Amplifier partners:** Stakeholders that have the capability to take the GNR's analysis and messaging and re-package it for target audiences in specific countries and regions.
- **Influencer partners:** Stakeholders that closely engage with policymakers and can influence decision-making by applying GNR's analysis, messaging and data points to their own work to influence change.

GNR will identify potential partners through a landscape analysis during each strategic cycle, linking closely to the products that will be developed and disseminated. The GNR will work with its partners to define the parameters of the relationship and agree on how the partnership will be monitored.

2.4. Communications and engagement

The GNR's communications and engagement approach will be tailored to its target stakeholders and informed by comprehensive needs analysis and user research. It aims to ensure that the GNR's data, evidence and analysis is as accessible, relevant, and actionable as possible for its target audiences. The GNR contains the necessary policy expertise to inform its communications and engagement. Its approach to communications and engagement will be guided by the following principles:

- **Relevant:** The GNR will seek timely engagement opportunities to ensure relevance.
- **Inform:** Stakeholders are informed of the GNR's analysis and messaging.
- **Enact:** Stakeholders use GNR's analysis and messaging to drive commitments and action on nutrition.
- **Engage:** The GNR prioritises communication channels and methods that are accessible to allow all stakeholders to meaningful engage with the content.
- **Sustain:** The GNR will seek to sustain relationships with stakeholders through communication and engagement methods.
- **Consultative:** The GNR will consult with stakeholders to understand their needs and priorities and strengthen its strategy and delivery approaches accordingly.
- **Learn:** Through consultations with stakeholders, the GNR will use feedback to learn and adapt to strengthen its relevance to the needs of its stakeholders.

2.5. Risk management

Three-year strategic cycles will include comprehensive and robust risk management approaches. These include the implementation of appropriate governance and fiduciary measures. These measures and approaches will be developed in line with strategic priorities for each cycle and aim to mitigate associated risks.

2.6. Monitoring, evaluation and learning

The GNR is committed to the principles of transparency, collaboration, learning and accountability. A robust monitoring, evaluation, and learning (MEL) framework is critical to track performance and results and to hold the GNR and its elements accountable. Through the MEL framework, feedback

loops will be embedded within the development of strategic cycles to ensure the needs and priorities of the GNR's stakeholders are informing the strategic direction. Learning processes, such as external evaluations, consultations and needs assessments, will feed strategies, systems, ways of working and products.

The GNR's MEL framework will link with the long-term vision, mission and strategic goals. For each strategic cycle, an MEL framework will be developed to track and monitor how activities feed into the GNR's overall strategic vision. Following each three-year strategic cycle, the GNR will commission an external evaluation to inform strategic decision-making for the next cycle. Clear feedback loops will be developed, highlighting linkages from MEL outcomes into strategic planning.

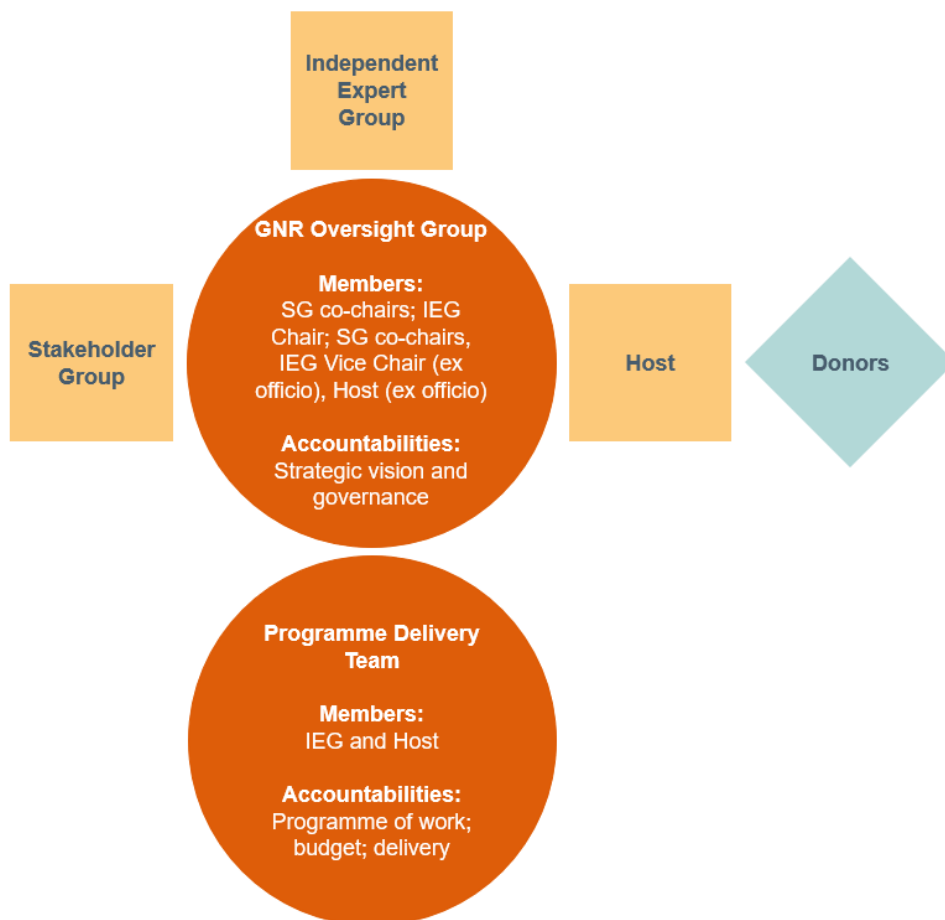
Clear change management processes will also be developed for each strategic cycle to ensure all GNR activities adhere to its principles, vision, mission and strategic goals. At a minimum, an annual meeting at the end of each year will be established for reflection and course correction if required, building on MEL insights.

Section 3: Governance

GNR governance should be fit for purpose, enabling the efficient and effective delivery of intended value to priority audiences and partners. The governance arrangements should protect and promote the added value of the GNR within the wider ecosystem, in particular the independence, scientific rigour and policy relevance of its products. Through ensuring collaborative and accountable governance structures, the GNR minimises risks associated with a hosted initiative, ensures appropriate fiduciary controls, and maximises internal coherence and efficiency.

3.1. Structures

The organigram below provides an overview of the governance structure of the GNR:



Notes: IEG = Independent Expert Group; SG = Stakeholder Group.

Entities

The GNR is composed of three entities:

- *The Independent Expert Group (IEG)*, whose primary role is to develop and deliver independent, rigorous and policy-relevant GNR products, aligned with the GNR's strategic vision and mission. The IEG is composed of nutrition experts that are selected through a rigorous screening process.
- *The Stakeholder Group (SG)*, whose primary role is to ensure GNR's strategic approach and governance maximise the policy relevance of GNR products and enable the strategic vision and mission to be achieved. The SG is composed of stakeholder representatives that are the target of the GNR.
- *The Host organisation*, whose primary roles are to provide a legal entity for the GNR, inform strategy, support delivery by the IEG and ensure accountability to donors. The Host organisation is selected jointly by the SG and IEG through a competitive tender process.

Each entity has a clearly defined Terms of Reference, describing roles, capabilities required, selection processes and performance review measures.

Governance and delivery mechanisms

The entities collaborate through two mechanisms, the Oversight Group and the Programme Delivery Team.

1. *The Oversight Group*

The Oversight Group, consisting of representatives from the IEG, the SG and the Host (*ex officio*), is responsible for: agreeing three-year programmes of work and budgets aligned with the long-term strategic vision; supporting resource mobilisation; ensuring governance and delivery mechanisms enable cost-effective implementation and impact; and championing GNR products to a range of external audiences to maximise reach and impact.

The Oversight Group ensures mutual accountability between the SG and the IEG and commissions regular independent reviews and evaluations of the GNR performance, including analyses of the performance of the different structures and entities.

The IEG and the SG are jointly accountable for the long-term **strategic vision and governance**, with input from the Host as defined in this Charter.

The IEG through the Oversight Group is accountable for determining **strategy**, effectively overseeing and approving the operationalisation of the strategic

vision into the three-year **programmes of work and budget** (including resource allocation), with input from the SG and Host. The strategy should ensure sufficient resources to enable the meaningful involvement and engagement of all entities and mechanisms, whilst delivering value for money. Resource planning and allocation is commensurate to the effort required in the delivery of GNR products and achievement of its vision, mission, and strategic goals.

2. The Programme Delivery Team

The Programme Delivery Team, consisting of IEG members and Host staff under IEG leadership, is responsible for developing and implementing three-year programmes of work aligned with GNR's vision, mission and strategic goals and ensuring accountability to GNR's target stakeholders, the Oversight Group and donors.

There is separation between those making decisions and ensuring accountability on strategy (the Oversight Group) and those who deliver on it (the Delivery Team). This separation ensures both the accountability of the Delivery Team and the independence of everything it is tasked to deliver (including products, resources, communication and outreach activities, programme management activities, etc), within the strategic framework endorsed by the Oversight Group.

3.2. Accountability and quality assurance

Whilst GNR governance arrangements aim to maximise the independence of the IEG and thereby the GNR's products from the positions of individual institutions, all three entities have vital roles to play in ensuring the quality and impact of the GNR and in ensuring accountability to each other, external stakeholders and donors. The GNR has clearly defined procedures for decision-making, raising concerns, recruitment, managing conflicts of interest, and reviewing the performance of individuals, entities, mechanisms and the GNR collectively.