

**Support to the Scaling-up Nutrition (SUN) Movement  
Secretariat**

*Annual Narrative Report  
1 October 2014 – 30 September 2015*

## Acronyms

CIFF	Children’s Investment Fund Foundation
CoP	Community of Practice
CSA	Civil Society Alliance
CSO	Civil Society Organization
C2D	Capacity to Deliver
EC	European Commission
GSO	Global Social Observatory
ICE	Independent and Comprehensive Evaluation
M&E	Monitoring and Evaluation
MPTF	Multi-Partner Trust Fund
NGO	Non-governmental Organization
MQSUN	Maximising the Quality of Scaling Up Nutrition
N4G	Nutrition for Growth
OECD-DAC	Organization for Economic Co-operation and Development-Development Assistance Committee
SUN	Scaling Up Nutrition
SUN ACT	Scaling Up Nutrition Advocacy and Communication Team
VSG	Lead Group’s Visioning Sub Group
UN	United Nations
UNSCN	United Nations Standing Committee on Nutrition

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## About this report

The Secretariat of the Scaling Up Nutrition (SUN) Movement serves the SUN Movement and delivers support services to the Movement as a whole. These services are considered as outputs. The Annual Narrative Reports of the SUN Movement Secretariat serves primarily to demonstrate the Secretariat's accountability towards its mandate and contractual commitments and its ability to learn from experiences.

The present Report monitors outputs contributing to three expected Results Areas as identified in the [Monitoring and Evaluation \(M&E\) Framework for the SUN Movement](#):

- **Result Area 1:** The SUN Movement *Lead Group* is able to exercise stewardship over the Movement, sustain the political attention to under-nutrition and increase investments in direct nutrition interventions and nutrition sensitive development.
- **Result Area 2:** Each *SUN Country* is better able to bring together national stakeholders for implementation of effective actions to Scale Up Nutrition, to learn how best to do this from experiences of other SUN Countries and to access aligned external support for realising its objectives.
- **Result Area 3:** Stakeholders from self-governing and mutually accountable *SUN Networks* respond to needs of SUN Countries in a timely and effective way and contribute to responsive and aligned assistance to SUN Countries.

The M&E Framework of the SUN Movement considers September 2012 as the baseline and September 2013, 2014 and 2015 as the reference points for the reporting of the progress and achievements of the Movement – including the Secretariat.

**This Annual Narrative Report covers the period 1 October 2014 – 30 September 2015.** It is complemented by a Provisional Financial Report which is annexed to it. The next Annual Narrative Report for the period 1 October 2014 to 30 September 2015 will be submitted by 15 November 2016.

Annual and Financial Reports of the Secretariat for previous years (2011-2014) as well Foundation documents of the Secretariat can be found on the SUN Movement website and include:

- [Annual Financial Report of Expenditures \(1 January 2014 – 31 December 2014\)](#)
- [Annual Implementation Report \(1 October 2013 – 30 September 2014\)](#)
- [Annual Financial Report of Expenditures \(1 January 2013 - 31 December 2013\)](#)
- [Annual Implementation Report \(1 October 2012 – 30 September 2013\)](#)
- [Implementation and Financial Report 2011-2012](#)
- Update to the Foundation document: [SUN Movement Secretariat Inception Report \(December 2012-June 2013\)](#)
- Foundation Document: [SUN Movement Secretariat “Description of the Action – December 2012”](#)

## Introductory Executive Summary

**Reporting Period: 1 October 2014 – 30 September 2015**

Set up in 2012 as a small and flexible coordination team, the SUN Movement Secretariat provides overall support to the Lead Group, SUN Countries and SUN Networks. Since the appointment of David Nabarro as UN Secretary-General's Special Envoy on Ebola in August 2014, Tom Arnold (member of the SUN Movement Lead Group) has acted as the SUN Movement Coordinator ad interim. Florence Lasbennes, Chief of Staff, has led and managed the Secretariat during the reporting period.

SUN Movement Secretariat efforts to facilitate, coordinate and support the activities involved in the **Independent Comprehensive Evaluation (ICE)** and subsequent 'visioning' process are among the most significant tasks undertaken as part of its role to **support the Lead Group to exercise effective stewardship** over the SUN Movement. In particular, the SUN Movement Secretariat focused much of its efforts to support the Lead Group's Visioning Sub Group (VSG) which was responsible for overseeing the commissioning and execution of the ICE.

The SUN Movement Secretariat helped to organise two meetings of the SUN Movement Lead Group where critical decisions regarding the future of the Movement were taken. During their teleconference in April 2015, the SUN Movement Lead Group's requested that action advanced in three areas to maintain strong leadership of the Movement – the recruitment of a **new SUN Movement Coordinator**, the appointment of an Executive Committee to oversee the functioning of the Movement and the formation of a **Transitional Stewardship Team** in the interim to provide guidance and support until the new leadership mechanisms could be established. Finally, it was agreed that a process to renew the Lead Group be proposed to the UN Secretary General by January 2016.

During the months of June, July and August 2015, the Secretariat and a consultant worked with the Transitional Stewardship Team and Network facilitators to capture the strategic elements for the **high level strategy**. Forty-one SUN Government Focal Points and nearly 200 participants in their multi-stakeholder platforms provided input into shaping the high level strategy.

At their face-to-face meeting in April On 22 September 2015, the SUN Movement Lead Group were joined by the newly established Executive Committee whose 16 members were appointed by Lead Group Chair earlier that month. At this meeting, the SUN Movement Lead Group recommended that work continue to **develop the high level strategy and its roadmap**, taking full advantage of the opportunity to discuss the strategy and the required next steps at the 2015 SUN Movement Global Gathering in Milan in October 2015.

In addition to participation and contribution to several working groups and initiatives focused on cost estimation and investment for nutrition, the SUN Movement Secretariat has supported the development of a practical way for SUN Countries to **track trends on budget allocations for nutrition** as part of its role **to support effective resource mobilisation for nutrition**. Thirty SUN Countries participated in the use of a '3-Step approach' which was identified as a quick and practical way to report on nutrition relevant allocations.

In a strong step toward transparency and accountability, the preliminary figures and trends, shared by SUN Government Focal Points on behalf of their multi-stakeholder platforms, are featured in the 2015 [Global Nutrition Report](#) and in the [SUN Movement Progress Report](#). This collective effort to find an agreed way of analysing nutrition budget allocations within the SUN Movement will in time allow SUN Countries to report transparently on their nutrition investment situations. This will allow the SUN Movement as a whole to ensure that investments in nutrition are not just well accounted for but also directed to best effect.

In order to support the SUN Movement Lead Group **to oversee the accountability of the Movement**, the SUN Movement Secretariat reviewed and updated the 2014 self-assessment process which allowed

**43 out of 55 countries** that joined the Movement before September 2014 to **voluntarily assess their progress against the four processes** that underpin the SUN Movement. This represents an improvement compared to 2014 (where 37 out of 40 countries that joined the Movement before September 2013 undertook the self-assessments). The Secretariat also led the drafting and coordinated the translation (in French, Spanish, Russian and Portuguese) and printing of the SUN Movement 2015 Annual Progress Report and its Compendium of Country Profiles, which was presented as a draft to the SUN Lead Group at their face- to-face meeting on 22 September 2015. It was then released at the SUN Movement Global Gathering (Milan, 20-22 October 2015). This report not only **tracks progress of SUN Countries** but also provides the opportunity to **monitor and review the progress of the four SUN Networks**.

The SUN Movement Secretariat also continued **to support the Lead Group to carry out high level advocacy** for nutrition by providing key messages and strategic guidance in relation to relevant opportunities to elevate nutrition. The SUN Movement Secretariat captured the Lead Group's advocacy efforts on a regular basis as part of the monthly [SUN Movement newsletters](#) and through social media, including [here](#).

In **order to foster a greater understanding of the SUN Movement and to empower stakeholder advocacy and communications**, the SUN Movement Secretariat works to ensure that the **SUN Movement's multi-lingual website** ([www.scalingupnutrition.org](http://www.scalingupnutrition.org)) is continually updated to reflect developments from SUN Countries and across the Movement. The steady and continued growth in usage of the site illustrates its importance as a key point of access for the SUN Movement. A **mobile friendly version** of the SUN Movement website was launched in December 2014 to improve the websites access as the use of smartphones continues to grow.

The SUN Movement Secretariat also produces "**SUN in Practice**" briefs which present the real-life experience of SUN Countries on particular themes. One additional brief was produced in 2015 entitled "The contribution of agriculture and social protection to improving nutrition". The fourth issue and the previous three issues are in the process of being translated into additional languages of Portuguese and Russian. In addition, an **information management system** is being developed to better capture data and documentation collected from SUN Countries with support from an external web development company. A [Common Results Framework Planning Tool](#) was launched on the SUN Movement website in July 2015 featuring the costed plans of 20 SUN Countries.

**To support SUN Countries to ensure timely access to the technical support they need**, the SUN Movement Secretariat helps to identify and coordinate support in the form of coaching, technical assistance, learning and sharing experiences to inform a way forward, knowledge management and helping to identify financing for action. As requests for support are received, the SUN Movement Secretariat works with SUN Countries and stakeholders to match needs with timely, practical and effective support that exists in all corners of the SUN Movement. This system is called the **SUN Movement Capacity to Deliver Framework**.

As of 30 September 2015, 157 requests for additional support to increase capacity beyond the capacity available in-country to deliver scaled-up nutrition efforts have been identified by the SUN Movement Secretariat. 106 of these requests for support have been either fully addressed by providers or are in the process of being so; 25 requests are still in the process of being formalized while suppliers are actively sought but not yet identified and 26 requests have been closed as a solution has been found within the country.

A large part of the Secretariat's efforts to support SUN Countries are organised through support and coordination of **three SUN Movement Communities of Practice** focused on: **policy and budget cycle management; social mobilisation, advocacy and communication and functional capacities** for coordination and effective scaling up of nutrition in action. The Scaling Up Nutrition Communities of Practice are groups of individuals with shared interests that come together in person or virtually to tell stories, to share and discuss problems and opportunities, discuss best practices and talk over lessons

learned and innovate to fill gaps. Their structures, processes and evolution reflect the vastly different areas of practice and expertise they are meant to support.

The Secretariat will continue to support the Communities of Practice to respond to SUN Countries' needs in 2016 by coordinating and facilitating efforts to **engage further service providers** to meet the growing needs of SUN Countries and encourage engagement with countries where there is limited to no support available as well as to **develop guidance** for new SUN Countries and those countries where it proves difficult to mobilise technical support. The SUN Movement Secretariat will also work to ensure all SUN Countries have **equitable access to the sharing and learning opportunities** that characterize the SUN Movement by refining the SMS information management systems and continuing to **grow and expand the scope of the SUN Communities of Practice** in order to provide proactive, learning and sharing opportunities across the SUN Movement. The SUN Movement Secretariat will also support SUN Countries to **better understand the types of global financing** that is available and how best to access these funds.

The Secretariat organized **6 SUN Country Network teleconferences** with SUN Government Focal Points and multi-stakeholder platforms. Summary notes were produced and translated, and are used to update country information on the website and to produce SUN Country In-Practice Briefs. Key outcomes of these calls were regularly shared with SUN Networks. The SUN Country Network teleconferences allow the SUN Movement Secretariat to **track progress in SUN Countries** as well as to record needs and priorities from different perspectives. They allow SUN Government Focal Points and multi-stakeholder platforms to interact with each other and with the Secretariat, in relation to both daily challenges and specific thematic areas. These calls **facilitate experience sharing, learning and tracking of progress**. As more countries join the Movement and as multi-stakeholder platforms expand, the logistical challenges to organise these calls are increasing. Some SUN Countries have suggested that the SUN Movement Secretariat consider alternative ways to organize the SUN Country Network teleconferences – for example according to contextual socioeconomic factors and geographical location (regional).

A priority for 2015-2016 is to improve the ways in which the SUN Movement Secretariat manages the information shared by SUN Countries – both in terms of progress along the four processes and developments in relation to requests for support. This will include the **development of a data management tool** that features an integrated archive system for all documents shared by countries as well as **consolidated country profiles**. The data management tool will also include an internal application that will enable the Secretariat to **register, track and monitor requests of support** coordinated across the SUN Movement. It is hoped that this would in turn help to establish stronger mechanisms through which SUN Countries can be held accountable for the information they share.

Support for the 55 SUN Countries and the Indian State of Maharashtra is organised around four SUN Networks: donors, civil society, UN agencies and business. The SUN Networks form an integrated part of the SUN Movement. Just as membership of the Movement encourages behavioural change in countries, it also promotes changes in the behaviour of actors from within the SUN Networks.

**To ensure that SUN Networks provide an optimal service when responding to SUN Countries**, all SUN Networks are increasingly using **online knowledge portals** to share information on good practices and different tools to enhance the work of their members. These actions are aimed at enhancing learning and are demonstrating the potential for the SUN Networks as learning and knowledge exchange hubs. In 2014-15, the SUN Donor Network undertook research on the role of in-country donor conveners and how their work can be improved. The SUN Business Network is developing models for country business engagement strategies and an online platform is available with tools and resources. The UN Network for SUN also maintains a knowledge sharing portal through UN REACH, and is working with countries to make information available from national nutrition dashboards and stakeholder and action mapping into country online portals. The SUN Civil Society Network continues to collect and share information on progress by National Civil Society Alliances through their online portal and blog.

The SUN Movement Secretariat will continue working to ensure better connection between SUN Networks and SUN Countries, including through a more substantial engagement by the Networks in thematic teleconferences with SUN Countries. It will foster the linkage of Networks during the creation of their individual work plans and their contribution to the realisation of the Roadmap of the SUN Movement Strategy 2016-2020, as well as with the different Communities of Practice. This will help to **ensure that the strategies of the four SUN Networks are in synergy with the overall strategy of the SUN Movement.**

As of September 2015, **the SUN Movement Secretariat has supported the functioning of SUN Movement MPTF** to disburse approx. USD 9.9 million for 29 projects, corresponding to 98% of the total deposits. 12 projects have been extended to 2016, 6 have closed and 11 are pending final decision by the Implementing Partner. The SUN Movement Secretariat also organised three meetings of the SUN Movement MPTF Management Committee and published the [2014 SUN Movement Annual Report of the SUN Movement MPTF](#) in May 2015 which took stock of progress, achievements and lessons learned of the 28 SUN Movement MPTF-funded projects. The **independent evaluation of the SUN Movement MPTF** started on 4 September 2015 and the SUN Movement Secretariat continues to support the process.

The SUN Movement Secretariat led the organization of the fourth **SUN Movement Global Gathering**, which took place from 20-22 October in Milan in the auspices of EXPO Milano, themed “Feeding the Planet, Energy for Life”. SUN Government Focal Points and team members, representatives from SUN civil society, private sector, UN agencies and donor networks, SUN Movement Lead Group and Executive Committee members gathered to take stock of the lessons from the year and define the direction the Movement will progress in the coming year.

## Activities of the Scaling Up Nutrition Movement Secretariat

Set up in 2012 as a small and flexible coordination team, the SUN Movement Secretariat provides overall support to the Lead Group, SUN Countries and SUN Network. Initially, the SUN Movement Secretariat was headed by the SUN Movement Coordinator, Dr. David Nabarro, the Special Representative of the UN Secretary-General for Food Security and Nutrition (SRSG). Since the appointment of David Nabarro as UN Secretary-General's Special Envoy on Ebola in August 2014, Tom Arnold (member of the SUN Movement Lead Group) has been appointed as the SUN Movement Coordinator ad interim and Florence Lasbennes, Chief of Staff, has lead and managed the Secretariat. During this reporting period, a Transitional Stewardship Team, later replaced with an Executive Committee has been established to provide guidance and leadership to the Movement as a result of the [SUN Movement Independent Comprehensive Evaluation](#).

This report covers activities carried out and results achieved by the Secretariat during the reporting period (1 October 2014 – 30 September 2015). The SUN Movement Secretariat's work and achievements are presented along the three Result Areas of the M&E framework of the SUN Movement. For each Output identified in the logframe of the Secretariat, activities, achievements, difficulties encountered (if any) and possible changes and prioritization of the work for the next implementation period are presented.

In September 2014, an assessment of the work and performance of the SUN Movement Secretariat was undertaken as part of the Independent Comprehensive Evaluation of the SUN Movement. The evaluation took into account the specific evaluation requirements set out in the funding agreements signed between the Secretariat and its donors. The evaluation included an assessment of whether the Secretariat has been/is adequately staffed and recommendations on its future function. The [Interim Progress Report](#) noted that: *"The SMS has played a relevant role in supporting implementation of the SUN movement strategy; It has provided effective support to the Lead Group and to SUN's various networks; and In regards to efficiency we have seen no evidence of conspicuous waste of resources and many regard the SMS as an efficient and productive unit"*. As such, and without prejudice to the final report, the report recommended that *"The Lead Group takes early action to ensure continuity for the Secretariat, and that it should seek assurances of continued funding beyond 2015 that will enable the Secretariat to retain its staff on appropriate terms. In not doing so would risk eroding one of the SUN Movement's main assets"*. It did note, however, that *"its precise role, structure, resources required depend on strategic decisions about SUN that have yet to be made"*.

The [Final Report of the Independent Comprehensive Evaluation](#) maintained that the *"SMS has provided competent support to [SUN] processes, and that whatever secretariat functions are required for the next phase of SUN should build on the existing SMS."*

### Result Area 1

**The SUN Movement Lead Group is able to exercise stewardship over the Movement, sustain the political attention to undernutrition and increase investments in direct nutrition interventions and nutrition-sensitive development.**

The SUN Movement Lead Group meet twice a year, in April/May (teleconference) and September (in person), to review progress in the Movement and offer strategic guidance. The meetings also serve to sustain the political profile of nutrition globally. In March 2014, the UN Secretary General extended the mandate of the Lead Group until the end of 2015, to ensure continuity during the visioning and transition phase of the Movement.

The SUN Movement Lead Group meetings have enabled the Secretariat to align its own work plan to the priorities identified by the Lead Group, and encouraged the Movement in general and the SUN Network members especially to implement their recommendations in order to best support SUN Countries to scale up nutrition.

During the reporting period of 1 October 2014 to 30 September 2015, the Chair of the SUN Movement Lead Group convened two meetings – by teleconference in May 2015 and in person in September 2015.

The efforts of the SUN Movement Secretariat to facilitate, coordinate and support the activities

involved in the Independent Comprehensive Evaluation (ICE) and subsequent 'visioning' process, which was commissioned by the Lead Group during their April 2014 meeting are among the most significant developments in relation to Result Area 1 of this reporting period. In particular, the SUN Movement Secretariat focused much of its efforts to support the Lead Group's Visioning Sub Group (VSG) which was responsible for overseeing the commissioning and execution of the Independent Comprehensive Evaluation. See **Output 1.3** for more details of the Independent Comprehensive Evaluation.

On 9 April 2015, a task team of the SUN Movement Lead Group met in Tanzania for a two day meeting to discuss, debate and discover potential options for the future of the SUN Movement based on the findings of the Independent Comprehensive Evaluation. President Kikwete of Tanzania, a SUN Movement Lead Group member, hosted the event and invited SUN Movement Lead Group members, SUN Government Focal Points and SUN Network Coordinators. Guided by the Synthesis of Responses Report and a Visioning Report prepared on behalf of the Visioning Sub Group by independent consultants, participants discussed potential options for SUN Movement priorities, operational structures and stewardship in the next SUN Movement Strategy (2016-2020). Outcomes of the meeting were used to inform the SUN Movement Lead Group's high level meeting in May 2015 to determine the strategic direction post-2015.

During their teleconference in May 2015, the SUN Movement Lead Group's requested that action advanced in three areas to maintain strong leadership of the Movement. First, the recruitment of a new SUN Movement Coordinator, appointed by the UN Secretary General, should be prioritized. Second, in line with the recommendation of the Independent Comprehensive Evaluation, it was agreed that an Executive Committee should be appointed to oversee the functioning of the Movement.<sup>1</sup> It was also decided that a Transitional Stewardship Team would be formed in the interim to provide guidance and support until the new stewardship mechanisms could be established. Finally, it was agreed that a process to renew the Lead Group be proposed to the UN Secretary General by January 2016.

In relation to the support structures of the SUN Movement, the SUN Movement Lead Group recommended that the Networks and the SUN Movement Secretariat are reinforced with adequate human and financial capacity to reflect the ambitions of the Movement. They appreciated that resource mobilisation needed to begin immediately and be in addition to investments in SUN countries, by SUN country governments and their partners. It was agreed that the Communities of Practice, which were established as a priority area of action in the previous reporting year, should be professionalised - again with adequate resourcing. [For more information on the emerging of CoPs refer to Result Area 2].

The Lead Group also decided that a process to develop a high-level strategy for 2016 to 2020 should be completed by March 2016, and that it would be developed in the spirit of collaboration and work to preserve the unique qualities of the Movement. SUN Movement Lead Group Members asked that the strategy prioritise advocacy, coordination, accountability, capacity strengthening, and resource mobilisation. They also requested that the SUN Movement 'Principles of Engagement' should be strengthened.

During the months of June, July and August 2015, the Secretariat and a consultant worked with the Transitional Stewardship Team and Network facilitators to capture the strategic elements for the high level strategy. Forty-one SUN Government Focal Points and nearly 200 participants in their multi-stakeholder platforms provided input into shaping the high level strategy.

On 22 September 2015, the SUN Movement Lead Group came together in the margins of the United Nations General Assembly in New York. They were joined by the newly established Executive Committee whose 16 members were appointed by Lead Group Chair earlier that month.

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<sup>1</sup> The members of the Executive Committee are drawn from the SUN Country governments and senior officials of the donor, business, civil society and UN system networks and are to act on behalf of the SUN Movement Lead Group to oversee the development and implementation of the Movement's strategy and its operating modalities, to support the Coordinator to galvanise political commitments to nutrition and to promote the ethos and values of the Movement.

At this meeting, the SUN Movement Lead Group recommended that work continue to develop the high level strategy and its roadmap, taking full advantage of the opportunity to discuss the strategy, its provisional targets and the required next steps at the 2015 SUN Movement Global Gathering in Milan in October 2015.

**Output 1.1:** Provide assistance to the Lead Group so that it can exercise accountable stewardship over the Movement in line with the SUN Movement Strategy and Revised Roadmap

#### *Details of activities*

- During the reporting period, the Secretariat organized the 7<sup>th</sup> and 8<sup>th</sup> meeting of the SUN Lead Group (5 May 2015 and 22 September 2014). It also provided them with updates outlining progress and challenges against the Movement's strategic objectives. Summary notes of the meetings are prepared by the Secretariat and made available on the SUN Movement website [here](#).
- The Secretariat also supported the organisation of the two day meeting in Tanzania in April 2015 to discuss, debate and discover potential options for the future of the SUN Movement.
- The Secretariat prepared and translated (in French, Spanish and Portuguese) reports to the Lead Group on the status of the Movement, summarizing the key elements of progress, challenges and evolution. For their 8<sup>th</sup> meeting the Secretariat prepared a draft version of the SUN Movement 2015 Annual Progress Report [see Output 3.4].
- The Secretariat supported the Lead Group's Visioning Sub Group (VSG), the Transitional Stewardship Team and the Executive Committee in their respective responsibilities for overseeing the commissioning and execution of the Independent Comprehensive Evaluation as well as the high level strategy and roadmap development.
- During the months of June and July 2015, the SUN Movement Secretariat carried out extensive consultations with members of the VSG and SUN Countries (through the 20<sup>th</sup> Teleconference Meetings of the SUN Country Network) to inform the drafting of the high level strategy.
  - In August 2015, the SUN Movement Secretariat drafted the first version of the high level strategy.
  - In September 2015, this draft was shared with the TST and networks for their feedback. A revised version of the high level strategy was presented to the SUN movement Lead Group at their meeting in September 2015.
  - The SUN Movement Secretariat then supported the Executive Committee to organise extensive consultations during the 2015 SUN Movement Global Gathering on the high level strategy and its provisional targets.
- The Secretariat maintained regular contacts with SUN Lead Group members (including through bilateral meetings and calls) with the objective of fostering their engagement in support of the SUN Movement, and updates the Lead Group Chair on progress and challenges on a monthly basis.

#### *Achievements against logframe indicators*

- The Lead Group exercises accountable stewardship over the Movement. Evidence of their stewardship can be found in: the Lead Group meeting [Summary Notes](#) and their recommendations to the Movement.
- The Lead Group meetings, in May 2015 (by teleconference) and September 2015 (face-to-face) saw good attendance with 80% and 72% respectively of Lead Group members being present or represented by senior staff.

- The Lead Group provides recommendations to the Movement based on their twice yearly discussions.
  - At their 7<sup>th</sup> meeting, in May, the Lead Group a) took stock of progress across the Movement; b) acknowledged progress across SUN Countries and Networks; c) encouraged better harmonisation with humanitarian efforts as well as the broader nutrition landscape (particularly in relation to processes concerning the International Conference on Nutrition and Sustainable Development Goals) and d) reflected upon the results of the Independent Comprehensive Evaluation and the Synthesis of Responses Report . The Lead Group then set forth several clear areas to prioritise in order to continue the momentum of the Movement: 1.) new leadership (including the appointment of a new Coordinator, a Transitional Stewardship Team, an Executive Committee and a renewed Lead Group); 2.) the drafting a new SUN Movement Strategy to cover the period of 2016-2020; and 3.) reinforcement of the SUN Movement Secretariat and Networks as needed to ensure they can deliver in line with the current ambitions of the Movement.
  - At their 8th meeting, in September 2015, the Lead Group considered progress throughout the SUN Movement, the draft high-level strategy 2016-2020, and the renewed stewardship arrangements. The Lead Group recognised the draft strategy for the SUN Movement 2016-2020 as a strong basis for the roadmap and acknowledged that revision of the indicative targets and further consultation on activities and accountabilities before completion are requiews. A set of detailed guidance for the Executive Committee for finalising the strategy was recorded. In addition, the Lead Group agreed to a set of immediate priorities which include: 1.) a focus on the implementation of effective actions to scale up nutrition; 2.) transparent and speedy recruitment of the SUN Movement Coordinator; 3.) finalization of the strategy and Roadmap and 4.) the corresponding targets before the end of March 2016; 5.) engagement of the SUN Lead Group and other champions in ongoing advocacy efforts, including the United Nations Conference on Climate Change (COP21) in Paris in December, the World Humanitarian Summit in Istanbul in May 2016 and the Nutrition for Growth event in Rio August 2016;
- The Movement continues to pursue the outcomes identified in the [2012-2015 SUN Movement Strategy](#) and [SUN Movement Road Map](#). In the past year, there continues to be progress towards achieving the Movement's four Strategic Objectives but there remains much more to be done. The Lead Group uses the annual progress reports for assessing the status and challenges of the Movement and shares the strategic stewardship with the wider Movement. In particular the SUN Movement 2015 Annual Progress Report provided the Lead Group with an update of progress for the period October 2014 – September 2015 and recommendations for the way forward [see Output 3.4].

#### *Difficulties encountered (if any) - Changes and prioritization in implementation*

- The stewardship of the Movement is in transition. The Lead Group's mandate continues until the end of 2015 and the process to refresh the Lead Group will be proposed to the UN Secretary General by January 2016. The process for appointing the new SUN Movement Coordinator has begun, and is anticipated that the position will be filled in early 2016. At the same time, an Executive Committee has been established to strengthen the stewardship of the Movement and support the Coordinator. These changes present both challenges and opportunities as the SUN Movement seeks to build upon its successes and to address areas of weakness identified in the Independent Comprehensive Evaluation and subsequent recommendations.
- Two meetings of the Lead Group are expected to take place in the next reporting period (April 2016 – September 2016).

- The current strategy for the SUN Movement runs to the end of 2015. The Lead Group has asked that an updated strategy be developed for the period 2016-2020, taking into account the findings from the Independent Comprehensive Evaluation. A draft high level strategy has been prepared and was presented to the Lead Group at their meeting in September 2015. The Lead Group has agreed with the direction provided by the strategy and asked that a more detailed Roadmap be produced by March 2016. The Executive Committee will guide the development of the Roadmap, informed by consultations at the 2015 Global Gathering.

**Output 1.2:** Provide assistance to Lead Group members – and the Movement as a whole – to undertake effective resource mobilization for addressing undernutrition

***This Output should be read together with Output 2.1 Communities of Practice (COP) for Policy and Budget Cycle Management –from planning to accounting for results***

#### *Details of activities*

- Following on from working sessions at the 2014 SUN Global Gathering on tracking nutrition allocations, the 17th meeting of the SUN Country Network in January and February 2015 further explored the practicalities of conducting budget analysis to identify nutrition allocations. During this meeting, SUN Countries were invited to respond to a Call of Interest that aimed to identify countries that were interested in accelerating their efforts to report on nutrition relevant budget allocations. Thirty SUN Countries responded to the Call of Interest and were enthusiastic about embarking on the use of a 3-Step approach to report on nutrition relevant allocations. This ‘3-Step approach’ was identified by the SUN Movement Secretariat as a quick and practical way to report on nutrition relevant allocations. It is based on a common methodology, approved by the SUN Donor Network Senior Officials in 2013, to track global investments in nutrition.
- The SUN Movement Secretariat participated on the technical advisory group of the Power of Nutrition - a partnership of investors and implementers funding and executing large-scale, high impact programmes in some of the countries that are worst affected by undernutrition.
- The SUN Movement Secretariat also participated on the technical advisory group of UnitLife – a fund established by a number of African countries using a levy from extractive revenues with the aim of addressing undernutrition in the areas with the highest burden.
- The SUN Movement Secretariat is also a member of the technical advisory group led by the World Bank, Results for Development and 1000 days to establish the costs, current financing and resource gaps to achieve the six global nutrition targets approved by the World Health Assembly in 2012. This will provide members of the Lead Group with messages that empower them to advocate for substantially increased financing that supports national priorities for scaling up impact for nutrition.
- The SUN Movement Secretariat is also exploring opportunities with non-traditional donors and partners including the Global Agriculture and Food Security Program as well as actors in the area of Water, Sanitation and Hygiene (WASH), the Education for All goals, social protection and women’s empowerment.
- In 2014, the Secretariat with support from Maximising the Quality of Scaling Up Nutrition (MQSUN) and SUN Networks compiled a [synthesis report](#) on the exercise undertaken by twenty SUN Countries for estimating the costs to implement multi-sectoral strategies to scale up impact on nutrition. In 2015, the estimated costs were published in an [online tool](#) that provides a practice-based reference on how investments have been planned and costed in these countries to cover nutrition-specific, nutrition-sensitive and governance actions and aims to guide on standard factors that need to be considered when planning and costing. The online tool is accessed by policy makers and researchers that aim to improve their planning and budgeting outcomes [see Output 2.1 and 3.1].

### *Achievements against logframe indicators*

- The budget analysis work culminated with four regional budget analysis workshops in April 2015 supported by UNICEF on behalf of the UN Network for SUN in Thailand, Uganda, Cote d'Ivoire and Guatemala. Participants from SUN Countries joined the workshops at different stages of process and were able to debate which allocations were nutrition-specific and nutrition-sensitive as well as what weights were appropriate for particular allocations based on their sensitivity to nutrition. It was a process of learning-by-doing and sharing insights amongst SUN Countries. The SUN Country Network praised the workshops as useful forums for sharing learning and consensus building amongst SUN Countries.
- This collective effort to find an agreed way of analysing nutrition spending within the SUN Movement will in time allow SUN Countries to report transparently on their nutrition investment situations. This will allow the SUN Movement as a whole to ensure that investments in nutrition are not just well accounted for but also directed to best effect.
- The SUN Movement Secretariat led the work on the development of a synthesis report that summarizes the work done so far on estimating nutrition spending in SUN countries. It provides a brief overview on how the 3-step approach was developed and used by the countries, an analysis on the key results, a commentary on the main challenges and on the next steps in the use of the data for advocacy, for better planning and budget allocations and for tracking actual spending. An abbreviated version of this synthesis report is available on the [SUN Movement website](#). The full version is available from the SUN Movement Secretariat.
- Data shared by countries have informed the advocacy work stream on "Reaching the Global Target to Reduce Stunting: How Much Will it Cost and How Can we Pay for it?" (World Bank and Results for Development Institute 2015), which was presented during the Third International Conference on Financing for Development (Addis Ababa, Ethiopia, July 2015).
- In a strong step toward transparency and accountability, the preliminary figures and trends, shared by SUN Government Focal Points on behalf of their multi-stakeholder platforms, are featured in the 2015 [Global Nutrition Report](#) and in the [SUN Movement Progress Report](#).
- In follow up to the intense engagement in the Nutrition for Growth event in London in June 2013 where over \$23bn was pledged for nutrition, some Lead Group members continued to advocate for the mobilisation of additional resources for nutrition.
- In addition to the national plans already shared by the Secretariat through the 2014 Synthesis Report, most countries in the SUN Movement report having started to cost interventions for improved nutrition and are being supported in their efforts by providers mobilized through UN Network, Donor Network and Civil Society Network. The SUN Movement Secretariat will continue to support countries to organize roundtable for investments and link them to existing funding mechanisms such as Power of Nutrition and UNITlife [see Output 2.1].

### *Difficulties encountered (if any) - Changes and prioritization in implementation*

- The budget analysis method used during the 4 workshops in Thailand, Uganda, Cote d'Ivoire and Guatemala provided a useful exercise in transparency and a starting point for tracking nutrition spending in national budgets. However, it is not a complete picture and cannot be used as a basis of direct comparison from country to country.
- A key priority in 2016 will be to further support the advancement of the budget analysis work with the group of SUN countries that participated in the 2015 exercise. Regional workshops will again be initiated to help advance with countries that have already undertaken the work and support other countries to begin. This will involve moving into tracking of actual expenditures and tracking off-budget resources, such as civil society and private sector contributions.

- The World Bank has recently estimated that an additional US\$ 42 billion is needed to effectively reduce stunting in the 37 highest-burden countries over the next ten years – and as yet there is not the capability to accurately track financial flows for nutrition. Furthermore, with several SUN countries seeing significant downturns in public finances due to the end of the commodities boom, money has to be sought from elsewhere. The Lead Group urged the Movement to consider ways to assist countries to access external, domestic and blended financing as set out in the Addis Agenda for Action. This will also require support for the improvement of costed plans, the costing and financing of targets and, potentially, through peer reviews and investment boards.
- The SUN Movement Secretariat contributes to the Technical Advisory Group supporting work led by the World Bank, R4D and 1000 Days to develop cost estimates to address the remaining five Global Nutrition targets with an emphasis on Exclusive Breastfeeding, Anaemia among Women of Reproductive Age and Child Wasting. <sup>2</sup>
- Given the importance attributed to multi-sectoral alignment for reduced malnutrition, governments are increasingly more interested in securing a comprehensive view on the cost of obtaining better nutrition outcomes from key investments in social protection, agriculture, education, public health and WASH. In 2015, the SUN Movement Secretariat, with support from MQSUN, developed a draft technical note on how to plan and estimate costs for nutrition-sensitive actions using a methodology based on the 3-step approach for budget analysis. This note will undergo a technical consultation process similar to the one done for the analytical work of the costed plans in 2013-2014 and for the budget analysis work in 2014-2015.
- The SUN Movement Secretariat continues to serve as a repository of available data resources, enabling open access to improve mutual accountability. The Secretariat is working to ensure adequate linkages with relevant websites (e.g. WHO, FAO, REACH and the newly established Global Nutrition Report website) to ensure sustainability of efforts and avoid duplications.
- The Secretariat will continue to explore the feasibility of creating a facility for reinforced country costed plans to go through investor review in order to have higher likelihood of donors' support. At the same time, the Secretariat will carefully consider the role it could potentially play in the establishment of such a facility.
- Many of the countries with endorsed plans will start their new planning cycle in 2016. In addition, many countries are in the process of developing their costed plans with support of technical partners facilitated through the Secretariat. The Secretariat continues to collect evidence from countries supported to develop plans to assess how these plans have contributed to increased opportunities for domestic and external investments. Now that two mechanisms (the Power of Nutrition and UnitLife) have been established, there is a more pressing challenge to donors to meet the expectations of countries to access predictable and timely funds.

**Output 1.3:** Provide assistance to Lead Group members to oversee the accountability of the overall SUN Movement

### ***Monitoring and Evaluation (M&E) Framework of the SUN Movement***

- The [SUN Movement Monitoring and Evaluation \(M&E\)](#) system was developed and initiated in 2013. It uses an outcome mapping approach to assess behavioural changes in key stakeholders in their efforts in support of scaling up nutrition. It is based on the *four processes* that underpin the SUN Movement. For each process, process markers are identified which serve as stepping stones to achieving the ultimate results of the process [see Output 2.2].

<sup>2</sup> This builds on estimations of the nutrition-specific cost of preventing a child from stunting that were published in the Lancet in June 2013.

- Data collection through self-assessment workshops by in-country stakeholders was rolled out in 2014 by the SUN Movement Secretariat. Self-assessment was chosen to increase ownership and mutual accountability of the reporting progress in the SUN Movement. For 2015, the data collection tools were slightly revised by the SUN Movement Secretariat to address comments raised by countries on the 2014 process. Emphasis was placed on assessing progress as a multi-stakeholder platform while individual networks provided examples of their specific contributions. The Secretariat provided technical support to countries on the assessment and reporting process. Information received from the self-assessment exercises undertaken voluntarily by countries was analysed by the SUN Movement Secretariat and used in the preparation of the 2015 Annual Progress Report.

#### *Achievements against logframe indicators*

- Between 1 May and 20 July 2015, 43 out of 55 countries that joined the Movement before September 2014, voluntarily assessed their progress against the four processes that underpin the SUN Movement. This represents an improvement compared to 2014 (where 37 out of 40 countries that joined the Movement before September 2013 undertook the self-assessments). 30 of these 43 countries that submitted their self-assessment reports for 2015 had also undertaken the same exercise in 2014. For countries that were unable to undertake the exercise, a narrative of progress on the four processes was submitted for the 2015 Annual Progress Report of the SUN Movement.
- For country self-assessments, SUN Country Government Focal Points convened members of their multi-stakeholder platform to jointly discuss performance on each of the progress markers. Scores were awarded to each of the progress markers after thorough discussion; evidence was provided to justify scoring. Following the joint assessment of changes in the past year, the different networks in the multi-stakeholder platforms were also allowed to outline their contribution. The report from the self-assessment was circulated to all members of the country multi-stakeholder platforms for validation. This was then shared with the Secretariat for further analysis, especially of emerging patterns across the Movement. In-country stakeholders have expressed the view that the self-assessment exercise enabled members of the national multi-stakeholder nutrition platforms to work together, assess progress against the processes for Scaling Up Nutrition, examine results achieved and importantly identify key challenges.
- While the 2014 monitoring exercise allowed full operationalization of the M&E Framework of the SUN Movement through practical tools for data management and country self-assessment of progress, the exercise repeated in 2015 helped to strengthen the process as an effective way of consistently using the same methodology to measure progress overtime. With the level of consistency achieved, it helped to identify countries performing well on particular progress markers. This is useful for peer-learning amongst countries.
- The SUN Movement 2015 Annual Progress report was largely prepared with information from the monitoring exercise. The report is accompanied by a Compendium of Country Profiles containing the results of each country's self-assessment [see Output 3.4].

#### *Difficulties encountered (if any) - Changes and prioritization in implementation*

- The Secretariat reviewed and updated the 2014 process without any external assistance. Over the next 12 months (October 2015 – September 2016), the Secretariat will continue to roll out the M&E Framework to SUN Countries as the method of tracking progress against the four process [see Output 2.2]. However, given the voluntary nature of the monitoring exercise, countries are not obliged to undertake the self-assessments thus could affect the consistency of reporting progress overtime.
- The Secretariat will continue to assess its own outputs (part of the M&E Framework) to show accountability towards its mandate and contractual commitments with donors.

## **Independent Comprehensive Evaluation (ICE) of the SUN Movement**

All documents published as part of the ICE are available on the SUN Movement website [here](#).

### ***Details of activities***

- The SUN Movement Secretariat facilitated, coordinated and supported the activities involved in the Independent Comprehensive Evaluation (ICE) and subsequent 'visioning' process, which was commissioned by the Lead Group during their April 2014 meeting. In particular, the SUN Movement Secretariat focused much of its efforts to support the Lead Group's Visioning Sub Group (VSG) which was responsible for overseeing the commissioning and execution of the Independent and Comprehensive Evaluation.
- The evaluation, which was led by [Mokoro Ltd](#) in collaboration with [Valid International](#) and [FEG Consulting](#), set out to assess the value the Movement adds to efforts to scale up nutrition. In August 2014, an [Inception Report](#) set out a clear methodology for the evaluation, as well as a work plan for the evaluation process itself. In September 2014, an [Interim Progress Report](#) presented some initial observations as had emerged at that point, in addition to an interim assessment of the SMS. In January 2015, the [Final Report](#) presented the evaluation's findings, conclusions and recommendations. In addition to these reports, the evaluation team produced a fourth output in November 2014, in the form of an [Options Discussion Paper](#). This was published to serve two purposes: 1.) as a means of presenting emerging findings on the potential future direction of the Movement, drawing on the country case studies that took place in September and October, and 2.) of informing the ICE-related discussions at the SUN Global Gathering.
- The SUN Movement Secretariat conducted an extensive consultation process to collect Movement-wide reactions to the results of the Final Report of the ICE. A total of 102 comments were received. 29 SUN Country Government Focal Points responded on behalf of their multi-stakeholder platforms; and SUN network facilitators consolidated responses from 36 civil society alliances, 11 donors, 10 businesses and 4 UN system entities. 11 responses were received from individuals, and the SUN Secretariat also provided feedback. 5 out of the 8 countries involved in the country case studies responded. These views were summarized in the [Synthesis of Responses Report](#) put together by the SUN Movement Secretariat in March 2015.
- After this consultation and synthesis were complete, the SUN Movement Secretariat supported the organisation of a [two day meeting](#) of a task team of the SUN Movement Lead Group in Tanzania to discuss, debate and discover potential options for the future of the SUN Movement on 9 April 2015. Hosted by President Kikwete of Tanzania, a SUN Movement Lead Group member, representatives included SUN Movement Lead Group members, SUN Government Focal Points and SUN Network Coordinators. Guided by the Synthesis of Responses Report and a Visioning Report prepared on behalf of the Visioning Sub Group by independent consultants, participants discussed potential options for SUN Movement priorities, operational structures and stewardship in the next SUN Movement Strategy (2016-2020). Outcomes of the meeting were used to inform the SUN Movement Lead Group's high level meeting in May 2015 to determine the strategic direction post-2015.

### ***Achievements against logframe indicators***

- By the end of this reporting period, the Independent Comprehensive Evaluation (ICE) of the SUN Movement was completed and a rigorous consultation carried out to assess the reactions of all in the Movement to the findings of the ICE.
- By 30 September 2015, a first high-level draft strategy was compiled informed by extensive inputs from all SUN Countries, SUN networks, the Transitional Stewardship Team and the Executive Committee.

### *Difficulties encountered (if any) - Changes and prioritization in implementation*

- The SUN Movement Secretariat has learned valuable lessons regarding the complexity of compiling a multi-stakeholder response to the findings of the ICE in order to provide sound recommendations to the Lead Group. The meeting hosted by President Kikwete in April 2015 in Tanzania helped tremendously to build consensus in drafting recommendations.
- While there are numerous recommendations resulting from the ICE, the three areas which have been prioritised by the Lead Group are a strong focus on implementation, strengthened stewardship arrangements through the formation of the Executive Committee and the initiation of the recruitment process for the new SUN Movement Coordinator.

**Output 1.4:** Enable Lead Group members to undertake effective High Level Advocacy

#### *Details of activities*

- The Secretariat continues to brief Lead Group members on an ad- hoc basis. Short briefing materials have been developed Secretariat and made available through the SUN website ([www.scalingupnutrition.org](http://www.scalingupnutrition.org)).
- The Secretariat ensures Lead Group members receive core SUN communication materials and publications.

#### *Achievements against logframe indicators*

- Over the course of this reporting period Lead Group members were involved in high-level meetings, have participated in country events, regional and international meetings, and raised the profile of under nutrition through media interviews and opinion pieces. The SUN Movement Secretariat has captured much of this activity through [here](#).
- The Secretariat also captures and shares Lead Group advocacy efforts on a regular basis as part of the monthly [SUN Movement newsletters](#) and through social media.

### *Difficulties encountered (if any) - Changes and prioritization in implementation*

- At their meeting in September 2015, the Lead Group asked that their influence be better used. The updated strategy for the Movement will look at ways to better support the Lead Group and nutrition champions advocate for improved nutrition. This will likely require dedicated resources.

**Output 1.5:** Foster greater understanding of the SUN Movement and its progress

[see also Output 3.4]

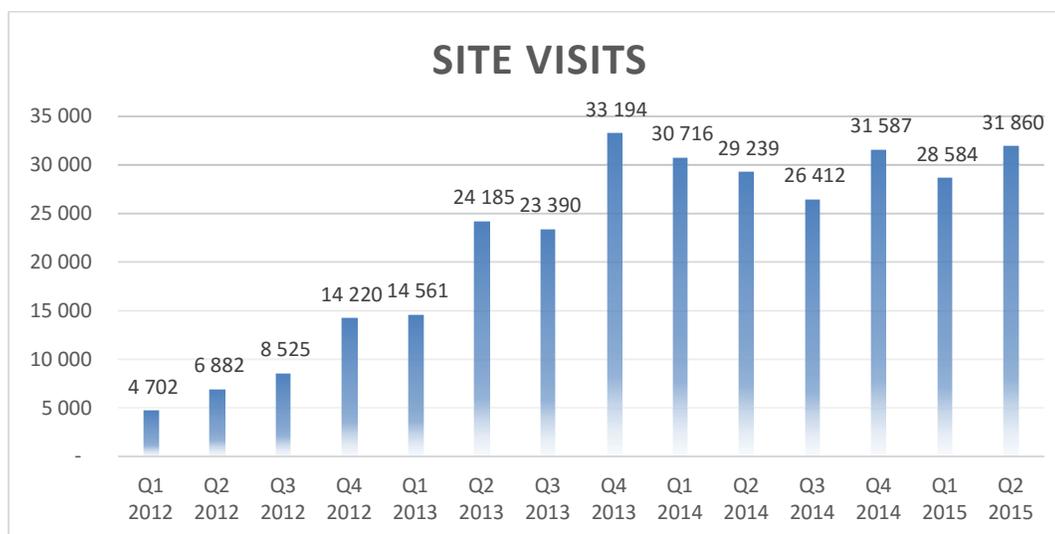
#### *Details of activities*

- The Secretariat, with technical support from Upwelling, a web development company, ensured the update, improvement and maintenance of the [scalingupnutrition.org](http://scalingupnutrition.org) website. This involved efforts to improve access to the SUN Movement website to more people including a search engine optimisation project, new tools and improved navigation to core content.
- SUN Country homepages were updated to showcase progress against the four strategic processes of the SUN Movement.
- SUN Network homepages were relaunched, improving consistency and better highlighting the networks areas of priority.
- Communication materials were updated and disseminated at the SUN Movement Global Gathering in Milan to empower stakeholder advocacy and communication such as SUN Movement Bumper Stickers, brochures and In Practice Briefs [see Output 3.4].

- The Secretariat continued gathering evidence of progress towards scaling up nutrition by strengthening the communications channels for sharing ‘news’ content between SUN Government Focal Points as well as with SUN Networks Facilitators.
- The SUN Movement Secretariat installed the DropBox file sharing service in order to build an improved inventory of knowledge and for more efficient file sharing with external partners.

#### *Achievements against logframe indicators*

- The SUN Movement’s multi-lingual website ([www.scalingupnutrition.org](http://www.scalingupnutrition.org)) is continually being updated to reflect developments from SUN Countries and across the Movement. Its steady and continued growth illustrates the importance of the website as a key point of access for the SUN Movement.



- Navigation features and usage functions are continually reviewed and improved to better tailor the growing audience of the Movement. In July 2015, the websites core sections on “ABOUT” and “RESOURCES” were relaunched and a new section on “PROGRESS” was added to the website.
- The website continues to grow as a portal to share and learn about scaling up nutrition. A mobile friendly version of the SUN Movement website was launched in December 2014 to improve the websites access as the use of smartphones continues to grow.
- The “SUN in Practice” briefs present the real-life experience of SUN Countries on particular themes. One additional brief was produced in 2015 titled “The contribution of agriculture and social protection to improving nutrition”. The fourth issue and the previous three issues are in the process of being translated into additional languages of Portuguese and Russian.
- An information management system is being developed to better capture knowledge collected from SUN Countries with the web development company Upwelling.
- A [Common Results Framework Planning Tool](#) was launched on the SUN Movement website in July 2015 featuring the costed plans of 20 SUN Countries. The SUN Movement Secretariat stand at the SUN Movement Global Gathering featured “How to use the CRF Tool” in conjunction with the Budget Analysis Short Synthesis Report.

#### *Difficulties encountered (if any) - Changes and prioritization in implementation*

- As the Movement continues to grow, the Secretariat works to ensure that the diversity of communication needs are met and that learning and engagement across the Movement are fostered by sharing materials, lessons and best practice.
- The SUN Movement website remains the central communication platform for the SUN Movement and the Secretariat is investing in its expansion and improvement in line with the

rapid expansion of the number of individuals contributing to the SUN Movement. A Trilingual Communications Officer was employed in August 2015 to improve the quality of translated content and increase the reach and engagement with French and Spanish speaking members of the SUN Movement.

- For the next reporting period (October 2015 – September 2016) the Secretariat will continue producing and disseminating SUN Movement materials and as well as sharing knowledge and tools through the SUN Movement website [see also Output 3.4].

## Result Area 2

**Each SUN Country is better able to bring together national stakeholders for implementation of effective actions to Scale Up Nutrition, to learn how best to do this from experiences of other SUN Countries and to access aligned external support for realising its objectives.**

As of September 2015, 55 countries and the Indian State of Maharashtra have joined the SUN Movement and committed to scaling up nutrition with support from four global networks and many other actors at global, regional and country levels. Throughout the course of 2014-2015, many SUN Countries reported significant progress in reducing stunting including Benin, Cambodia, Ethiopia, Ghana, Guinea Bissau, Kenya, Kyrgyzstan, Malawi, Tanzania, the Gambia and Zimbabwe. Many other countries in the SUN Movement are also making significant strides with preliminary data showing promising trends.

Nevertheless, each country is grappling with challenges and seizing opportunities that are specific to their own political, economic, cultural and social contexts. They are finding their own ways to institutionalise a multi-stakeholder approach to nutrition that works with their existing structures and resources. All activities undertaken by the Secretariat in support to SUN Countries serve to encourage achievement of progress by countries to scale up nutrition and better understand these national needs and challenges.<sup>3</sup>

The 2012-2015 SUN Movement Strategy highlights four institutional transformations (four strategic objectives) that SUN Countries seek to achieve:

- **Strategic Objective 1:** Creating an enabling political environment, with strong in-country leadership, and a shared space where stakeholders align their activities and take joint responsibility for scaling up nutrition;
- **Strategic Objective 2:** Establishing best practices for scaling up proven interventions, including the adoption of effective laws and policies;
- **Strategic Objective 3:** Aligning actions around high quality and well-costed country plans, with an agreed results framework and mutual accountability; and
- **Strategic Objective 4:** Increasing resources towards coherent aligned approaches.

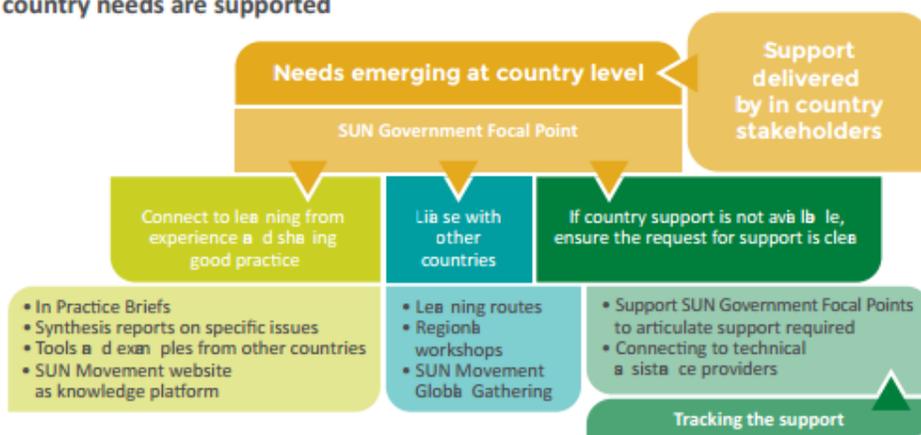
The SUN Movement Secretariat has observed that as SUN Countries strive for progress, gaps in capacity emerge which act as road blocks for implementing and scaling up effective nutrition actions. Often solutions to SUN Country capacity needs are addressed by stakeholders in country such as UN agencies. In some SUN Countries there are numerous avenues for in-country support and in others technical assistance can be limited. Often support is not well coordinated or aligned with national objectives of SUN Countries.

At the request of the SUN Movement Lead Group, the SUN Movement Secretariat has prioritised its efforts to help create an environment for learning, sharing and facilitating support for SUN Countries when in-country expertise is unavailable. The SUN Movement Secretariat acts as a liaison and champion of SUN country priorities and needs, encouraging all stakeholders to boost their support for aligned and coordinated nutrition actions in country. This support can come from the SUN Networks, international non-government organisations (NGOs) or academic institutions with the knowledge and experience to catalyse progress.

<sup>3</sup> More details on SUN Country progress are available in the 2015 SUN Movement Annual Progress Report.

Support can be in the form of coaching, technical assistance, learning and sharing experiences to inform a way forward, knowledge management and financing for action. As requests for support are received, the SUN Movement Secretariat works with SUN Countries and with stakeholders to match needs with timely, practical and effective support that exists in all corners of the SUN Movement. This system is called the SUN Movement Capacity to Deliver Framework.

### How country needs are supported



Following on from thematic support outlined in the 2014 SUN Movement Progress Report, and based on the nature of requests coming from SUN Countries in 2014-2015 it was agreed to strengthen three SUN Movement-wide thematic areas which have arisen from country requests. The SUN Movement Secretariat has prioritised the establishment and advancement of three SUN Communities of Practice to harvest the collective knowledge and experience of actors, create platforms for sharing and learning and provide technical expertise. [see Outputs 2.1, 2.2 and 2.3].

- **Policy and Budget Cycle Management** - from planning to accounting for results  
*\*\*Note throughout 2014-2015, another Community existed focusing on the reliable monitoring of progress, evaluation of outcomes and demonstration of nutrition results. This has been integrated with the first Community to better capture the elements of the planning cycle.*
- **Social mobilisation, advocacy and communication**
- **Functional Capacities** for coordination and effective scaling up of nutrition in action

The Scaling Up Nutrition Communities of Practice are groups of individuals with shared interests that come together in person or virtually to tell stories, to share and discuss problems and opportunities, discuss best practices and talk over lessons learned and innovate to fill gaps. Their structures, processes and evolution reflect the vastly different areas of practice and expertise they are meant to support.

It should be noted that there are many other 'Communities of Practice' providing a strong knowledge and support base for nutrition globally such as the Institute of Development Studies, Secure Nutrition and Renewed Efforts Against Child Hunger (REACH). The SUN Movement Secretariat strives to ensure that connections between the SUN Communities of Practice and these other initiatives are established to ensure coherent and coordinated support for country-led.

## **Output 2.1: Support SUN Countries to ensure they have timely access to the technical expertise they need**

### ***Capacity to Deliver and Communities of Practice***

#### ***Details of activities***

- The Secretariat developed a tool in 2014 which aims at tracking and facilitating prompt and efficient response to country requests for support. This internal tool is based on the Secretariat intranet and gathers all requests made by SUN Government Focal Points during SUN Country Network country calls, bilateral calls, written communication, or face to face meetings, etc and that fit into the C2D framework.
- When a country request for support is mentioned, it is entered in the database and followed by several communications with the SUN Government Focal Point to define the expectations and the scope of the support requested. It is only after the request is clearly defined and confirmed that the matching with providers can start. Hence, the internal tool categories the various stages a request goes through (namely: raised, pending, responded, matched, and completed) enabling to reflect on the subsequent actions to be taken from countries, Secretariat, providers. The tool also enables to store all the communications and documents related to the request (official communication, terms of reference of support offered, and deliverables) and elaborate statistics.
- From August 2014 to August 2015, 157 requests for support, where an in-country capacity support solution has not been successfully identified by the SUN Government Focal Point, have been received by the SMS. A breakdown of these requests is detailed as follows: 84 (54 %) are for support in relation to policy and budget cycle management; 33 (21%) are for social mobilization, advocacy and communication support; and 40 (25%) are for support related to functional capacities for coordination and effective scale up of nutrition in action.

#### ***Achievements against logframe indicators***

- As of 30 September 2015, 157 requests for additional support to increase capacity beyond the capacity available in-country to deliver scaled-up nutrition efforts have been identified by the SUN Movement Secretariat. A breakdown of the status of these requests can be detailed as follows:
  - a) In total, 106 (67%) of the 157 requests for support have been either fully addressed by providers or are in the process of being so, according to terms of reference agreed upon by the parties;
  - b) 25 requests are still in the process of being formalized while suppliers are actively sought but not yet identified;
  - c) 26 requests have been closed as a solution has been found within the country.

#### ***Difficulties encountered (if any) - Changes and prioritization in implementation***

- It is clear that the responses to requests for capacity-building are yet to meet the expectations of SUN Countries. However, pro-active efforts such as the 2015 SUN Budget Analysis Exercise have helped to stimulate progress (see Output 1.2)
- As identified in a mapping of service providers active in SUN Countries, there is a high concentration of service providers in a small number of SUN Countries and either no or limited support in the majority of SUN Countries. This does not include UN agencies, who are present in all SUN countries and can be approached as a first go-to partner for technical assistance needs.

- The process of matching a country with a provider can take time as it depends on the availability of identified providers and speed with which SUN countries and potential providers can agree options to move forward (with support from the SMS as required). In order to help to ensure that individual, organisational and collective efforts are adding the most value towards strengthening SUN Countries' capacity to deliver, support from providers should be country-led, flexible, timely, coordinated and accountable.
- The Secretariat will continue to support the Communities of Practice to respond to SUN Countries' needs in 2015/16 by coordinating and facilitating efforts to:
  - Engage further service providers to meet the growing needs of SUN Countries and encourage engagement with countries where there is limited to no support available; develop guidance for new SUN Countries and those countries where it proves difficult to mobilise technical support
  - Ensure all SUN Countries have equitable access to the sharing and learning opportunities that characterize the SUN Movement
    - Refine the SMS information management systems to provide a strong knowledge base and ensure knowledge-sharing products are addressing the appetite for information, experiences and advice from SUN Countries
    - Continue to grow and expand the scope of the *SUN Communities of Practice* in order provide proactive, learning and sharing opportunities across the SUN Movement
  - Support SUN Countries to better understand the types of global financing that is available and how best to access these funds

***Communities of Practice (COP) for Policy and Budget Cycle Management –from planning to accounting for results***

**For more elements on this COP please refer to the SUN Movement 2015 Annual Progress Report page 58.**

To date, this *SUN Community of Practice* has focused on the efforts underway by governments and supporting partners in the SUN Movement to cost and track national plans for nutrition. It seeks to guide coordinated efforts by nutrition stakeholders and to mobilise the required resources to address gaps and sustain results. It also aims to support the establishment and use of information platforms at national and subnational levels that can help to:

- Monitor progress in reducing malnutrition
- Determine associations between changes in malnutrition and domestic and external financial investments in nutrition
- Build plausibility arguments on the effectiveness, from an impact and cost perspective, of different interventions
- Strengthen mutual accountability of government and development partners in meeting commitments made, by leveraging information platforms such as NIPN.

**Requests to date**

There have been 86 requests to date for support in different areas of planning, costing, implementing, financing and monitoring and evaluation. 62 of them have been completed with deliverables shared with the countries. 16 have been closed for different reasons including postponement, lack of reply and selection of other sources of support (especially on M&E). 8 requests are being addressed.

***Details of activities***

- The budget analysis process began in mid-2013 when the SUN Movement Secretariat commissioned a literature review to compile mechanisms available at the international level as

well as at the country level. Existing efforts, challenges and available remedies were reviewed. To that date, while there had been some systematic efforts at the international level to track donor funds, little was known on what governments were doing to track their own investments and what tools were available for those that wanted to do so. From this work, the SUN Movement Secretariat identified the need for a fit-for-purpose guidance for countries, recognising that the best mechanism for each country would depend on their existing Public Financial Management (PFM) systems.

- Working with an external consultant, the SUN Movement Secretariat proposed a 3-Step Approach to the Community of Practice for consideration as the most practical way for countries to track trends on budget allocations. This approach is designed for countries to look at changes in the budget allocations (and actual expenditures where possible) over time: it does not offer direct comparability of data across countries. The 3-Step Approach was first tested with Costa Rica and the findings were presented at the 2014 SUN Movement Global Gathering in November. To ensure transparency and replicability, all steps taken were documented in detail, and specific data sources were provided.
- In January 2015, the SUN Movement Secretariat issued a “call for expressions of interest” inviting countries in the SUN Movement to accelerate their efforts at reporting on nutrition-relevant budget allocations.
- The objectives of this SUN Movement Budget Analysis Exercise were to:
  - Reach an estimate of the total budget allocations relevant to nutrition across key sectors;
  - Understand, together with key Ministries, Departments and Agencies (MDAs), how investments can improve their effectiveness and reach;
  - Build evidence for advocacy;
  - Fit into a wider global effort to track financial resources for nutrition.
- Countries that responded to the Call for Interest started the data gathering process. They carried out Step One by identifying potential budget allocations relevant to nutrition. 30 countries responded to the Call for Interest, of which 16 carried out the data gathering exercise by themselves, 10 were supported by the Institute of Development Studies (IDS), 2 were supported by Results 4 Development (R4D) and 2 had the support of the USAID-funded SPRING project.
- The SUN Movement Secretariat supported UNICEF four regional budget analysis workshops in April 2015 on behalf of the UN Network for the SUN Movement. The Asia workshop was held in Thailand, the English speaking African countries met in Uganda, French speaking countries convened in Côte d’Ivoire and Latin American countries met in Guatemala.
- The workshops had a technical as well as a political purpose. From a technical perspective, the workshops served to recognise the work by SUN Countries done during the data gathering phase and to further advance on the 3-Step Approach. From a political perspective, the workshops were a powerful tool to build consensus through a collaborative effort and to introduce the exercise to Parliamentarians and representatives from media and civil society.
- A total of three follow-up conference call and one face-to-face meeting of the Community of Practice were organized by the SUN Movement Secretariat with participants from different providers within the SUN Countries including participants from the UN Network (UNICEF, WHO and FAO), the Donor Network (World Bank, EC, CIFF and Canadian Aid), the CSO Network and specialized mechanisms (such as MQSUN, FANTA and Results for Development). The conference calls are used to take stock on progress made by different organizations to support countries in the different areas and to advance the discussion on methods for financial tracking of domestic and external investments for nutrition. [Reports](#) are available on the SUN Movement website.

- Following the creation of an [online tool](#) to aggregate and analyze the costed plans shared by countries, the SUN Movement Secretariat is now working on the online equivalent for the budget analysis. This tool will help the users to identify by categories and/or by sectors and/or by funding sources the budget lines that have been included in the analysis. A guidance for the applied categorization (specific and sensitive) and sub-categorization will be made available to the public to increase understanding on the different components of the budget analysis. For the time being, specific information and analysis on the cost estimations will be made available by the SUN Movement Secretariat upon request.

#### *Achievements against logframe indicators*

- This collective effort to find an agreed way of analysing nutrition spending within the SUN Movement will in time allow SUN Countries to report transparently on their nutrition investment situations. This will allow the SUN Movement as a whole to ensure that investments in nutrition are not just well accounted for but also directed to best effect.
- Data shared by countries have informed the advocacy work-stream on “Reaching the Global Target to Reduce Stunting: How Much Will it Cost and How Can we Pay for it?” (World Bank and Results for Development Institute 2015), which was presented during the Third International Conference on Financing for Development (Addis Ababa, Ethiopia, July 2015).
- In a strong step toward transparency and accountability, the preliminary figures and trends, shared by SUN Government Focal Points on behalf of their multi-stakeholder platforms, are featured the 2015 Global Nutrition Report and in the SUN Movement Progress Report.
- A key priority in 2016 will be to further support the advancement of the analysis with the group of SUN countries that participated in the 2015 exercise. Regional workshops will again be initiated to help advance with countries who have already undertaken the work and support other countries to begin. This will involve moving into tracking of actual expenditures and tracking off-budget resources, such as civil society and private sector contributions.
- In 2015, 16 requests were raised by countries to receive support to initiate the budget analysis using the 3-step approach. The support was provided by the Institute of Development Studies together with the Global Nutrition Report secretariat, the Results for Development Institute and the USAID-funded SPRING project. The SUN Movement Secretariat provided direct support to countries doing the exercise by themselves. In addition, eight countries are being supported by MQSUN since May 2015.
- A repository space in the SUN website is available to collate national plans, costed components, published national budgets and existing guidelines for planning and costing at sub-national level.

#### *Difficulties encountered (if any) - Changes and prioritization in implementation*

In relation to the budget analysis stream of work:

- One of the challenges in conducting a budget analysis that seeks to account for nutrition-related budget line items is how to identify and assess personnel costs such as salaries, benefits and overheads. In general, it is understood that frontline workers in key sectors (health, agriculture & food systems, water supply, education and social protection) are the core of the human capital for nutrition. In some cases, personnel-related budget line items are disaggregated at the departmental or programme level and therefore, can be easily identified. However, in most cases, the associated personnel costs are presented at ministry-wide level and therefore, it is difficult to assign an appropriate weighting to the total allocation.
  - One solution identified by SUN Countries to adequately identify personnel allocations, was in line with the 3-Step Approach: first, identify the personnel assigned to relevant programmes (Step One), review their functions to understand their potential involvement in the included programmes (Step Two) and finally attribute a reasonable weight (Step Three) based on further consultation with experts, who are knowledgeable of the programmes.

- Several requests emerged from the four regional budget analysis workshops which will inform the prioritization of this Community of Practice’s efforts over the next year. These include requests to:
  - Provide guidance to standardise the categorisation of “nutrition-specific” and “nutrition-sensitive” interventions.
  - Develop recommendations to address current challenges such as identifying allocations for personnel.
  - Develop options to harmonise the “weighting” of the interventions, especially the nutrition-sensitive ones.
  - Provide recommendations on the next steps. In particular:
    - how to use the results of the Budget Analysis Exercise for advocacy and communication;
    - how to track actual expenditures;
    - how to track off-budget allocations and expenditures;
    - how to link the financial tracking with planning and resource mobilisation

In relation to the overall work of the Community of Practice:

- In 2016 the SUN Movement Secretariat will work to ensure that the SUN Movement website continues to host documents such as policies, legislations, plans and guidelines developed by countries. Technical guidance and synthesis documents will provide concrete case studies to support country efforts. Easy to use online databases will also detail cost and spending estimates from SUN Countries hosted on the SUN Movement website.
- The SUN Movement Secretariat will also support the Community of Practice to:
  - Continue facilitating support for completing national documents such as policy legislation and plans and technical queries; development of Common Results Frameworks (CRF) at national level, cost estimation, financial tracking and resource mobilisation as well as support for decentralising systems.
  - Expand the number of providers with flexibility to respond to country requests.
  - Support financing and implementation of key actions aligned with agreed CRFs.
  - Support access to learning experiences via webinars and other exchange platforms on specific topics.
  - Organize workshops will continue on key areas of focus, such as budget analysis in 2016.
  - Facilitate south-south learning exchanges organized by service providers for SUN Countries to better share approaches.
  - Strive to clarify the process of developing CRFs and the collective practices that are supporting multi-sectoral approaches in SUN Countries. This will be pursued primarily through country-to-country sharing, consolidation of guidance around evidence based actions and coaching.
- In the coming year the focus will move towards pro-active acceleration of implementation with a focus on decentralisation and ensuring effective coverage of those most in need. The need to provide more guidance on nutrition-sensitive approaches will be central to the efforts of this SUN Community of Practice.

***Community of Practice on Social mobilization, advocacy and communication for scaling up nutrition***

[See Output 2.3]

***Communities of Practice Four (CoP4): Functional capacities for coordinated and effective scaling up nutrition in action***

### **For more elements on COP4 refer to the SUN Movement 2015 Annual Progress Report page ?**

The SUN Movement is a community of knowledge, expertise and skills that can be harnessed to support the capacity of individuals to work effectively together to scale up nutrition. The focus of the SUN Movement is on the development of these functional capacities; the skills needed for planning, implementing, monitoring and evaluating multi-sector and multi-stakeholder plans for scaling up nutrition in action. These capacities enable governments to manage action across different sectors, among multiple stakeholders and between many levels of government.

Throughout 2015 the SUN Movement Secretariat has supported SUN Countries and partners to develop, understand and define more precisely the functional capacities needed for multi-stakeholder and multi-sector partnerships to deliver results. This is key for a sustained momentum of implementation of actions to reduce undernutrition. Subsequently, the ability to mobilise an appropriate resource response is important in developing these capacities for the SUN Movement.

The SUN Movement, in keeping with the thinking of UNDP, FAO and others, acknowledges that functional capacities are needed at the levels of the individual, the organization and the enabling environment. The Movement has placed special emphasis on four types of functional capacity: coordination arrangements, building trust and leadership, transparent accountability mechanism and knowledge sharing.

#### ***Details of activities***

- From January 2015 until July 2015, the SUN Movement Secretariat coordinated a core group of stakeholders from SUN Countries, academia, UN agencies and civil society committed to advancing the Movement's understanding of this Community of Practice. The group held monthly conference calls with the aim of providing guidance on how the Community of Practice should be defined, what agencies may provide useful resources to SUN Countries on this topic and supporting the development and execution of the first workshop on Functional Capacities to scale up nutrition in action in Nairobi, Kenya.
- From 10th to 12th June 2015, the SUN Movement Secretariat partnered with UNICEF and the SUN Business Network for a three day Scaling Up Nutrition event in Nairobi, Kenya. The first day was a workshop led by the SUN Business Network on 'Understanding the Role of Business in Nutrition'. Following this, a two-day workshop was led by the SUN Movement Secretariat and focused on "Strengthening Effective Engagement to Scale Up Nutrition in Action" and explored the specific attitudes and behaviors which are needed to guide multi-stakeholder engagements. Summaries of the meetings and supporting materials are posted [here](#) on the SUN Movement website.
- In February 2015, the SUN Movement concluded a two-year effort to develop a transparent process assisting countries to prevent and manage conflicts of interest with a final conference in Geneva, Switzerland. The final Conflict of Interest event was attended by government focal points, civil society, UN network colleagues, donors, business network members together with key national and international experts on conflict of interest and ethics. A summary of the meeting and supporting materials are posted [here](#) on the SUN Movement website.

#### ***Achievements against logframe indicators***

- The "Strengthening Effective Engagement to Scale Up Nutrition in Action" allowed for a broad spectrum of participants to exchange views on how best to move this work forward. Representatives from the governments of SUN countries including Botswana, Burundi, Ethiopia, Kenya, Lesotho, Madagascar, Malawi, Mozambique, Namibia, Rwanda, Somalia, South Sudan, Swaziland, Tanzania, Uganda, Zambia and Zimbabwe in the East and Southern Africa Region with further representation from non-SUN countries (Eritrea and Angola). Participants also included representatives from UN Agencies, the private sector and civil society.
- The "Strengthening Effective Engagement to Scale Up Nutrition in Action" workshop allowed for focused discussions to take place on the functional capacities necessary to strengthen effective engagement in relation to four areas:

- Trust building
  - Leadership development
  - Support for transparency
  - Knowledge sharing
- Two important deliverables in the preventing and managing conflict of interest consultation process were launched at the concluding event - the Reference Note and Toolkit on Engaging in the SUN Movement: Preventing and Managing Conflicts of Interest and the Synthesis Report on the consultation process. The latter provided an important basis for discussions throughout the event with much emphasis on the key lessons learned from the GSO/SUN CoI process.
    - These key lessons include:
      - The SUN Principles of Engagement form an ethical framework for the prevention and management of conflicts of interest within the context of the SUN Movement and can be seen as a base from which individual national policy frameworks can be developed.
      - Leadership at all levels is a pre-requisite for the successful prevention and management of conflict of interest.
      - Written policies consistently applied and monitored are essential. The emphasis should be on a policy framework that prevents conflicts of interest from arising but managing them effectively when they do arise.
      - The Reference Note and Toolkit present a framework on prevention, identification, management and monitoring of conflict of interest, but it is understood that the mechanisms for addressing issues of conflict of interest will differ from country to country.
      - All stakeholders within the Movement who are engaging in national multi-stakeholder platforms (or global partnerships) have the potential for CoI.
      - Further lessons learned can be found in *the Consultation Process on Conflict of Interest in the Scaling Up Nutrition (SUN) Movement synthesis report* available on the SUN website.

#### ***Difficulties encountered (if any) - Changes and prioritization in implementation***

- This area of work continues to evolve along with our understanding of functional capacities and the role they play in supporting effective engagement across the Movement.
- Further exploration of how functional capacities can support the other two communities of practice within the SUN Movement is also required.
- There is also a requirement to establish more firmly a key group of stakeholder who can work with the Secretariat in developing and supporting the evolution and work of this CoP.
- The management and prevention of conflicts of interest in multi-stakeholder endeavours continue to be controversial issues for those within and outside the Movement. The Secretariat's work to date represents what it can do within its limited mandate to support countries. While stakeholders outside of the Movement are likely to continue to question the SUN Movement's approach to conflict of interest, there remains a real need to continue to support SUN Countries to understand the mechanisms and resources available to address the issue at a country level. The Secretariat will continue to examine how it can best support countries in this regard which includes an In-Practice brief with country specific case studies in January 2016. The Secretariat will also consider how best to address Conflict of Interest within the overall governance of the Movement as part of the SUN Movement Strategy for 2016-2020 and its corresponding roadmap.

## Output 2.2: Track progress in SUN Countries

### *Teleconferences and meetings*

#### *Details of activities*

- The Secretariat organized 5 SUN Country Network teleconferences ([3-6 November 2014](#), [26-31 January 2015](#), [23-26 March 2015](#), [18-22 May 2015](#), [27-31 July 2015](#), [14-18 September 2015](#)) with SUN Government Focal Points and multi-stakeholder platforms (grouped per geographic areas or language: Francophone/Anglophone/Hispanophone/Asian countries). These meetings, which are chaired by the SUN Movement Coordinator, take place every 2 months since June 2013, based on a request made by a number of SUN Government Focal Points to have the calls every two months instead of every six weeks [see Output 2.1 [2012-2013 Annual Narrative Report](#)].
- During SUN Country Network teleconferences, SUN Government Focal Points are asked to share progresses, achievements, news, challenges, difficulties, concerns and needs related to national efforts for scaling up nutrition. The Secretariat also use the calls to discuss with countries on specific nutrition issues, brief participants on global and regional events, as well as inform them on the conclusions of conference calls with SUN Network Facilitators and Lead Group meetings.
- Since November 2013, the Secretariat agreed to include in-depth discussions on specific thematic priorities in the SUN Country Network teleconferences. The topics addressed = during this reporting period include a) the contribution of nutrition specialists, science and academia to support scaling up nutrition; b) SUN Movement Independent and Comprehensive Evaluation (ICE) report and reporting on nutrition-relevant budget allocations; c) Business engagement in nutrition; d) Strengthening effective partnering in the SUN Movement; e) Development of the updated SUN Movement Strategy 2016-2020 and f) Equity and Gender.

#### *Achievements against logframe indicators*

- During this reporting period, 6 SUN Country Network teleconferences took place. Summary notes were produced and translated, and are used to update country information on the website and to produce SUN Country In-Practice Briefs. Key outcomes of these calls were regularly shared with SUN Networks.

Date	Number of Countries	Number of participants
16 <sup>th</sup> Meeting, November 2014 – Contribution of nutrition specialists, science and academia to support scaling up nutrition	47	239
17 <sup>th</sup> Meeting, January 2015 – SUN Movement Independent and Comprehensive Evaluation (ICE) report and reporting on nutrition-relevant budget allocations	47	251
18 <sup>th</sup> Meeting, March 2015 – Business engagement in nutrition	43	255
19 <sup>th</sup> Meeting May 2015 - Strengthening effective partnering in the SUN Movement	37	152

20 <sup>th</sup> Meeting, July 2015 – Development of the updated SUN Movement Strategy 2016 – 2020	41	194
21 <sup>st</sup> Meeting, September 2015 –Equity and Gender	49	230

- The number of countries participating in these teleconferences has varied from 37 to 49 this reporting period and it has remain relatively stable except for the 19<sup>th</sup> meeting in May 214. It is important to point out that the number of participants varies from call to call depending on the subject of discussion.
- Bilateral calls are made by the SUN Movement Secretariat to specific countries to further understand and articulate their needs – in particular in follow up to the SUN Country teleconference calls. These calls are also helpful to identify countries that are already well advanced and could provide country-to-country support. The minutes of these calls are shared with the SUN Network Facilitators regularly (every 2 months within the Network Facilitators calls or directly and gradually with different providers of support).

#### ***Difficulties encountered (if any) - Changes and prioritization in implementation***

- The SUN Country Network teleconferences allow the SUN Movement Secretariat to capture country progress and needs from different perspectives. They allow SUN Government Focal Points and multi-stakeholder platforms to interact with each other and with the Secretariat, in relation to both daily challenges and specific thematic areas. These calls facilitate experience sharing, learning and tracking of progress. As more countries join the Movement and as multi-stakeholder platforms expand, the logistical challenges to organise these calls are increasing. In addition, the increasing number of participants makes it increasingly difficult to allow adequate time for all those on the call to express themselves. This could lead to lower participation of SUN Countries in the future. Some SUN Countries have already raised concerns in relation to these challenges with the SUN Movement Secretariat.
- Some SUN Countries have suggested that the SUN Movement Secretariat consider alternative ways to organize the SUN Country Network teleconferences – for example according to contextual socioeconomic factors and geographical location (regional)

#### ***Four Processes***

##### ***Details of activities***

- New SUN Countries are encouraged to complete a baseline template that is used by the SUN Movement Secretariat to track and demonstrate progress in Scaling Up Nutrition around *four processes* (outlined in the SUN Movement Strategy). Once this baseline is complete, the SUN Movement Secretariat updates their records based on information shared by SUN Countries.
- The Secretariat works with the SUN Government Focal Points of SUN Countries as they track progress using a set of internal tracking documents. The SUN Movement Secretariat is in the process of re-organising the various internal tracking documents into a series of consolidated ‘country profiles’. These Country Profiles are updated after the annual SUN Movement self-assessments exercise as well as after each SUN Country Network teleconference or informal exchange with partners at country level. These country profiles are then drawn upon for a variety of SUN materials and products including the website, the Annual Progress Reports, the SUN Movement In-Practice Briefs and presentations as required.
- In addition to these routine efforts to track progress of countries, the results of the 2015 monitoring exercise, which is based on the M&E Framework of the SUN Movement, are used to update the country profiles. [see Output 1.3].

### *Achievements against logframe indicators*

- Results of country progress as assessed using the M&E framework vary from country to country. Most countries are advanced in setting up multi-stakeholder platforms for scaling up nutrition and in developing a policy framework for scaling up nutrition. Some, however, are less advanced in developing multi-sectoral common results frameworks for nutrition and developing systems to track financial investments for scaling up nutrition. Indeed it is easier to advance in process 3 and 4 when there has been progress in implementing process 1 and 2. Progress of specific countries is set out in the Compendium of Country Profiles (accompanying the SUN Movement 2015 Annual Progress Report).
- In 2015, 49 SUN countries have established platforms that bring together different sectors of government along with other stakeholders. 27 MSPs are situated in high-level bodies, with 14 at the Prime Ministerial level, 5 at the Vice Presidential Level and 1 is an independent body. 13 are in key ministries including 11 in the Ministry of Health and 2 in the Ministry of Agriculture. 5 MSPs are in cross-cutting ministries including 3 in the Ministry of Planning and 2 in the Ministry of Development. A further 4 are based in independent bodies. 28 MSPs are assisted by a Secretariat. 22 countries have established MSPs at the district level, and 10 more countries are in the process of doing so. As of July 2015, 53 SUN Government Focal Points have been nominated from a total of 55 SUN Countries, including 19 who are high level, 26 from the Ministry of Health, 2 from the Ministry of Agriculture, 6 from cross-cutting ministries
- 25 countries are now reporting they are engaging parliamentarians, Development partner conveners have been nominated in 37 countries (a bilateral donor, the World Bank or both).
- At least 39 countries have established Civil Society Alliances which are actively contributing. 25 countries involve senior scientists in their MSPs. Businesses are engaged in the platforms of 29 countries while 10 countries have established business networks. UN REACH are providing support to seventeen countries.
- 30 countries report they have a common results framework. 22 SUN Countries have developed frameworks for monitoring progress in implementation.
- 30 countries have participated in the budget analysis work supported by the Communities of Practice (COP) for Policy and Budget Cycle Management (see Output 2.1)

### *Difficulties encountered (if any) - Changes and prioritization in implementation*

- Providing countries with as much advance notification of the dates of SUN Country Network teleconferences may help to increase participation. The SUN Movement Secretariat will continue to strive to improve the process for preparing countries to contribute to the thematic discussions of these teleconferences.
- A priority for 2015-2016 is to improve the ways in which the SUN Movement Secretariat manages the information shared by SUN Countries – both in terms of progress along the four processes and developments in relation to requests for support. This will include the development of a data management tool that features an integrated archive system for all documents shared by countries as well as the consolidated country profiles mentioned above. The data management tool will also include an internal application that will enable the Secretariat to register, track and monitor requests of support and support provided through the SUN Movement . It is hoped that this would in turn help to establish stronger mechanisms through which SUN Countries can be held accountable for the information they share.

**Output 2.3: Empower Stakeholder Advocacy and Communications**

***Community of Practice (CoP2): Social mobilization, advocacy and communication (SMAC) for scaling up nutrition***

**For more elements on COP2 refer to the SUN Movement 2015 Annual Progress Report page 63.**

This SUN Community of Practice seeks to harness the immense SMAC efforts for improved nutrition, that are happening across the SUN Movement. From advocating at the highest political levels, to working with nutrition champions, the media and harnessing the power of communication at the community levels, this Community aims to:

- Promote SMAC actions that are having impact
- Give countries the opportunity to learn from these experiences through sharing of knowledge
- Provide capacity building and technical support for specific SMAC actions with in-country experts and international specialists across the Movement
- Share successes, innovations and the tools that are supporting change.

Comprehensive strategies for SMAC have been established in 20 SUN Movement countries. Parliamentarians have been actively advocating for scaling up nutrition (including setting up networks with specific advocacy objectives) in 25 countries. Country-specific advocacy tools have been developed within 15 countries to raise senior decision makers' awareness about nutrition (including PROFILES, the Cost of Hunger in Africa and the RENEW tool). In 15 UN REACH countries, common narratives, indicator dashboards and nutrition situation analysis presentations have been created at national and decentralised levels.

There have been 33 requests to date for support in different areas of SMAC. 22 SUN Countries are collaborating to help shape the Community along with each of the SUN Movement Networks. There are a number of international non-governmental organisations and agencies that specialise in supporting countries in advocacy and communication for development. These provide a pool of providers with the appropriate technical expertise and resources to respond to countries' requests related to different aspects of SMAC, including Action Contre La Faim, Action, Alive & Thrive, GMMB, Graça Machel Trust, PATH, REACH, UNICEF, Save the Children, the Institute of Development Studies, Results for Development, the Children's Investment Fund Foundation, GAIN, SPRING, the Institute of Development Studies and FANTA.

***Details of activities***

- As part of the efforts to establish this CoP on SMAC, the Secretariat has set out the process for identifying country gaps and requirements for support for SMAC and the potential resources for responding to those needs (technical and material).
- As part of the 2015 SUN Budget analysis exercise, each of the four regional workshops, had a strong advocacy and communication component included. The utility of the exercise was stressed and key champions were nominated in each workshop to discuss how the exercise can inform country advocacy efforts. Journalists, parliamentarians and advocates from civil society helped to bridge the technical nature of the exercise, with is public relevance.
- The Secretariat has started to map actions, gaps and requirements in all SUN Countries through information gained from SUN Country calls. In addition, more in-depth information has been obtained from countries contributing to one of the Scaling Up Nutrition in Practice briefs and through the mapping of SMAC in African countries in preparation for a workshop for SMAC organised in Tanzania in September 2014. Civil Society activities
- A number of international non-governmental organisations and agencies that specialize in supporting countries in advocacy and communication for development have been identified by the Secretariat. These agencies are providing technical expertise and resources to respond to countries' requests for different forms of SMAC support. They include Action Contre la Faim, Action, Alive & Thrive, GMMB, PATH, UN REACH and UNICEF.

- The Secretariat has begun to match up requests for support with agencies able to provide the requisite resources.
- The Secretariat, working with the Emergency Nutrition Network has set up an online discussion forum for SUN Movement priorities utilising the existing platform EN Net. As of November 2015, it is providing a forum, where multiple stakeholders from the Movement can pose queries relating to social mobilisation, advocacy and communication.
- A consultancy was undertaken by PATH to help further define operating principles for a SMC CoP. Recommendations were made, a concept note created and a “call for membership” was sent to SUN Movement actors in July. 22 SUN Countries have responded along with a broad cross section of UN, civil society, donor, academic and business actors who are ready to pro-actively engage in sharing lessons learned from advocacy and communication efforts.
- A comprehensive mapping of institutional and country level SMAC resources has been undertaken to provide the basis for a SMAC ‘Knowledge Repository’ on the SUN Movement website and act as a comprehensive stock take on efforts to date which can be re-used amongst SUN Countries.
- The SUN Movement Secretariat has been closely involved with the development of a new narrative for nutrition, led by M & C Saatchi and Webber Shandwick, supported by CIFF and The Bill and Melinda Gates Foundation. The initiative will support SUN Country communication efforts and provide adaptable tools which can help satisfy many country requests for impactful tools, tailored to local contexts.

#### *Achievements against logframe indicators*

- As of 30 September 2014 the Secretariat received requests for support from countries, ranging from development or finalization of national SMAC strategies for nutrition to assistance in developing materials or tools and SMAC training for raising awareness about the importance of nutrition at household level. In total 33 requests from SUN Countries<sup>4</sup> Requests from 9 of these countries have now been fully resolved while 7 countries have been matched with sources of support. Three countries are still articulating the exact details of their requests. The remaining 12 requests are pending and require more follow up.
- The Secretariat has agreed ‘offers of service’ with two organisations (Alive & Thrive and GMMB) setting out the kinds of SMAC support that they are able to provide to countries. GMMB has provided technical support to Mozambique, Zambia and the Global SUN Civil Society Network, while Alive & Thrive continues to provide social and behaviour change communication support to Nigeria, Burkina Faso, Namibia, Myanmar, Philippines and Lao PDR
- The Secretariat supported the organization of a workshop supporting SUN Civil Society Alliances in Africa. On 29 May 2015, the East Africa launch of the Global Nutrition Report (GNR) was hosted in Dar es Salaam by the SUN Civil Society Networks of Tanzania, Kenya, Uganda, Ethiopia, Burundi, and Rwanda, along with the Kenya Aids NGOs Consortium (KANCO) and ACTION. They brought advocates together from six countries with active SUN Networks, and similar nutrition profiles, to highlight shared challenges and successes in working to defeat malnutrition in the region. The roundtable focused on advocating for increased commitment and accountability for nutrition. It was followed by a capacity building for civil society nutrition champions to undertake extensive media training and hone their skills as nutrition influencers. On 15 June, Civil Society Alliances from Benin, Guinea, Senegal, Niger, Mauritania, Burkina Faso, Mali, Côte d’Ivoire, Togo, Chad, Cameroon and Liberia, came together in Dakar, Senegal to for a three day Advocacy Training followed immediately by a one day Regional Workshop. The event was organised

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<sup>4</sup> Benin (x2), Cameroon, Congo, DR, El Salvador (x2), Haiti, Indonesia, Kyrgyz Republic, Lao PDR, Madagascar, Mali, Mozambique, Myanmar, Namibia, Peru, South Sudan, Sri Lanka, Tanzania, Yemen and Zimbabwe

by Action Contre La Faim (ACF), the SUN Civil Society Network and supported by UNICEF with additional facilitation support from RESULTS and WASH Advocates. The workshop explored the various elements of joint advocacy planning and included power mapping, analysis and identification of key targets and the materials needed to reach all audiences. Discussions about multi-sectoral nutrition policies helped advocates to understand the power of evidence based advocacy. The workshop built strongly on the 2015 SUN Budget Analysis Exercise and demonstrated the need to be able to package evidence in a way which resonates for decision makers. Both the East Africa and West Africa workshops served to identify key individuals to take forward the SMAC Community in 2016 and have exposed key issues which will kick-start learning and sharing.

- The 2015 SUN Global Gathering featured 4 social mobilisation, advocacy and communication sessions, moderated by key contributors from the SUN Movement, which aimed to synthesize and share SUN Country experiences and help determine a way forward for the SMAC Community of Practice. The work streams of the Community of Practice will focus on budget advocacy, parliamentary and media engagement, skills building and development of advocacy and communication strategies and taking social and behaviour change communication to scale.

#### *Difficulties encountered (if any) - Changes and prioritization in implementation*

- The SUN Movement website will continue to feature a variety of SUN Country SMAC strategies and action plans, a comprehensive SMAC tool repository from stakeholders across the Movement, innovative tools and experiences from other sectors which have supported social change, case studies developed from SUN Country experiences on SMAC efforts having impact and interactive blogs to facilitate sharing of approaches.
- The SUN Movement Secretariat will prioritize actions to ensure that this Community of Practice facilitates support and advice on:
  - the development of SMAC strategies and actions to support evidence based advocacy;
  - the development of social and behaviour change communication strategies;
  - message development and appropriate delivery channels;
  - capacity building for nutrition champions;
  - the development of tools, events and resources in support of national plans and support the development of SMAC research based on gaps identified with national stakeholders.
- The SUN Movement Secretariat will also seek to:
  - Support the Community to expand the number of service providers with the flexibility to respond to country requests.
  - Increase access to learning experiences via webinars and other exchange platforms on specific topics.
  - Support the preparation and facilitation of workshops that provide opportunities to share SMAC skills and expertise
  - Facilitate south-to-south learning exchanges organised by service providers for SUN Countries to better share approaches.
  - Ramp up its support for ensuring advocacy and communication efforts are clear, urgent and compelling to sustain momentum at political levels and to illustrate nutrition as a fundamental issue of life and future wellbeing – for all.
- Given the reported progress in disseminating policies in 2014-15, the SUN Community of Practice will support SUN Countries in communicating policies by highlighting how policy champions – such as the media and parliamentarians – can reach the masses. Efforts to

advocate and communicate the benefits of a multi-sectoral, multi-stakeholder, multi-level approach – will be intensified.

- The impactful roles that nutrition champions play, both as advocates and coaches with valuable experience to share, will be emphasized more through the SMAC Community of Practice and in the Road Map. Motivating, resourcing and engaging these individuals will help cultivate a strong cadre of champions who can maintain commitment and energy throughout SUN Countries.

## Result Area 3

**Stakeholders from self-governing and mutually accountable *SUN Networks* respond to needs of SUN Countries in a timely and effective way and contribute to responsive and aligned assistance to SUN Countries.**

Support for the 55 SUN Countries and the Indian State of Maharashtra is organised around four SUN Networks: donors, civil society, UN agencies and business. The SUN Networks form an integrated part of the SUN Movement. Just as membership of the Movement encourages behavioural change in countries, it also promotes changes in the behaviour of actors from within the SUN Networks.

Each network operates at two levels – global and country – and seeks to ensure that its members can work with governments to deliver on their national plans to reduce undernutrition through the provision and appropriate support aligned against agreed national plans.

The SUN Networks have continuously conducted the SUN Movement Self-Assessment Exercise over the past four years and report strong progress in aligning actions. All SUN Networks indicate a more consistent approach in coordinating actions in support of country efforts. Efforts for raising nutrition higher on the global agenda featured prominently in the SUN Network's 2015 SUN Self-Assessment Exercise. This included contributions towards the adoption of the Agenda 2030 and follow-up actions from the Second International Conference on Nutrition (ICN2), advocacy for voluntary contributions to the Action for Nutrition Trust Fund, and promotion of the Decade of Action for Nutrition.

The SUN Networks continue to define themselves and their activities in line with the SUN Movement Strategy 2010-15. All SUN Networks have incorporated the SUN Movement Principles of Engagement, focused on coordinating their members and are aligning efforts to SUN Country government policies and programmes.

The SUN Movement remains a unique platform for interaction between global and country level actors even though more needs to be done to ensure that collaboration is translated into results and concrete actions. The modest assessment by SUN Networks reflects the efforts at balancing global level involvement with the independence and leadership of country level actors in the process for scaling up nutrition. In 2016, the SUN Community of Practice will offer further opportunities to engage and tap into the knowledge and expertise available at the global level and help build in-country capacities on a variety of key areas.

Opportunities for interaction created within the SUN Movement have helped to clarify SUN Country needs. For example, in the case of the SUN Business Network, a significant increase of interaction was reported. This was largely thanks to the opportunity created by the thematic discussion on engaging business during the [18<sup>th</sup> SUN Country Network teleconference](#) in March 2015.

All SUN Networks are increasingly using online knowledge portals to share information on good practices and different tools to enhance the work of their members. These actions are aimed at enhancing learning and are demonstrating the potential for the SUN Networks as learning and knowledge exchange hubs. In 2014-15, the SUN Donor Network undertook research on the role of in-country donor conveners and how their work can be improved. The SUN Business Network is developing models for country business engagement strategies and an online platform is available with tools and resources. The UN Network for SUN also maintains a knowledge sharing portal through UN REACH, and is working with countries to make information available from national nutrition dashboards and stakeholder and action mapping into country online portals. The SUN Civil Society Network continues to collect and share information on progress by National Civil Society Alliances through their online portal and blog.

**Output 3.1:** Ensure that the four SUN stakeholder Networks provide an optimal service when receiving and responding to requests identified by governments and other stakeholders within SUN Countries

## ***The four Networks***

### ***Details of activities***

- The SUN Movement Secretariat organizes regular teleconferences and face-to-face meetings between the SUN Network Facilitators. During the reporting period 12 meetings took place: 10 by teleconference (09 October 2014, 28 November 2014, 3 March 2015, 24 March 2015, 7 May 2015, 1 June 2015, 16 July 2015, 5 August 2015, 20 August 2015 and 2 September 2015) and two face-to-face (03 February 2015 and 8 April 2015). A third face-to-face meeting was considered for 23 June but was postponed as not all networks were able to be represented. The Network Facilitators meetings focused on exchanging information, building greater alignment and several rounds of internal reflection inspired by the ICE evaluation and consultation during the development of the draft SUN Movement Strategy for 2016-2020. The SUN Movement Secretariat prepares detailed background materials for the Network Facilitators Meetings related to the focus of the discussion. The SUN Movement Secretariat proposes an agenda and prepares the minutes of the discussions, which are shared with the Network Facilitators, translated in French and Spanish and uploaded on the [website](#).
- The SUN Movement Secretariat participates in meetings and calls organised by SUN Networks, which can amount to more than a dozen calls per month.

### ***Achievements against logframe indicators***

- The Network Facilitators' meetings and calls during this reporting period focused on: a) ensuring a clear understanding of country needs, b) updates on SUN Movement Secretariat approaches and activities and the ways in which Networks can contribute, c) preparations for the SUN Movement Global Gathering. This regular interaction has resulted in a stronger sense of ownership by Network Facilitators in the SUN Movement's four processes and a better understanding of how Network members can contribute. Network Facilitators are now also regularly feeding into the preparations for and participating in SUN Country Network calls [see Output 3.2]

### ***Difficulties encountered (if any) - Changes and prioritization in implementation***

- While the SUN Independent Comprehensive Evaluation and the process to pull together the draft Strategy of the SUN Movement 2016-2020 have helped to improve collective working methods, the Networks noted a significant strain in terms of both their energy and time.
- The SUN Movement Secretariat will prioritise efforts to support Networks to align their work behind the roadmap of the draft Strategy of the SUN Movement 2016-2020.

[More information and documentation about the SUN Networks can be found on the [SUN website](#)]

## ***The Donor Network***

### ***Details of activities***

- The Secretariat participated in eleven Donor Network calls. The Secretariat also provided background material for the "SUN Donor Senior Officials Meeting" (in Rome in November 2014 and in Washington on 16 April 2015)

### ***Achievements against logframe indicators (see SUN Movement Annual Progress Report 2015, page 81)***

- Over the last year, the SUN Donor Network reported an expansion in its membership, with more active engagement from CIFF, Germany, France, Netherlands and Australia. The membership will seek to further broaden and deepen the Network over the coming year.

- There are now 39 SUN Countries with Donor Convenors, ten of which the convening role is undertaken by the United Nations. This represents an improvement on the situation in 2014 (when there were 31). A country case study was initiated in 2014 to find out more about the needs and challenges of the donor convening role. The Donor Network wants to improve communication between the global level agencies and respective donors in countries by developing practical guidance on the role of the convener while extending these roles to other development partners.
- At the global level, the Donor Network is working to ensure that nutrition remains a key development priority in international forums, that more resources are committed for nutrition and that donor approaches to nutrition are better harmonised. In line with this, the period has seen the revision of the nutrition strategies of some donors (e.g. US, EC, CIFF and BMFG), the development of action plans as well as the introduction of special initiatives including; Nutrition Japan which was launched to encourage private sector development, Germany's establishment of a special initiative to combat hunger and advance nutrition (OneWorld – No Hunger) and the EC's launch of the European Food and Nutrition Action Plan 2015-2021.
- Financing for nutrition continues to be a priority for the Donor Network. Donors provided the required funds to the SUN Movement Secretariat to facilitate its operations. The Network also called for an evaluation of the SUN Multi-Partner Trust Fund to help inform subsequent potential financing arrangements under the next phase of the SUN Movement (2016-2020). Other notable financing initiatives over 2014-2015 include the Power of Nutrition, launched by CIFF, the UBS Optimus Foundation and DFID in partnership with the World Bank and UNICEF, aiming to raise USD 1 billion from public and private funds to reduce undernutrition, enabling countries to build strong and prosperous communities and futures. The Bill & Melinda Gates Foundation also announced a new \$776 million investment in nutrition to tackle child mortality and help all women and children survive and thrive.
- Resource tracking and accountability remains a key issue that the Donor Network is engaged in, particularly, efforts to refine the SUN resource tracking methodology to help increase efficiency of the process and the accuracy of data. The Donor Network will seek external expertise and involvement of the Global Nutrition Report team to review the method and make adjustments in 2016.
- Looking forward, the Donor Network wants to facilitate the implementation of the Good Nutrition Partnership Principles as agreed in Ottawa to ensure donor alignment at country level. This will involve strengthening the role of country donor convenors. It also seeks to initiate work on exchanging experiences on "nutrition sensitive good practices" from within the Donor Network. Besides the active involvement in the new SUN Movement governance and strategy development process, the Donor Network seeks to intensify cooperation with and funding possibilities for other SUN Networks

## ***The Civil Society Network***

### ***Details of activities***

- The Secretariat has weekly contact with the CSN Secretariat and has attended the monthly SUN Civil Society Network (CSN) Steering Group calls as well as face-to-face meetings when organised. The Secretariat also worked closely with the CSN Secretariat to streamline and prioritise its work plan in light of increasing demands for its support. The SUN Movement Secretariat supported the preparations and presented during the three day CSN Advocacy Training as well as a one day Regional Workshop in West Africa (Senegal, 15-18 June).

### ***Achievements against logframe indicators (see SUN Movement Annual Progress Report 2015, page 79)***

- In 2015, the CSN membership surged to over 2100 civil society organisations. All are engaged through national civil society alliances (CSAs) established in 34 of the SUN countries. Regional

networks are also being established, such as the formation of the Latin American Network which was initiated at the 2014 SUN Movement Global Gathering. Other regional Networks are being considered across Africa and Asia and key meetings are paving the way forward. The West Africa regional advocacy workshop for SUN CSAs organised by ACF, CSN and UNICEF and a regional launch of the 2014 Global Nutrition Report in East Africa, have helped create clear milestones for regional collaboration in the year to come.

- In 2015, SUN Civil Society Alliances (SUN CSAs) at country level have engaged in numerous advocacy and coordination initiatives at all levels in support of the implementation of national nutrition plans, such as targeting key audiences and decision makers in national Ministries to international institutions.
- At the global level, the CSN contributed to shaping the outcomes of the Second International Conference on Nutrition (ICN2, November 2014) and is actively coordinating common messaging with stakeholders to influence the targets and indicators of the Post-2015 Development Agenda. It is also providing support to national civil society alliances to ensure SUN Countries champion nutrition in the post-2015 framework discussions, including Niger, Mozambique, Malawi, Kenya, Zambia CSAs.
- Increasing alignment of efforts is critical for scaling up nutrition and extends beyond collective advocacy. SUN CSN members have reviewed their work plans to better support civil society efforts in SUN countries and are actively identifying sustainability options. INGOs are increasingly aligning the planned activities of their country offices to support the realisation of national plans and Common Results Frameworks. These are encouraging trends.
- The CSN is commissioning a consultancy to define civil society alignment, strengthen knowledge of current alignment status and make recommendations for improved alignment in the next phase of the SUN Movement.
- The sharing and learning integral to the SUN Movement has been strengthened in 2015, in large part due to the CSN efforts to collect knowledge and best practices from national and international efforts, and facilitate exchanges between national members. These capacity building efforts and sharing of good practices are facilitated through guidance notes, an advocacy tool kit (to be published in late 2015), webinars, learning exchange visits, and the twinning exchange mechanism, which is now systematically used to respond to requests for support received by the CSN Secretariat. Given the rising enthusiasm around the SUN Movement, 228 requests for support were received by the CSN Secretariat, 70% of which received the requested support and the remaining are in the process of being addressed.
- The CSN has been actively supporting the CSAs as they become established, providing support for challenges and conflict resolution as well as facilitating the access of funding. In addition to financial resources received through the Multi-Partner Trust Fund grant, the CSN benefits from a number of in-kind support from its members and supporters to enable these provisions.

### ***The UN System Network***

#### ***Details of activities***

- The Secretariat provided support the preparations for and participated in a series of face-to-face meetings including global meetings of the Steering Committee of the UN Network for SUN in November 2014 and February 2015.
- The SUN Movement Secretariat also supported the preparations for and participated in the UN Regional Nutrition Meeting in Bangkok, Asia in June 2015 which focused on implementation of the UN Global Nutrition Agenda.

#### ***Achievements against logframe indicators***

- In November 2014, the Food and Agriculture Organisation (FAO), the World Health Organisation (WHO), the United Nations Children's Fund (UNICEF), the International Fund for Agricultural Development (IFAD) and the World Food Programme (WFP) agreed that the UN REACH Partnership (Renewed Efforts Against Child Hunger and Nutrition) will serve as the UN coordinating and focal body on nutrition in SUN Countries. Since then, the UN REACH Secretariat has also acted as the UN Network for SUN. The Standing Committee on Nutrition

(UNSCN) focuses on global level nutrition matters worldwide. While the membership of the UN Network for SUN currently includes the above mentioned agencies, other UN agencies engaged in nutrition at country level are encouraged to join the Network. Other agencies interested in nutrition are UNHCR (Rwanda), UNDP (Bangladesh), UNFPA (Uganda), UNAIDS in Tanzania.

- Through improving collaboration at country level, the contributions of global knowledge and setting of international standards for nutrition by the UN agencies is being operationalised. WHO and UNICEF collaborate on the maintenance and updating of global data for tracking the World Health Assembly targets and informing the Global Nutrition Report. WHO, UNICEF, FAO and others also worked together on the Global Monitoring Framework on Maternal, Infant and Young Child Nutrition.
- FAO, WFP, IFAD closely collaborate on harmonised tools and database platform for the tracking of the food-based food security indicators.
- The convening of the Second International Conference on Nutrition (ICN2) in November 2014 in Rome, jointly by WHO and FAO, and in close collaboration with the other UN agencies, was another milestone setting event. Under the theme “Better Nutrition, Better Lives”, member states endorsed the Rome Declaration on Nutrition and the Framework for Action, that outline commitments and recommendations to preventing malnutrition in all its forms, including hunger, micronutrient deficiencies and obesity. The Framework for Action recognises that governments have the primary role and responsibility for addressing nutrition issues and challenges, in dialogue with a wide range of stakeholders.
- The elaboration of a joint UN position for greater accountability for nutrition in the Sustainable Development Goal Framework, led by the UNSCN including the related advocacy efforts, is another strong example of global UN teamwork in the past year.
- The UN REACH Partnership continues to assist efforts with FAO, UNICEF, WFP and WHO to finalise the development of a Compendium of Actions for Nutrition aiming to help demystify what multi-sectoral nutrition action means in concrete terms. The Compendium will examine the level of evidence behind the actions, unpack nutrition governance considerations as they relate to various thematic areas, and identify linkages between nutrition-related actions and opportunities for integrated actions.
- Support for SUN processes at country level continues at a considerable pace, particularly through the efforts of national and international REACH facilitators. The UN Network for SUN, through REACH, has now provided direct facilitation and coordination support to Governments in 17 countries.
- The UN Global Nutrition Agenda (UNGNA) v1.0 was released in June 2015 to stimulate dialogue among UN agencies at all levels on how best to align their activities, given their specific mandates and resources, in the context of a changing global development system for the next five years. A shared vision, proposed outcomes, goals, outputs and activities aim to inform priority setting and work planning by agencies and interagency teams at global, regional and country levels to achieve this. Guided by the UNGNA, the UN Networks for SUN at country level are now engaged in identifying concrete actions to strengthen joint UN support for country’s priorities in scaling up nutrition. These include conducting a joint UN inventory of nutrition actions, developing a joint UN country support strategy for nutrition and a joint UN common narrative.
- In June 2015, the UNSCN in collaboration with the UN Network for SUN organised a UN Regional Nutrition Meeting for Asia and the Pacific under the theme of Strengthening UN joint country support for improved nutrition programming. The meeting brought together 114 participants including members of the UN country teams from 15 countries, government representatives, civil society representatives, as well as regional UN staff and global partners including donors, UN agencies and the SMS

### *Details of activities*

- The Secretariat has instituted monthly catch-up calls with the SUN Business Network (SBN) Manager with a view to understanding each other's priorities and areas for collaboration.
- The SUN Movement Secretariat participated in the SBN Steering Committee meetings, SBN Member meetings and SBN Country meetings, which have all taken place on a bi-monthly basis during the reporting period.
- The SUN Movement Secretariat supported the preparation of a SBN Advisory Group meeting at the United Nations General Assembly (24 September 2015) and at the Business Networking Event at the World Economic Forum (22 January 2015).
- The Secretariat supported the preparation of and assisted during the SBN East and Southern Africa workshop (10-12 June 2015).
- The Secretariat has also co-hosted the 17th Meeting of the SUN Country Networks with the SBN on the theme Business engagement in nutrition (March 2015).

### *Achievements against logframe indicators*

- In 2015, the SBN supported ten countries to build national business networks. These national networks identify where business can support existing national nutrition strategies, sensitise national businesses and other actors to the role business can play as partners to scale up nutrition and mobilise commitments from business in priority areas.
- These models and experiences were shared with the wider movement, to encourage more action at country level, through:
  - Regular two monthly calls between the global secretariat and network country representatives
  - National coordinators have also been recruited in four countries, and point of contact at regional level to advise other SUN country platforms
  - 43 countries, and 255 participants, were involved in the SUN Movement teleconference call on engaging business, where the network presented its advice and experiences to date
  - 120 representatives from SUN country platforms in 19 countries in Eastern & Southern Africa participated in the network's first regional workshop on engaging business, while workshops in Asia and West Africa have also be completed by the beginning of 2016
  - The SBN website [www.sunbusinessnetwork.org](http://www.sunbusinessnetwork.org) continues to provide a space to share learning and best practice around business engagement for all stakeholders, including by providing a platform for SUN Country Business Networks to highlight their progress.
- As a result of growing its outreach to SUN countries, 29 countries have requested further support from the Movement and the SBN to grow the role of business in scaling up nutrition.
- The SBN has also identified specific areas of support for SUN Countries throughout its outreach in 2015. Developing clear guidelines in engaging responsible business, support to develop national networks and building the understanding of what roles business can play are three key areas where further support has been identified.
- Within the role of business, agriculture, fortification, mobile technology and workforce policy have emerged as four priority areas, where SUN countries would like to see more commitments from business. To further support this growing interest, the SUN Business Network has revised its Guide to SUN Country Business Engagement and is developing detailed guides on the role of business in the four priority areas.

- In 2015, the SBN surpassed its target of engaging 99 companies, with 160 companies now making public commitments to improving nutrition, and tracking their progress annually. These commitments range from increasing reach in broadcasting mobile phone nutrition messages all the way to providing 60 million people each year with fortified staple foods. In total, commitments from the SBN amount to reaching 125 million consumers, each year, by 2020, with improved nutrition. The SBN also created a business workforce nutrition toolkit for its members, which includes guidance on how companies can improve maternal nutrition and support for breastfeeding through its workplace policies. For the second year, the SBN tracked commitments from business through the Global Nutrition Report.
- The SBN was also actively engaged in the 2014 SUN Movement Global Gathering, Second International Conference on Nutrition (ICN2), where it coordinated the participation of 100 companies to represent the private sector's input, World Economic Forum, and high level events during United Nations General Assembly. The SBN has also been involved in the Independent Comprehensive Evaluation of the SUN Movement and are participating in the visioning exercise leading to the next phase of the SUN Movement, 2016-2020.
- SBN's Advisory Group of 12 business leaders from companies in the global North and South continue to champion SUN'S agenda, 4 representatives of the group were asked to deliver keynote address in various national launches of the Global Nutrition Report.
- Looking forward, the SBN plans to build on the foundations of 2015 to ensure it fully supports the new SUN 2.0 strategy and focusses efforts on achieving results and impact at country level on nutrition through further aligning business commitments behind national nutrition strategies and building the evidence base on the most effective interventions from business.

**Output 3.2:** Ensure that strategies and actions of SUN Networks are in synergy with the overall SUN Movement strategy, and that they are monitored, reviewed and updated regularly

#### *Details of activities*

- The Secretariat invited Network Facilitators to participate in SUN Country Network teleconferences and to help prepare for the teleconferences by providing snapshots of their recent achievements to be shared with the country representatives.
- As part of the SUN Movement 2015 M&E process the Secretariat surveyed all SUN Networks, through a self-assessment exercise, on their performance against the 'progress markers' included in the M&E Framework.
- The Secretariat consulted the SUN Network Facilitators on the development of the SUN Movement 2015 Annual Progress Report [see Output 3.4].

#### *Achievements against logframe indicators*

- Each of the four SUN Global Networks has completed a self-assessment through which their contribution to the Movement can be assessed. The results of these self-assessments have contributed to the development of the networks' chapter of the SUN Movement 2015 Annual Progress Report [see Output 3.4].
- SUN Network Facilitators have participated in six (all) of the teleconferences of the SUN Country Network during this reporting period. Presence on the calls allows Network Facilitators to better appreciate country needs and priorities and to organise their support accordingly.
- The 'Capacity to Deliver' tracking tool developed by the Secretariat allows the Secretariat to have a better overview of country needs and potential responses [see Output 2.1]
- All SUN Network Facilitators were actively engaged in preparations of the 2015 SUN Movement Global Gathering (Milan, October 2015). Each Network provided experts to

participate in the 18 planned parallel workshop sessions [see Output 3.4]. SUN Networks also led half-day Network Meetings to build consensus within their constituencies on priority activities and to explore ways to amplify the reach and impact of their individual efforts.

#### *Difficulties encountered (if any) - Changes and prioritization in implementation*

- Each network has its own governance and membership which can make the harmonization of nutrition actions and cooperation at global and country levels challenging.
- The SUN Movement Secretariat will continue working to ensure better connection between SUN Networks and SUN Countries, including through a more substantial engagement by the Networks in thematic teleconferences with SUN Countries. It will foster the linkage of Networks during the creation of their individual work plans and their contribution to the realisation of the Roadmap of the SUN Movement Strategy 2016-2020, as well as with the different Communities of Practice.

#### **Output 3.3: Support to the functioning of the SUN Movement Multi-Partner Trust Fund**

##### *Details of activities*

- Following the Management Committee's decision to extend the SUN Movement Multi-Partner Trust Fund (MPTF) until 31 December 2016, the SUN Movement Secretariat worked with the MPTF Office and the Participating UN Organizations (PUNOs) to review those projects in need of a no-cost extension and time frame revision for the use of the funds through to 2016.
- Following the Management Committee's decision to allow Nigeria to submit a revised proposal for Window II with a new Implementing Partner, the SUN Movement Secretariat worked with the relevant PUNO (UNICEF) on the finalization of the project proposal and budget which was presented for review and approval by the Management Committee at their meeting on 13 January 2015.
- At their meeting in September 2014, the Lead Group asked the SUN Movement to accelerate the pace and scale of support through the Communities of Practice. The Management Committee agreed for the SUN Movement Secretariat to present options for the use of unallocated MPTF resources to support countries through the Communities of Practice. In particular the SUN Movement Secretariat worked with UNICEF for the development of a proposal to support the work underway in the Communities of Practice (COP) for Policy and Budget Cycle Management through a project entitled "Addressing gaps on multi-sectoral costing and financial tracking for nutrition". The proposal was presented for review and approval to the Management Committee at their meeting on 13 January 2015. (see Outputs 1.2 and 2.1)
- Between March and May 2015, the SUN Movement Secretariat worked closely with the Secretariat of the SUN Civil Society Network to produce the 2014 SUN Movement MPTF Annual Report which captures progress across the funded projects during the one year period of January to December 2014. This report features progress of the 26 SUN Movement MPTF-funded projects underway in 2014.
- The SUN Movement Secretariat acting as the MPTF Technical Secretariat, organized three meetings of the SUN Movement MPTF Management Committee on 20 November 2014 (face-to-face), 13 January 2015 and 28 May 2015. It also maintained regular bilateral communication with the MPTF constituencies to ensure the most appropriate support was provided.
- Following the Management Committee's agreement to use funds available against Window III to commission an independent evaluation of the SUN Movement MPTF to take place in the second half of 2015, the SUN Movement Secretariat facilitated the preparation and launch of the evaluation including: the development (in collaboration with members of the Management Committee) and finalization of the Terms of Reference and recruitment of the evaluation team (Team Leader and a Support Expert) through UNOPS. The SUN Movement Secretariat facilitates as well the communication with stakeholders, gather documents, provide day to day support to the evaluation team and report regularly to the Management Committee on the status of the evaluation.

### *Achievements against logframe indicators*

- As of September 2015, the SUN Movement MPTF has disbursed approx. USD 9.9 million for 29 projects, corresponding to 98% of the total deposits. 12 projects have been extended to 2016, 6 have closed and 11 are pending final decision by the Implementing Partner.
- Under Window II the Management Committee approved the proposal “Mobilising Civil Society to Scale Up Nutrition in Nigeria”. There are currently 24 SUN MPTF funded Civil Society Alliances (CSAs) for a total of USD 7.6 million under Window II. The Management Committee also approved the proposal for budget increase and project extension of the SUN Civil Society Network Secretariat.
- The Management Committee agreed to use unallocated resources against Window I to support SUN countries with the project “Addressing gaps on multi-sectoral costing and financial tracking for nutrition” through the Communities of Practice (COP) for Policy and Budget Cycle Management. UNICEF’s Regional Offices, working with the support of the SUN Movement Secretariat, organized four regional workshops in Latin America, Africa (Francophone and Anglophone) and Asia on Tracking Domestic Resources and Costing and Planning (Latin America) in April 2015. This capacity building and knowledge sharing exercise included representation from 32 countries with participation of multiple stakeholders from national government (multiple sectors), civil society (including NGOs and academia), UN agencies, donors and the private sector. The final Asia Costing and Planning workshop is scheduled to take place in March 2016. [see Outputs 1.2 and 2.1]
- The [2014 SUN Movement Annual Report of the SUN Movement MPTF](#) was published in May 2015 and took stock of progress, achievements and lessons learned of the 28 SUN Movement MPTF-funded projects. It also provides examples and analyses lessons learned from these projects and identifies a set of challenges for the operation of the SUN Movement MPTF. The analysis conducted suggests that the SUN Movement MPTF has played a catalytic role in establishing or strengthening SUN CSAs in 24 countries and in the participation of civil society actors in SUN Movement-related processes at country level. The key messages from the 2014 SUN Movement Annual Report were also highlighted in the [2015 Annual Progress Report of the SUN Movement](#) and can be found in English, French and Spanish on the [SUN Movement Website](#).
- The Management Committee met three times over the reporting period (November 2014, January and May 2015). Reports, administrative documents, meeting minutes and all decisions of the Management Committee are uploaded both at the [MPTF GATEWAY](#) and at the SUN Movement [website](#).
- The independent evaluation of the SUN Movement MPTF started on 4 September 2015. The purpose of the evaluation is to cover two distinct dimensions: 1) assess whether the current SUN Movement MPTF has met its objective in supporting any of the four strategic objectives of the SUN Movement; 2) consider future needs for a catalytic last resort fund to support national multi-stakeholder platforms during the next phase of the SUN Movement (2016-2020). The Final Report with findings, recommendations and fund design options is expected to be presented to the MPTF Management Committee at the end of January 2016. To date the evaluation team has submitted an Inception Report and a Briefing Note. Both documents are being translated in French and Spanish and will be available on the [SUN Movement Website](#). An Interim Report presenting key preliminary findings will be produced by 11 November 2015.

### *Difficulties encountered (if any) - Changes and prioritization in implementation*

- The [2014 SUN Movement MPTF Annual Report](#) provided an update on challenges and opportunities in relation to the administration of the SUN Movement MPTF that were identified in the [2013 SUN Movement MPTF Annual Report](#). These include:
  - **Challenge 1: The use of the SUN MPTF logframe as a basis for learning and sharing:** A challenge identified in the 2013 Annual Report of the SUN Movement MPTF was the use of the SUN MPTF logframe and how to make it more of a tool for learning and sharing. No

specific actions have been taken in 2014 for revising the monitoring and evaluation approach of the MPTF or revisiting its Key Areas of Change. This is because the validity of the current logframe and the Theory of Change underpinning Window II is part of the areas to be assessed assessment by the MPTF evaluation.

- **Challenge 2: The roles of Participating UN Organization, Implementing Partners, CSN Secretariat and SUN Movement Secretariat.** In 2013 it was recommended by the Management Committee to develop generic guidelines on key management issues in order to ensure greater clarity with regards to the roles and responsibilities of each actor involved in the SUN Movement MPTF. In 2014 the Supplementary Guidance Note on Roles and Responsibilities was developed by the SUN Movement Secretariat and presented at the face-to-face meeting in November 2014 of the Management Committee. Following a series of revisions by PUNOs and Donors, the note was finalized in the first quarter of 2015 and is now available on the MPTF page of the [SUN Movement website](#) and on the [GATEWAY](#).
- **Challenge 3: Expectations for timely transfer of funding.** In March 2014, the Management Committee agreed for the SUN Movement Secretariat to initiate a process – working closely with PUNOs – to review and update the Management Committee on the status of fund transfers to Implementing Partners. However, no concrete action has been taken in revising the current funding transfer framework as this would imply a full revision of the governance documents of the SUN Movement MPTF. This decision is deferred to the evaluation which will look at the efficiency of the current fund and at any possible more efficient and appropriate arrangement for pooled financing mechanisms.
- **Challenge 4: Templates for proposal submission, quarterly and annual reporting.** A revision and simplification of the SUN Movement MPTF templates for proposal submission and reporting was suggested in the 2013 SUN Movement MPTF Annual Report. Considering the current end date of the SUN Movement MPTF (December 2016) and the fact that any replenishment resolution has been postponed until the next phase of the SUN Movement is defined, no specific action has been taken to revise those templates.
- **Challenge 5: Current arrangements for cost recovery of Implementing partners and PUNOs.** Experience in the operationalization of the SUN Movement MPTF shows that the current arrangements for indirect cost recovery (7%) do not permit full cost recovery by PUNOs and Implementing Partners of their indirect costs and this may hamper efficiency of operations. With the current arrangements of the SUN Movement MPTF in place until December 2016, and no plans to raise additional funding, the Management Committee has decided not to open the discussion on cost recovery. The costs that Implementing Partners and Partner UN Organizations incur in the management of projects is an issue currently being appraised by the evaluation of the fund.

#### **Output 3.4:** Facilitate communication, learning and engagement across the Movement

[see also Output 1.5]

##### *Details of activities*

- As the Movement continues to grow, the SUN Movement Secretariat continues ensuring that the communication needs are met and that the learning and engagement across the Movement is fostered by sharing documentations, lessons and best practice.
- SUN Movement bumper stickers, brochures, briefs, powerpoint presentations are produced, updated, translated, printed and made available on the website as well as delivered to SUN Country multi-stakeholder platforms, SUN Networks and other Movement stakeholders [see Output 1.5].
- The SUN Movement Secretariat ensures that all relevant documents are translated (in French and Spanish and on ad hoc basis in Arabic, Russian and Portuguese), shared on the website,

printed and disseminated to SUN Movement stakeholders and at the occasion of conferences and events [see Output 1.5].

- In November 2013, the SUN Movement Secretariat recruited a consultancy company (Strategic Agenda) for the translation of the website and other documents in Portuguese. Euroscript remains the translation company for French, Spanish, Arabic and Russian. A tender process is currently underway to secure a translation company until the end of 2016 which can translate into all six languages need by SUN Countries (English, French, Spanish, Russian, Portuguese and Arabic).
- The SUN Movement Secretariat continues producing web-based updates on work underway such as: a) an improved area (currently known as resources) for more organised sharing and learning based on thematic areas; b) improved tagging of documents to ensure the search function operates more effectively; c) a blogging facility to share personal perspectives from people across the SUN Movement and d) the ability to activate private discussion forums when needed (e.g. during the Independent Comprehensive Evaluation).
- The SUN Movement Secretariat has increased the SUN Movement engagement in nutrition dialogue and promotion of country led efforts to scale up nutrition through [Twitter](#) and [Facebook](#).
- The SUN Movement Secretariat worked to improve the identity of the SUN Movement with a logo update and additional communications materials including small infographics for social media and a bumper sticker as well as a communication plan for the SUN Movement Global Gathering. The logo is now available in all of the six languages spoken by SUN Countries.
- The SUN Movement Secretariat also led the development of SUN Movement news guidelines to share with SUN Government Focal Points and SUN Networks to further strengthen the focus of SUN Movement news towards country led efforts supported by multiple stakeholders.

#### *Achievements against logframe indicators*

- SUN Movement documentations have been developed and physically disseminated to SUN Countries. In addition to dissemination on an ad hoc basis at events where the SUN Movement Secretariat is in attendance, larger disseminations have taken place as follows:
  - The first dissemination was at the 2014 SUN Movement Global Gathering
  - The second dissemination was through a United Nations post assisted delivery to United Nations Resident Coordinators and REACH Facilitators (in countries where they exist)
  - The third dissemination was at the 2015 SUN Movement Global Gathering
- SUN monthly newsletters are produced, translated in French and Spanish and sent out to a database of over 3,750 subscribers. Subscription to the newsletter is public and can be accessed via the website. Country led efforts are a main feature of the newsletter in addition to special features including the Post-2015 Development Agenda and highlights of SUN Movement Lead Group member activity.
- Through social media, the SUN Movement gained traction with reaching over 7,000 followers on Twitter at [www.twitter.com/sun\\_movement](http://www.twitter.com/sun_movement) immediately following the SUN movement Global Gathering in October 2015. There are now 3,000 Facebook fans at [www.facebook.com/sunmovement](http://www.facebook.com/sunmovement) (vs. 535 in in September 2013). The SUN Civil Society and Business Networks at global and national level developed twitter accounts [twitter.com/sunbiznet](http://twitter.com/sunbiznet) and [twitter.com/suncsn](http://twitter.com/suncsn). Both accounts are highly engaged with discussions across their networks key stakeholders and are interlinked with the core SUN Movement account. SUN Civil Society Alliances are also creating Twitter and Facebook accounts. The 2015 SUN Movement Global Gathering used the hashtag #SUNGG15.

### *Difficulties encountered (if any) - Changes and prioritization in implementation*

- In 2013 the SUN Movement Secretariat planned to pilot a “Community Voices” facility on the SUN Movement website that will allow users to write their own blogs and upload them onto the SUN Movement website (moderated by the SUN Movement Secretariat). In 2014 the “community links” function was developed and the pilot highlighted that while many actors within the Movement saw the value in sharing links to other areas online, the intense capacity required and unclear reach meant that the pilot was unsuccessful. The user interface for this function has been improved visually however the frequency of use remains low. Understanding how this facility links to the SUN Movement Communities of Practice with regards to sharing and learning will be essential for this facility to improve and become more useful for users.

## ***SUN Movement 2015 Annual Progress Report***

### *Details of activities*

- The Secretariat led the drafting and coordinated the translation (in French, Spanish, Russian and Portuguese) and printing of the SUN Movement 2015 Annual Progress Report and its Compendium of Country Profiles, which was presented as a draft to the SUN Lead Group at their face- to-face meeting on 22 September 2015. It was then released at the SUN Movement Global Gathering (Milan, 20-22 October 2015).

### *Achievements against logframe indicators*

- The **SUN Movement 2015 Annual Progress Report** provided an overview of SUN Country progress by graphically presenting the 2014 and 2015 self-assessment exercises. For the first time, this provides a snapshot of how SUN Countries are progressing based on their own assessments against the four strategic objectives of the SUN Movement. The report is available [here](#).
- The SUN Movement 2015 Annual Progress Report focused on advancements across the Movement as well the learning and innovations that are emerging in SUN Countries. It presented stakeholder perspectives on progress as they relate to the SUN Movement’s strategic objectives.
- Stand out features included:
  - A visual timeline, presenting the key collaborative achievements of the SUN Movement in a visual timeline
  - A chapter dedicated to the roles and capacities of SUN Government Focal Points
  - A feature on building an effective culture of partnering, with respect to engaging business
  - A feature on using advocacy to ensure the reach of nutrition policies and building gender connections in Zimbabwe
  - A feature on the central role of girls and women in the SUN Movement
  - A feature on food fortification
  - A feature de-mystifying what a Common Results Framework is and how it has been developed in Laos PDR
  - A feature, contributed by UN REACH assessing national nutrition plans
  - A feature depicting the Indonesian experience analysing their national budget
  - Features, related to the SUN Communities of Practice, revealing the results of the budget analysis exercise, social mobilization, advocacy and communication efforts to date and efforts to build functional capacities – including the Learning Routes Exchange, Conflict of Interest Exercise, Functional Capacity workshop and SUN Business Network workshop.

- The 2015 Annual Progress Report took stock of the progress made by the four global SUN Networks, the work of the SUN Movement Lead Group and SUN Movement Secretariat and considered priorities for the year ahead. It looked 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 highlighted lessons being learnt in relation to efforts – by SUN Countries – to strengthen key capacities, and ways in which this is being supported by networks of other actors both within countries and globally. It also highlighted some of the gaps that remain to be filled. It examined how SUN Networks are evolving and contributing to improvements in capacity across the Movement. The Report also briefly examined the latest developments within the SUN Movement Lead Group, the SUN Movement Secretariat and Multi-Partner Trust Fund.
- The **Compendium of Country Profiles** accompanying the SUN Movement 2014 Annual Progress Report displayed information on progress made and challenges faced by countries organized around the different progress indicator markers of the M&E framework [see Output 1.3 and 2.2]. The Compendium of Country Profiles is available [here](#).

#### *Difficulties encountered (if any) - Changes and prioritization in implementation*

- Alignment with the 2016 Nutrition Report should be better formalised
- Design should be brought in-house for more efficient production
- Report size should be reduced further, with further reduction of country pages

#### **SUN Movement Global Gathering**

##### *Details of activities*

- Each year the SUN Movement Secretariat organises an annual Global Gathering, bringing together stakeholders from across all SUN Countries and the four networks to reflect on the previous year’s achievements and to plan for the year ahead.
- These annual meetings requires months of preparation from all members of the SUN Movement Secretariat on all aspects of the event from the identification and management of the event venue, communication and information sharing, issuance of invitations, funding, visas, travel, accommodation and session content.
- At each Global Gathering, SUN Government Focal Points and team members, representatives from SUN civil society, private sector, UN agencies and donor networks, SUN Movement Lead Group and Executive Committee members gather to take stock of the lessons from the year and define the direction the Movement will progress in the coming year. The logistical and administrative arrangements for the Global Gathering are managed by the SUN Movement Secretariat.
- During the reporting period, the SUN Movement Secretariat has held the 2014 SUN Movement Global Gathering that took place from 16 to 18 November 2014 in Rome on the occasion of the Second International Conference on Nutrition (ICN2). For the details of the activities related to the preparation of the 2014 SUN Movement Global Gathering, please refer to [SUN Movement Secretariat Annual Implementation Report \(1 October 2013 to 30 September 2014\)](#).
- During the reporting period, the SUN Movement Secretariat also led the preparation and organization of the 2015 SUN Movement Global Gathering, which took place from 20-22 October in Milan in the auspices of EXPO Milano, themed “Feeding the Planet, Energy for Life”.

##### *Achievements against logframe indicators*

- The 2014 SUN Movement Global Gathering took place from 16-18 November 2014 at the Headquarters of the World Food Programme in Rome. The meeting brought together over 350 participants from 52 SUN countries and states and supporters from across the four SUN

Networks. The meeting took place immediately before the Second International Conference on Nutrition (ICN2) (Rome, 19-21 November) with a view to creating positive momentum for the ICN2, which set the context in which the SUN Movement will grow and evolve. In this way, the SUN GG provided an opportunity for actors within the SUN Movement to contribute to the determination of national and global public policy priorities for the coming decade. The purpose of the 2014 Global Gathering was to enhance the Movement's ability to support the achievement of results by SUN countries. The purpose of the 2014 Global Gathering was to enhance the Movement's ability to support the achievement of results by SUN countries. The main objectives of the meeting were:

- To reflect on progress for scaling up nutrition in countries;
  - To consider progress and achievements in strengthening country capacity to deliver, and accelerate support in areas of identified need; and
  - To contribute to the outcomes of the ICN2 through shared country experiences and approaches to scaling up nutrition.
- The 2014 SUNGG took place over two and a half days. The 2014 SUNGG consisted of a series of 14 parallel discussions around the four communities of practice. Two parallel sessions provided a space for consultation and evidence-gathering for the team of independent consultants undertaking the SUN Movement Independent Comprehensive Evaluation. A roundtable discussion considered the contribution of science to the SUN Movement.
  - In addition, three plenary sessions sought to reflect on progress, bring together the outcomes of the parallel discussions and to look at the broader issues facing the Movement going forward. The SUNGG saw a broad range of discussion, which will be captured in the ongoing work of the SUN countries and networks, and the individual communities of practice as they continue to shape their priorities based on countries' needs. This summary report seeks to capture some key messages from the SUNGG, as well as key messages from each individual parallel sessions and the science roundtable discussion.
  - In follow up to the 2014 SUN Movement Global Gathering the SUN Movement Secretariat drafted a Summary Report with key conclusions and recommendations ([here](#)). The Summary Report has been translated (in French, Spanish, Arabic, Russian and Portuguese) and uploaded on the website.
  - The Details and Achievements of the 2015 SUN Movement Global Gathering will be reported in the next Annual Implementation Report.

#### ***Difficulties encountered (if any) - Changes and prioritization in implementation***

- As the Movement grows, the costs and logistical complexity of organizing a single annual meeting are certain to continue to increase.
- Despite the advanced preparations undertaken by the Secretariat to include the personalized visa letters with the official invitations sent to all participants, numerous challenges were faced while the visas were being processed and resulted in a few delegations being unable to attend. In coming years, it would be ideal if this could be better supported through the UN system.

## Communication and visibility operations

In all communications where appropriate and possible, the SUN Movement Secretariat is including recognition for donors' financial support to the Secretariat. This is recognised with the following statement which is in line with the visibility requirements of each donor:

***The SUN Movement Secretariat is supported by the Bill and Melinda Gates Foundation, Canada, the European Union, France, Germany, Ireland, the Netherlands and the United Kingdom.***

Documents published and/or printed during this reporting period that include this statement are;

- SUN Movement In Practice: Issue 1, 2, 3 and 4
- SUN Movement 2015 Annual Progress Report
- SUN Movement Bumper Sticker series: 2015 edition
- SUN Movement PowerPoint Presentation
- SUN Movement Brochure: 2015 edition
- SUN Movement 2015 Global Gathering programme

This recognition has been applied to all languages of which the documents are available, including English, French, Spanish, Arabic, Portuguese and Russian.

The SUN Movement Secretariat is including the use of donor logos on the website of the Movement on the SUN Movement Secretariat web page (<http://scalingupnutrition.org/about/how-is-the-movement-supported/sun-movement-secretariat>) with the following description:

*"The SUN Movement Secretariat is supported by the Bill and Melinda Gates Foundation, Canada, the European Union, France, Germany, Ireland, the Netherlands and the United Kingdom. Human resource capacity, reporting directly to the SUN Movement Coordinator, has been made available by France."*

## ANNEX 1: Updated workplan of the SUN Movement Secretariat

Activities (as per revised Logframe) Activities are mostly continuous and cover the full implementation period - only main milestones are represented	YEAR 2013	YEAR 2014	YEAR 2015	YEAR 2016
<b>Result 1: SUN Lead Group</b>				
1.1 Provide assistance to Lead Group so that it can exercise accountable stewardship over the Movement in line with the SUN Movement Strategy and Revised Roadmap Milestone 1: Meetings of the Lead Group are held in April and September each year	1 2 3 4 5 6 7 8 9 10 11 12 1 1	1 2 3 4 5 6 7 8 9 10 11 12 1 1	1 2 3 4 5 6 7 8 9 10 11 12 1 1	1 2 3 4 5 6 7 8 9 10 11 12 1 1
1.2 Provide assistance to Lead Group Members – and the Movement as a whole - to undertake effective resource mobilization for addressing under- nutrition Milestone 1: Nutrition is profiled in high level meetings: UN General Assemblies + 2013 N4G + 2014&2015 upon initiatives by Lead Group members	1 2 3 4 5 6 7 8 9 10 11 12 1 1 1	1 2 3 4 5 6 7 8 9 10 11 12 1 1	1 2 3 4 5 6 7 8 9 10 11 12 1 1	1 2 3 4 5 6 7 8 9 10 11 12 1 1
1.3 Provide assistance to Lead Group Members to oversee the accountability of the overall SUN Movement Milestone 1: SUN Interim Progress Report produced Milestone 2: SUN Progress Report produced and disseminated Milestone 3: M&E Framework developed (2013) and used for reporting (see 3.2)	1 2 3 4 5 6 7 8 9 10 11 12 1 3 2	1 2 3 4 5 6 7 8 9 10 11 12 1 2	1 2 3 4 5 6 7 8 9 10 11 12 1 2	1 2 3 4 5 6 7 8 9 10 11 12 1 2
1.4 Enable Lead Group members to undertake effective High Level Advocacy Milestone 1: Investment case for nutrition defined or updated	1 2 3 4 5 6 7 8 9 10 11 12 1 1	1 2 3 4 5 6 7 8 9 10 11 12 1 1	1 2 3 4 5 6 7 8 9 10 11 12 1 1	1 2 3 4 5 6 7 8 9 10 11 12 1 1
1.5: Foster greater understanding of the SUN Movement and its progress Milestone 1: Website expanded and translated into French and Spanish	1 2 3 4 5 6 7 8 9 10 11 12 1 1	1 2 3 4 5 6 7 8 9 10 11 12 1 1	1 2 3 4 5 6 7 8 9 10 11 12 1 1	1 2 3 4 5 6 7 8 9 10 11 12 1 1
<b>Result area 2: SUN Countries</b>				
2.1 Support SUN countries to ensure they have timely access to the technical expertise they need Milestone 1 SUN: six-weekly conference calls with SUN Government Focal Points held	1 2 3 4 5 6 7 8 9 10 11 12 1 1 1 1 1 1 1 1 1 1 1 1	1 2 3 4 5 6 7 8 9 10 11 12 1 1 1 1 1 1 1 1 1 1 1 1	1 2 3 4 5 6 7 8 9 10 11 12 1 1 1 1 1 1 1 1 1 1 1 1	1 2 3 4 5 6 7 8 9 10 11 12 1 1 1 1 1 1 1 1 1 1 1 1
2.2 Track progress in SUN countries Milestone 1: Baseline Country Fiches for new SUN countries agreed Milestone 2: Country Fiches updated and agreed	1 2 3 4 5 6 7 8 9 10 11 12 1 1 2	1 2 3 4 5 6 7 8 9 10 11 12 1 2	1 2 3 4 5 6 7 8 9 10 11 12 1 2	1 2 3 4 5 6 7 8 9 10 11 12 1 2
2.3: Empower Stakeholder Advocacy and Communications Milestone 1: TOR for the SUN ACT agreed and first meeting held	1 2 3 4 5 6 7 8 9 10 11 12 1 1	1 2 3 4 5 6 7 8 9 10 11 12 1 1	1 2 3 4 5 6 7 8 9 10 11 12 1 1	1 2 3 4 5 6 7 8 9 10 11 12 1 1
<b>Result 3: SUN Movement Stakeholder Networks and Task Teams</b>				
3.1 Ensure that the four SUN stakeholder networks provide an optimal service when receiving and responding to requests identified by governments and other stakeholders within SUN countries Milestone 1: Governance structure for Global Networks agreed or updated Milestone 2: Global Network meeting convened Milestone 3: Six-weekly conference calls with Networks Facilitators held	1 2 3 4 5 6 7 8 9 10 11 12 1 2 3 3 3 3 3 3 3 3 3 3	1 2 3 4 5 6 7 8 9 10 11 12 1 2 3 3 3 3 3 3 3 3 3 3	1 2 3 4 5 6 7 8 9 10 11 12 1 2 3 3 3 3 3 3 3 3 3 3	1 2 3 4 5 6 7 8 9 10 11 12 1 2 3 3 3 3 3 3 3 3 3 3
3.2 Ensure that strategies and actions of SUN Networks are in synergy with the overall SUN Movement strategy, and that they are monitored, reviewed and updated regularly Milestone 1: Progress Report of SUN Networks (part of M&E Framework)	1 2 3 4 5 6 7 8 9 10 11 12 1 1	1 2 3 4 5 6 7 8 9 10 11 12 1 1	1 2 3 4 5 6 7 8 9 10 11 12 1 1	1 2 3 4 5 6 7 8 9 10 11 12 1 1
3.3 Support to the functioning of the SUN Multi Partner Trust Fund Milestone 1: SUN MPTF annual report produced and published	1 2 3 4 5 6 7 8 9 10 11 12 1 1	1 2 3 4 5 6 7 8 9 10 11 12 1 1	1 2 3 4 5 6 7 8 9 10 11 12 1 1	1 2 3 4 5 6 7 8 9 10 11 12 1 1
3.4: Facilitate communication, learning and engagement across the Movement Milestone 1: Regular sharing of information across the Movement	1 2 3 4 5 6 7 8 9 10 11 12 1 1	1 2 3 4 5 6 7 8 9 10 11 12 1 1	1 2 3 4 5 6 7 8 9 10 11 12 1 1	1 2 3 4 5 6 7 8 9 10 11 12 1 1
<b>SUN Movement Secretariat</b>				
Ensure that the Sun Movement Secretariat has the capacity to perform all the functions required of it Milestone 1: SMS budget pool established in UNOPS/NY Milestone 2: SMS staff recruited and in position Milestone 3: SMS staff planning is revised based on Lead Group's strategic decisions for the Movement	1 2 3 4 5 6 7 8 9 10 11 12 1 2 3	1 2 3 4 5 6 7 8 9 10 11 12 1 3	1 2 3 4 5 6 7 8 9 10 11 12 1 3	1 2 3 4 5 6 7 8 9 10 11 12 1 3
<b>Other Activities</b>				
Visibility Mid-Term and/or Final Evaluation Audit/Verification Mission	1 2 3 4 5 6 7 8 9 10 11 12 1 1 1	1 2 3 4 5 6 7 8 9 10 11 12 1 1 1	1 2 3 4 5 6 7 8 9 10 11 12 1 1 1	1 2 3 4 5 6 7 8 9 10 11 12 1 1 1

## ANNEX 2: Revised Logical Framework of the SUN Movement Secretariat (June 2013)<sup>5</sup>

	<b>Intervention Logic</b>	<b>Objectively verifiable Indicators of IMPACT</b>	<b>Sources and means of Verification</b>	<b>Assumptions</b>
<b>Overall Objective</b>	To contribute to the Millennium Development Goals and to the global targets established by the 2012 World Health Assembly	Global reduction in the prevalence of under nutrition	Millennium Development Goals Progress Reports  WHO reporting on implementation of WHA Resolution 65.6	
<b>Specific Objective</b>	A Strengthened SUN Movement maintains nutrition high on the international development agenda and SUN Countries achieve progress against commitments for the reduction of	SUN Countries are demonstrating significant reductions in under-nutrition, in line with, or exceeding, expected results in their Results Frameworks, referenced by the WHA targets of: <ul style="list-style-type: none"> <li>- 40% reduction of the global number of children under five who are stunted;</li> <li>- Reducing and maintaining child wasting to less than 5%;</li> <li>- 30% reduction of low birth weight;</li> <li>- No increase of child overweight;</li> <li>- 50% reduction of anaemia in women of reproductive age;</li> <li>- Increase exclusive breastfeeding rates in the first six months of life up to at least 50%.</li> </ul>	<ul style="list-style-type: none"> <li>- National Representative Surveys (MICS, DHS, SMART)</li> <li>- Ad hoc published surveys if validated</li> <li>- FAO SWOC, database of JMP on Water supply and sanitation, SOWMR</li> <li>- List of advocacy pieces, and speeches delivered at global level, nutrition and SUN references in outcome documents tracked on SUN website</li> </ul>	<p>Political momentum for scaling up nutrition continues to grow in the international arena</p> <p>SUN Country Governments maintain and implement their commitments to scaling up nutrition</p> <p>SUN Networks are responsive to Country requests for support</p> <p>Actions addressing under-nutrition are effective in reaching vulnerable groups</p>

<sup>5</sup> The Revised Logical Framework was presented in the [Inception Report](#) (June 2013) and subsequently approved in the Addendum N1 to the Contribution Agreement DCI-FOOD 2012/284-051 between the European Commission and UNDP.

	under-nutrition	and <ul style="list-style-type: none"> <li>- Increased access to affordable nutritious food, clean water, sanitation, healthcare and social protection.</li> </ul> Political attention to nutrition is sustained on international agendas such as the G8, G20, EU Presidencies, CFS and WHA		
	<b>Intervention Logic</b>	<b>Objectively verifiable Indicators of OUTCOMES</b>	<b>Sources and means of Verification</b>	<b>Assumptions</b>
<b>Expected results</b>	<b>1</b>  Sustained political attention and increased investments for direct nutrition interventions and nutrition sensitive development. ( <i>SUN Movement Lead Group</i> )	<ul style="list-style-type: none"> <li>- SUN Lead Group meetings are held bi-annually to discuss progress of and provide direction to SUN Movement.</li> <li>- Accountability Framework and Annual operating plans for the Movement are in place by April 2013 to enable timely, responsive and aligned of actions to scale up nutrition.</li> <li>- Development of figure for the costing of preventing a child from stunting helps build investment case and leads to an increase in resources committed to nutritional outcomes.</li> <li>- Increased domestic and international investments in nutrition are assessed through improved tracking mechanism.</li> </ul>	<ul style="list-style-type: none"> <li>- Letters of commitment from Governments participating in the Movement</li> <li>- List of members supporting the SUN Strategy and revised Road Map</li> <li>- Minutes of Lead Group meetings</li> <li>- SUN Movement Accountability Framework</li> <li>- M&amp;E Baseline, mid- term and final evaluation reports</li> <li>- OECD data</li> </ul>	<ul style="list-style-type: none"> <li>- Lead Group maintains its interest in pursuing the objectives of the SUN Movement</li> <li>- Official Development Assistance is not affected by the financial crisis, and donor countries continue their efforts to commit 0.7% of their GDP in ODA.</li> <li>- SUN Countries continue to prioritise nutrition.</li> <li>- SUN Networks are functioning and its members are prepared to commit resources in order to be responsive to requests for assistance from SUN Countries.</li> </ul>
	<b>2</b>  Increased capacity of <i>SUN Countries</i> to coordinate	<ul style="list-style-type: none"> <li>- All SUN Countries have a functioning high level convening body for nutrition and an effective SUN Government Focal Point.</li> <li>- All SUN Countries have functioning in-country multi-stakeholder platforms</li> </ul>	<ul style="list-style-type: none"> <li>- -SUN Network briefs and Network reports available on the website</li> <li>- -Shared summary notes of bi-monthly teleconferences</li> </ul>	<ul style="list-style-type: none"> <li>- National governments lead the way in translating commitments into actions though high-level political support and prioritisation of nutrition at country level</li> </ul>

	and implement effective actions to Scale Up Nutrition	<p>(MSPs) with participation from key stakeholder groups and sectors.</p> <ul style="list-style-type: none"> <li>– All SUN Countries have a coherent policy and legal framework.</li> <li>– All SUN Countries have an agreed common results framework, to align efforts of government sectors and stakeholders, and which include an agreed implementation matrix linked to an M&amp;E framework and to estimates of financial requirements (including capacity building).</li> <li>– All SUN Countries are enabled to establish systems to monitor progress and accountability and enable impact.</li> <li>– SUN Countries invest significantly more of their own resources for the reduction of under-nutrition.</li> <li>– Countries that join the SUN Movement progress along the SUN stages of preparedness.</li> </ul>	<ul style="list-style-type: none"> <li>– Updated SUN website</li> <li>– Country Common Results Frameworks</li> <li>– SUN Country Template</li> <li>– National Representative Surveys (DHS, MICS, SMART)</li> <li>– Ad hoc published surveys if validated</li> <li>– GINA WHO Database</li> <li>– NATSN FAO Database</li> </ul>	<ul style="list-style-type: none"> <li>– Political, financial or bureaucratic situation at country level do not hamper actions on nutrition</li> <li>– SUN Countries are supported in their actions by Lead group and SUN Networks as set out in agreed accountability framework and activity plans</li> <li>– SUN government Focal Points continue to engage with the SUN The Secretariat</li> <li>– SUN Countries and network partners at country level commit and actively contribute to the in-country MSPs.</li> </ul>
	<b>Intervention Logic</b>	<b>Objectively verifiable Indicators of OUTCOMES</b>	<b>Sources and means of Verification</b>	<b>Assumptions</b>
<b>Expected results</b>	<p><b>3</b></p> <p>Effective and accountable SUN Networks are able to respond to the needs of SUN Countries in a</p>	<ul style="list-style-type: none"> <li>– SUN Networks have agreed Terms of Reference, Governance Structures, Principles for Responsible engagements, Accountability Frameworks and Activity Plans that are implemented.</li> <li>– All SUN Networks are able to contribute to timely aligned and responsive actions in support of SUN Countries.</li> </ul>	<ul style="list-style-type: none"> <li>– Internal communications and minutes of network meetings demonstrate the extent to which Networks respond to country needs</li> <li>– Network Terms of reference, Governance Structures, Activity Plans, Accountability Frameworks</li> </ul>	<ul style="list-style-type: none"> <li>– In-country partners do align behind country-led efforts</li> <li>– SUN Networks are functioning and its members are prepared to commit resources and prioritise SUN (within their own organisations' workplans) in order to deliver the collective action necessary to achieve the SUN Strategy.</li> </ul>

	timely and effective way	<ul style="list-style-type: none"> <li>– SUN Network Convenors at country level are actively participating in Country multi-stakeholder platforms.</li> <li>– The SUN MPTF enables members of the civil society network to better participate in the Country multi-stakeholder platforms.</li> </ul>	<ul style="list-style-type: none"> <li>– Progress report of stakeholder networks updated on an annual basis available on SUN Website</li> <li>– Reports (narrative and financial) prepared by the MPTF Office are available online</li> </ul>	<ul style="list-style-type: none"> <li>– SUN Networks agree on their own principles of engagement</li> <li>– The Secretariat's role is recognized by SUN stakeholders including SUN Countries and receives financial support from donors</li> <li>– SUN Network facilitators are able to act as catalysts within their own Networks</li> <li>– SUN Countries continue to work with multi-stakeholder platforms.</li> </ul>
<b>Outputs</b>		<b>Activities</b>		<b>Objectively Verifiable Indicators of OUTPUTS</b>
<b>1. Outputs related to the SUN Lead Group</b>	1.1. Provide assistance to Lead Group so that it can exercise accountable stewardship over the Movement in line with its Strategy and Revised Roadmap	<ul style="list-style-type: none"> <li>a) Organise meetings of the Lead Group, report regularly on to the Lead Group Chair, prepare messages – as requested – from the Chair to Lead Group members, prepare and provide reports for Lead Group members two weeks in advance of its meetings; update the SUN Movement Strategy when requested by the Lead Group;</li> <li>b) Communicate decisions of the Lead Group throughout the SUN Movement Networks, ensure that the decisions are implemented through the Networks and throughout the Secretariat, report back to Lead Group Chair on implementation;</li> <li>c) Develop an annual Operating Plan for the Movement – with milestones – that translates the revised Road Map into agreed actions, indicates collective and individual responsibilities and serves as a basis for the Lead Group to exercise stewardship;</li> </ul>		<ul style="list-style-type: none"> <li>(a) Meeting are organised twice yearly; reports are prepared on a monthly basis; Movement Strategy agreed by the Lead Group disseminated throughout the Movement and updated as appropriate;</li> <li>(b) Lead Group meetings to discuss SUN progress are prepared by The Secretariat twice a year;</li> <li>(c) Annual operating plans for the Movement are developed, their implementation is monitored and reported to the Lead Group;</li> </ul>

	<p>1.2. Provide assistance to Lead Group Members – and the Movement as a whole – to undertake effective resource mobilization for addressing undernutrition</p>	<p>(d) Develop description of the investment case for nutrition designed initially for Members of the Lead Group but suitable for use throughout the Movement;  (e) Provide members of the Lead Group – and the Movement as a whole – with messages that empower them to advocate for substantially increased financing that supports national plans for scaling up nutrition and is aligned around Common Results Frameworks;  (f) Establish a consistent method for tracking financial investments in nutritional outcomes by September 2013; encourage and track progress of its application through the SUN Countries and make the results available to the Lead Group;</p>	<p>d) Investment case containing around 2000 words is developed for use by Lead Group members and disseminated throughout the Movement;  e) Consistent method for tracking financial investments in nutritional outcomes developed and disseminated throughout the Movement;  f) Use of the method for tracking financial investments in nutritional outcomes is monitored and reported to the Lead Group;</p>
	<p>1.3. Provide assistance to Lead Group Members to oversee</p>	<p>(g) Develop an outline Accountability Framework for the overall SUN Movement (based on the SUN Movement Strategy), interact with SUN Networks to ensure their buy-in, adapt the proposed outline as necessary, finalise the Accountability Framework and present it for approval by the Lead Group in 2013;  (h) Provide monitoring reports and commentaries (written and verbal) that assist Lead Group members to interpret and review the reports, identify issues and</p>	<p>(g) Accountability Framework of the SUN Movement is presented to the Lead Group in 2013;  (h) Monitoring reports are provided to Lead Group at least once a year; Baseline for evaluation of the SUN Movement is presented to Lead Group;</p>

	<p>the accountability of the overall SUN Movement</p>	<p>challenges and propose actions that will improve implementation of the SUN Strategy;</p> <p>(i) Develop Terms of Reference for the continuous and formative evaluation of the SUN Movement from 2009 to 2015, secure agreement across the networks and within the Lead Group and establish implementation arrangements before the end of first Semester 2013;</p> <p>(j) Organise a Mid-Term Evaluation of the activities of the SUN Movement The Secretariat taking place before end of 2014;</p>	<p>(i) Terms of references for final evaluation are available;</p> <p>(j) Mid-term evaluation report is disseminated, as appropriate;</p>
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Outputs		Activities	Objectively Verifiable Indicators of OUTPUTS
<b>1. Outputs related to the SUN Lead Group</b>	1.4. Enable Lead Group members to undertake effective High Level Advocacy	<p>(k) Develop and update regularly a continuous inventory of high-level advocacy opportunities in selected policy arenas (e.g. European Union, G8, G20, Committee on World Food Security, World Health Assembly, ECOSOC, UN General Assembly, World Economic Forum) and seek to have at least one Lead Group member attend all important events;</p> <p>(l) Develop and update regularly communication material for Lead Group members which reflects the significance of Scaling Up Nutrition and the key principles of the SUN Movement that includes appropriate references to a) the gender dimensions of undernutrition and b) women's empowerment for improved nutrition outcomes;</p> <p>(m) Brief Lead Group members to help them be effective advocate;</p>	<p>(k) A 1000-word inventory of high level advocacy is developed, at least bi-annually updated and shared via SUN website;</p> <p>(l) Key advocacy messages are prepared for Lead Group members and tailored to specific audiences as needed, at least every quarter;</p> <p>(m) Lead Group members are briefed in preparation for high-level advocacy opportunities in selected policy arenas;</p>
	1.5. Foster greater understanding of the SUN Movement and its progress	<p>(n) Establish the SUN Movement message platform;</p> <p>(o) Develop the 'position' of the SUN Movement;</p> <p>(p) Develop a suite of SUN Movement materials;</p> <p>(q) Maintain, expand and update SUN web-site;</p> <p>(r) Production of SUN Progress Report 2013;</p>	<p>(n) Number of communication material such as presentations incorporating 'Tag-lines' and 'Elevator pitches' on unique contribution of SUN;</p> <p>(o) Number of short, accessible briefs on relevant topics such as costing, economic benefits of nutrition;</p> <p>(p) Communication material (e.g. video – story) about the SUN Movement ready for September 2013 event;</p> <p>(q) SUN website translated into French and Spanish; SUN website query/comment mechanism established;</p> <p>(r) SUN progress report written, translated and printed;</p>

Outputs		Activities	Objectively Verifiable Indicators of OUTPUTS
<p><b>2. Outputs related to the SUN Countries</b></p>	<p>2.1. Support SUN Countries to ensure they have timely access to the technical expertise they need</p>	<p>(a) Make every effort to engage SUN Country Government Focal Points and their in-country supporting teams so that they share experiences with each other and work together to overcome constraints to progress by, among others, organising teleconferences and/or meetings linking the Country Network to members of the Lead Group and with the Networks;</p> <p>(b) Maintain a tracking system to ensure reliable and timely identification of constraints and gaps in scaling up nutrition based on joint report from the SUN multi-stakeholder platforms, update this information every two months, share it with all SUN Movement Networks and the Lead Group; follow up, with news of progress at six monthly intervals;</p> <p>(c) Prepare and disseminate SUN Country Briefs at regular intervals so that – when requests from SUN Countries are agreed by in-country platforms – country needs are made explicit to stakeholder networks, and track the country-level and global Network responses to these requests;</p> <p>(d) Engage SUN Country Government Focal Points in strategic discussions, including on mutual accountability, conflict of interest issues, validation of plans and data, and alignment of external support to national priorities;</p> <p>(e) Engage SUN Country Government Focal Points in any global consultations for updating the SUN Movement Strategy and evaluating progress;</p>	<p>(a) SUN Country Focal Points six-weekly teleconferences are arranged, minutes shared within two weeks and THE SECRETARIAT follow-up action executed within a month of each call; Teleconferences and/or meetings are organised at least once every year linking Country networks to members and at least once every four months linking the networks;</p> <p>(b) Milestones for the SUN Movement identified and agreed on by members of the Country Networks;</p> <p>(c) Country Briefs made available at six-weekly intervals to all stakeholders in the SUN Movement so as to enable aligned support behind country-led efforts and priorities;</p> <p>(d) Discussions with SUN Country Focal Points are held at least every six weeks;</p> <p>(e) SUN early progress reports are made in consultation with SUN Country Focal Points;</p>
	<p>2.2. Track progress in SUN Countries</p>	<p>(f) Track and inform countries on progress in line with four SUN processes;</p> <p>(g) Enable SUN Country Government Focal Points and representatives from the multi-stakeholder platforms to jointly develop and regularly update their Country Fiches to demonstrate their progress in Scaling Up Nutrition;</p> <p>(h) Organise the preparation of case-studies and in-depth documentation of best practices by linking SUN Countries with global members of the Movement and by facilitating the consultation process;</p>	<p>(f) Countries performance, per defined four SUN processed, is annually tracked and presented as a part of the common M&amp;E/progress report;</p> <p>(g) Country fiches containing credible information are annually updated and, as part of progress report, disseminated among members of the SUN Movement, with other partners and with the general</p>
Outputs		Activities	Objectively Verifiable Indicators of OUTPUTS

Outputs		Activities	Objectively Verifiable Indicators of OUTPUTS
2. <i>Outputs related to the SUN Countries</i>		<ul style="list-style-type: none"> <li>(i) Ensure SUN Country Government Focal Points access to resources that enable them to develop and validate (i) plans and strategies for scaling up nutrition and estimates of requirements to implement them (including capacity development); (ii) systems for monitoring investments, activities and progress; (iii) data on processes underway, as well as outcomes and impact achieved;</li> <li>(j) Assure quality, consistency and credibility of joint reports coming from SUN Country Government Focal Points and representatives from the multi-stakeholder platforms;</li> </ul>	<ul style="list-style-type: none"> <li>public (through the SUN website);</li> <li>(h) Country case studies are produced and published with agreement from country focal points and backing from stakeholders in the SUN Movement;</li> <li>(i) Country policies, strategies, plans and programmes are shared by SUN Countries and disseminated among members of the SUN Movement (in collaboration with SCN and other similar coordination groups), as well as with other partners and with the general public (through the SUN Movement website);</li> <li>(j) Within one month of it being received, review joint reports coming from SUN Country Government Focal Points and representatives from the multi-stakeholder platforms;</li> </ul>
	2.3. Empower stakeholder advocacy and communication	<ul style="list-style-type: none"> <li>(k) Establish advocacy and communications platform for SUN Movement stakeholders;</li> <li>(l) Provide targeted advocacy and communications support to multi-stakeholder platforms;</li> <li>(m) Re-position SUN ACT to become more inclusive of all supporters;</li> </ul>	<ul style="list-style-type: none"> <li>(k) Number of country support visits by the Secretariat to establish country needs and opportunities; number of thematic materials in support of in-country activities;</li> <li>(l) Number of advocacy messages on key areas produced and disseminated as needed;</li> <li>(m) SUN ACT meetings convened;</li> </ul>

Outputs		Activities	Objectively Verifiable Indicators of Outputs
3. <i>Outputs related to the SUN Movement Networks</i>	3.1. Ensure that the four SUN stakeholder networks provide an optimal service when receiving and responding to requests identified by governments and other stakeholders within SUN Countries	<ul style="list-style-type: none"> <li>(a) Ensure Terms of Reference, Governance Structures, Expected Results and Principles of Engagement are aligned to SUN Movement strategy across the Networks;</li> <li>(b) Organise and conduct meetings between Network facilitators to ensure that the services provided by Networks respond to country needs and that best practices are developed and shared within and between the Networks;</li> <li>(c) Participate in meetings of individual Networks to encourage ways in which they can respond to country needs in a fully transparent manner;</li> <li>(d) Report on SUN Country Focal Point meetings to the Networks and follow up to ensure that appropriate action is taken within the agreed time intervals;</li> <li>(e) Ensure effective operation of the SUN Movement website as a tool for advocacy, communications, and coordination among networks and Lead Group members;</li> </ul>	<ul style="list-style-type: none"> <li>(a) Terms of Reference for all SUN Networks are agreed before mid-2013 and subject to annual review; Principles of governance and responsible engagement for all Networks endorsed by mid-2013 and subject to annual review;</li> <li>(b) Bi-monthly teleconferences between Network Facilitators organised and summary notes shared;</li> <li>(c) Documented (minutes of meetings) participation of the Secretariat in Network meetings;</li> <li>(d) Regular reports on SUN Country Focal Point meetings, as requested;</li> <li>(e) Number of hits and downloads of documents from website;</li> </ul>
	3.2. Ensure that strategies and actions of SUN Networks are in synergy with the overall SUN Movement strategy, and that they are monitored, reviewed and	<ul style="list-style-type: none"> <li>(f) Organise meetings of Network facilitators and interactions with the stakeholder and country Networks;</li> <li>(g) Monitor responses of Networks to individual requests from SUN Countries, as well as to the individual results' frameworks developed by the countries;</li> <li>(h) Involve Networks in strategic discussions about the Movement and in the development of Network progress reports;</li> </ul>	<ul style="list-style-type: none"> <li>(f) Progress report of stakeholder networks updated on an annual basis, as part of common M&amp;E/progress report;</li> <li>(g) Country request and agreed response deadlines are communicated to Networks on regular basis;</li> <li>(h) Individual Network progress reports are collated, linked to each other and circulated to all members of SUN, as a part of annual common M&amp;E/progress report;</li> </ul>

Outputs		Activities	Objectively Verifiable Indicators of Outputs
<b>3. Outputs related to the SUN Movement Networks</b>	updated regularly		
	3.3. Support to the functioning of the SUN Multi-Partner Trust Fund	<ul style="list-style-type: none"> <li>(i) Review proposals submitted by requesting entities for consistency with agreed SUN principles and MPTF criteria;</li> <li>(j) Assess and compile lessons learned from the programme and initiatives supported;</li> <li>(k) Develop and implement an effective knowledge management system linked to the SUN website;</li> <li>(l) Facilitate independent evaluations, as needed;</li> <li>(m) Broker potential involvement in the MPTF and successor arrangements from interested donors and implementing partners;</li> </ul>	<ul style="list-style-type: none"> <li>(i) Recommendations on the feasibility of the proposals are provided to the MPTF; Management Committee, for each round</li> <li>(j) Lessons learned produced per year;</li> <li>(k) Reports (narrative and financial) prepared by the MPTF Office are available online;</li> <li>(l) Evaluation report is disseminated, as appropriate;</li> <li>(m) Briefing materials for the Lead Group on activities supported by the MPTF prepared on a bi-annual basis;</li> </ul>
	3.4. Facilitate communication, learning and engagement across the Movement	<ul style="list-style-type: none"> <li>(n) Establish mechanisms and materials to enhance cross-Network and cross-Movement communication, 'learning' and engagement;</li> <li>(o) Document and share lessons and best practices.</li> </ul>	<ul style="list-style-type: none"> <li>(n) Regional advocacy and communication 'learning and sharing' workshop; Private online spaces established for each of the SUN networks (conditional to requests from networks);</li> <li>(o) Number of updates on the Secretariat activities (e.g. Doctor Dave's diary, costing, M&amp;E etc.); Number of case studies of good practice from across the Movement shared widely.</li> </ul>