



Terms of reference

Global Nutrition Report

Stakeholder Group

Section 1. About the Global Nutrition Report

GNR work

The GNR is the world's leading independent assessment of the state of global nutrition and the official accountability mechanism for the Nutrition for Growth (N4G) Summits. The GNR works to drive stronger nutrition commitments, action and accountability – contributing towards a world free from malnutrition in all its forms.

The GNR achieves this through the provision of independent, trusted and actionable data and evidence, including a biennial flagship [Report](#), the [Nutrition Accountability Framework \(NAF\)](#), [commitment tracking](#), thought-leadership pieces and interactive [Country Nutrition Profiles](#).

The GNR works collaboratively and via strategic partnerships to ensure it is policy-relevant and has influence on those at global, regional and national levels who can advocate for, inform and make change. The GNR has operated since 2014 and has been supported by a range of stakeholders, including the European Commission (EC), the Bill & Melinda Gates Foundation, and the governments of Canada, Ireland, Germany, the UK and the US, among others.

In 2022 the GNR developed a new [2030 Charter](#) and a three-year strategy, responding to the findings of its [Mid-Term Review](#).

GNR governance

The GNR is a hosted initiative. Its governance structure has been designed to protect and promote the independence, scientific rigour and policy relevance of the GNR's products and activities. The GNR is comprised of three entities:

The Independent Expert Group (IEG) whose primary role is to develop and deliver independent, rigorous and policy-relevant products, aligned with the GNR's strategic vision and mission.

The Stakeholder Group (SG) whose primary role is to ensure the GNR's strategic approach and governance maximise the policy relevance of GNR products and enable the achievement of its strategic vision and mission.

The Host organisation whose primary roles are to provide a legal entity for the GNR, support delivery by the IEG, fundraise, and ensure accountability to donors.

These entities collaborate through the **Oversight Group**.

Section 2. GNR Stakeholder Group

Purpose

The Stakeholder Group (SG) provides overall strategic direction for the Global Nutrition Report (GNR) as a global accountability mechanism that tracks and reports on progress against all forms of malnutrition. The Stakeholder Group (SG) ensures that the GNR serves the needs of its stakeholders, and holds the Independent Expert Group (IEG) accountable for delivering the content of the GNR.

Specific objectives

- To inform the strategic direction and scope (audience, content, format, timing, etc.) of the GNR.
- To agree on and oversee the mechanism for delivery of the GNR, including the Independent Expert Group (IEG), who would be responsible for the content of the report, write the report, and ensure its quality.
- To consider critical data gaps in nutrition and agree on and promote processes for supporting countries to address these.
- To act as a champion and build support and demand for the report to maximise its impact on accountability for greater progress to reduce malnutrition.

Institutional status

The SG will convene key stakeholders from a range of constituencies. The SG's role will be revisited every three years to ensure its composition and contribution remains fit for purpose to support the successful delivery of an independent and credible Global Nutrition Report.

Governance and membership

The SG has two co-chairs selected by the group on an annual basis, and members, invited by the co-chairs. Membership should be calibrated to ensure extended buy-in and ownership of the GNR across different constituencies, while remaining small enough to allow for substantive contributions by members. It is expected to include:

1. Government representatives, policy-makers, and other individuals playing a leading role in and/or supporting, national effort to address malnutrition.
2. International donor representatives.
3. UN organisations representatives.
4. Civil society representatives.
5. Youth representatives.
6. Representatives from business that adhere to the membership principles of the SUN Business Network.
7. SUN Movement Coordinator.

The membership of the SG will be based on ensuring good representation, function and contribution rather than percentages of sector composition.

The SG meets quarterly, at least once per year in person. The GNR host organization provides some support for SG meetings and communications, and takes on additional facilitation roles as necessary. It normally serves for three years.

Decisions of the SG are taken by consensus and the SG co-chairs will make reasonable efforts to achieve group consensus. If consensus cannot be achieved then a decision will be taken by a majority vote. Disputes involving the SG co-chairs will be referred to the IEG co-chairs.

The SG co-chairs will be responsible for liaising between the SG and the IEG. The SG co-chairs will meet monthly through tele-conferences and provide feedback to the wider SG.

Institutions and organizations that are financially supporting the GNR will automatically be part of a separate GNR donor group which will be convened on a quarterly basis by the GNR host organization. The GNR host organization will be responsible for organizing regular calls, meetings and other communications with the donor group. Donor representatives who wish to be on the SG will be considered for membership as outlined above.

Expectations of members

The SG Members are expected to play an active role in the group, representing a key constituency, geography or technical expertise area. Members are expected to provide guidance for the overall direction of the GNR and feed into strategic and often time-sensitive decisions that are to be taken regarding the GNR's development and dissemination. As such, members will be expected to review documents and provide comments to the SG co-chairs prior to its monthly calls and participate in quarterly, 60-90mn long conference calls. Members will also be expected to volunteer for specific tasks relating to the oversight, governance and accountability of the GNR. The organization of and participation in SG meetings will not be funded by the GNR.

Because the SG needs to maintain its focus on providing guidance at the strategy-level and engage in decision-making at critical junctures, Members are expected to participate in calls and alternate representatives will not be accepted. If Members are unable to participate in a scheduled call, they are encouraged to provide written feedback and input to the co-chairs or wider group. Beyond participation in meetings and calls, members will be expected to contribute their time and expertise in supporting the objectives of the group outlined above. In addition, SG members are expected to promote the use of the GNR among their own institutions and networks, publicly champion the GNR and host, support or participate in GNR-related events.

Though the drafts of the GNR will be reviewed primarily by the GNR Independent Expert Group and a peer review group, the SG will be expected to review at least one draft of the GNR in order to provide input into the overall direction and main messages of the GNR, and help identify any key gaps in content. SG members will be expected to contribute their institutional names and/or logos to for inclusion among the report's stakeholder's, e.g. on the back cover of the GNR.

When necessary, the SG will also be asked to perform three key functions (1) to appoint new IEG co-chairs for the GNR following an open competitive recruitment process, (2) to assist in identifying new IEG members and (3) to identify a host organisation for the report. The first activity will be led by the SG co-chairs and existing IEG co-chairs, with support from the report Secretariat. The second will be led by the IEG co-chairs with support from SG members. The third will be led by the SG co-chairs with active engagement from SG members.

Rotation of SG members and appointment of new members

Ensuring that the GNR remains a vital tool to track progress against malnutrition and ensure greater accountability depends in part on the SG being active, engaged and invested in the success of the report. If SG Members are no longer able to fulfil the expectations set forth herein, they should notify the SG co-chairs and consider stepping down if necessary.

SG Members who do not participate in any SG meetings (virtual or face-to-face) over the course of a year will be requested to step down.

New members will be agreed by the SG on an annual basis as part of the Q3 SG call. Candidates can come through two routes:

- A call will be issued for candidates who can fill key thematic / strategic gaps in the membership that have been identified by the SG and/or the IEG.
- Unsolicited requests to join the SG received by the SG co-chairs will be collated throughout the year.

All candidates will be:

- Asked to submit a short statement describing their background and expertise and how they will bring value to the work of the SG as set out in this Terms of Reference.

- Expected to declare any conflict of interest that could be relevant to their role on the SG as part of their application.
- Assessed by the SG according to (1) their fit with the role and function of the SG as set out in this Terms of Reference and (2) the added contribution they will bring to help guide the strategic direction of the GNR in accordance with its core mission.

Unsolicited applications might not be assessed during the Q3 SG call if the SG concludes it is at capacity. This will be communicated as soon as possible to any interested parties.

Candidates will be selected on the basis of a majority vote by the SG unless an objection is raised by one or more SG members that the candidate could undermine the credibility or integrity of the GNR. In this event, an extraordinary SG call will be held to agree a resolution. The SG co-chairs will provide a response to all unsuccessful candidates to outline why they have not been accepted on to the SG.

Transparency and accountability

All current and proposed SG members are expected to declare any conflict of interest that could be relevant to their role on the SG. The full membership of the SG, the SG Terms of Reference and the SG meeting minutes will be publically available via the GNR website.