

SUN Movement Secretariat

Multi-year Activity Framework and Provisional Budget

2016 – 2020

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Executive Summary

The **Scaling Up Nutrition Movement** is a Movement unlike any other. Since it was launched in 2010 by the UN Secretary General Ban Ki Moon, 57 **SUN countries** and the Indian States of Jharkhand, Maharashtra and Uttar Pradesh have united through a shared determination to end malnutrition in all its forms. The **SUN Movement Secretariat**, which was established in 2010, coordinates the support of United Nations agencies, scientists, parliamentarians, journalists, entrepreneurs, professional associations, community organisers, medical practitioners, civil servants and business leaders who understand that improving nutrition is key to unlocking a better future for children across the globe. The activities of the SUN Movement Secretariat are the focus of this funding proposal.

SUN countries, supported by all stakeholders in the Movement, are committed to **creating an enabling environment for scaling up nutrition** by strengthening four strategic processes as set out in the SUN Movement Strategy 2016-2020: Expanding and sustaining an enabling political environment; prioritising effective actions that contribute to good nutrition, implementing actions aligned with national common results frameworks and effectively using, and significantly increasing, financial resources for nutrition

Achieving these objectives requires the entire Movement to work together to amplify the reach and impact of every stakeholder's work, such that the sum of their collective action is greater than the individual parts. This necessitates **stronger mutual accountability** across the Movement to deliver on commitments, align actions and work transparently and responsibly together. The realization of the SUN Movement's strategic objectives also requires the **strengthening of SUN Countries' capabilities** in key areas as well as ensuring **effective country-to-country learning, timely and appropriate technical cooperation** for all SUN countries.

Recognising these pre-requisites for the success of the SUN Movement, the SUN Movement Secretariat focuses its work towards three key result areas (**Primary Outcomes**).

- 1. Improved accountability by all SUN Stakeholders to achieve the goals outlined in the SUN Movement Strategy & Roadmap*
- 2. Increased implementation and monitoring of nutrition multi-sectoral plans by coordinated stakeholders in all SUN Countries*
- 3. Established system for timely and appropriate peer-to-peer exchange and technical cooperation for all SUN countries.*

The present document presents the multi-year plan 2016-2020 that will be complemented with annual workplans responding to the priorities of the Movement.

Problem Statement

Over the past decade, global and country recognition of the threat that malnutrition poses to the health and future development of children and communities, has been unprecedented. This has led to unparalleled ambition, momentum and collaboration in the battle to “end all forms of malnutrition by 2030”. This challenge was affirmed by world leaders with the adoption of the [Sustainable Development Goals](#). The [Scaling Up Nutrition Movement](#), is a formidable, collective, country-led force working to make this aspiration a reality.

Adequate nutrition during the critical 1,000 day window from a mother’s pregnancy to her child’s second birthday, as well as for adolescent girls and women before pregnancy, has a significant impact on physical and cognitive development, reducing the prevalence of non-communicable disease (NCD) later in life.

The economic consequences represent yearly losses of GDP around 10% (Horton and Steckel 2013; GNR 2015). Investing in nutrition has the potential to help break the poverty cycle and stimulate economic development. Every dollar invested can yield a [return of \\$16](#).

While the focus of the SUN Movement remains primarily on the reduction of stunting, many governments are adapting their national plans to address the multiple burdens of malnutrition, especially overweight and obesity. They recognize that malnutrition, *in all its forms*, undermines peace and prosperity, whilst improved nutrition can lead to a more just and sustainable futures for individuals, societies and nations.

Scope and Approach

Launched in September 2010, the purpose of the SUN Movement is to **catalyse collective action and create an enabling environment** to end malnutrition in all its forms. With **57 SUN Countries and the Indian States of Jharkhand, Maharashtra and Uttar Pradesh** at the helm, the SUN Movement represents an unprecedented **country-led effort** to bring together stakeholders – from governments, national and global civil society organisations, businesses, the UN system, researchers and scientists across different sectors- and provide them with a collaborative space to **convene, mobilise, share, learn, advocate, align and coordinate** actions and approaches to improve nutrition.

The SUN Movement’s support system is comprised of the SUN Movement Secretariat and four Networks: Donor, United Nations, Civil Society and Business as well as experts that offer technical support and leadership in nutrition. This support system responds and adapts to the breadth and width of SUN Countries’ needs, expertise and ambitions, often but not exclusively through SUN Movement **Communities of Practice** which are organized by thematic focuses most relevant to SUN Countries. The SUN Movement support system leverages its member’s experiences and their areas of comparative advantage. Through increasing coordination, aligning resources and fostering greater collaboration for improved nutrition, the support system is fostering a more coherent nutrition agenda globally and at country level. At the country level, members of the SUN networks support their respective national governments by participating in multi-stakeholder platforms and aligning their activities behind national objectives through common results frameworks.

The **SUN Movement Secretariat** (SMS) is led by a **high level Coordinator** (United Nations Assistant Secretary General) and operates under the **strategic guidance of the SUN Movement Lead Group**. An **Executive Committee** established in 2015 acts on behalf of the Lead Group to oversee the development and implementation of the Movement’s strategy, in particular the contribution of the SUN Movement Networks and Secretariat. The SMS works to ensuring that the catalytic spirit of the Movement continues and that its progress is both tracked efficiently and communicated clearly. It aims to **link together**

The Scale of Malnutrition in 2016

- 2 billion people experience micronutrient malnutrition¹
- 1.9 billion adults are overweight or obese¹
- 159 million under 5s are too short for their age (stunted); 50 million don’t weigh enough for their height (wasted) and 41 million are overweight; none of these children are growing healthily¹
- 794 million people are estimated to be calorie deficient¹
- 1 in 12 adults world-wide have type II diabetes¹
- In 14 countries less than half of all children under 5 escape both stunting and wasting¹

The scale of malnutrition is compounded by the effects of a changing climate, population growth and accelerated urbanisation, growing economic inequality, humanitarian crises impacting the most vulnerable and complex emergencies which are increasing in frequency and in scope.

countries, SUN Networks and experts in the SUN Movement to ensure that support requested to intensify actions and achieve nutrition objectives is received in a coordinated and coherent way. The SMS has evolved with the growth of the Movement, strengthening its capacity and operations to respond to the evolving needs and expectations of its stakeholders.

The SUN Movement Strategy and Roadmap 2016-2020

The SUN Movement Strategy and Roadmap 2016-2020 builds on the strengths and momentum from the Movement's work to date. It forges new paths ahead, responding to demands from countries and the insight generated by the Independent Comprehensive Evaluation (ICE) on the Movement's strengths, weaknesses and opportunities for greater impact. In particular the ICE highlighted the need for an increased focus on the effectiveness with which interventions to improve nutrition are implemented in SUN countries so that improvements can be measured and demonstrated. For this reason, Strategy and Roadmap for 2016-2020 focuses on catalysing **implementation** at scale.

The SUN Movement has been and will remain a continuous exercise in improvement, through learning and adaptation. The 2016-2020 strategy is an expression of that. It takes stock of and seeks to build on the strengths and achievements to date, whilst also charting new opportunities to achieve greater impact and further optimise its contributions to improving the nutritional status of communities. As the SUN Movement continues to learn and adapt over time, based on a constructive and an on-going assessment of its members' work, the changing needs and opportunities, and the ever-evolving landscape of nutrition and global development, the actions required to deliver on the strategy are likely to be dynamic. A second evaluation will reassess the Movement's relevance, efficiency and effectiveness in 2020.

Achieving the SUN Movement's Strategic Objectives

SUN countries, supported by all stakeholders in the Movement, are committed **to creating an enabling environment for scaling up nutrition** by strengthening four strategic processes as set out in the SUN Movement Strategy 2016-2020:

- Strategic Objective 1: Expand and sustain an enabling political environment
- Strategic Objective 2: Prioritise effective actions that contribute to good nutrition
- Strategic Objective 3: Implement actions aligned with national Common Results Frameworks
- Strategic Objective 4: Effectively use, and significantly increase, financial resources for nutrition

Achieving these objectives requires the entire Movement to work together to amplify the reach and impact of every stakeholder's work, such that the sum of their collective action is greater than the individual parts. This necessitates **stronger mutual accountability** across the Movement to deliver on commitments, align actions and work transparently and responsibly together. The realization of the SUN Movement's strategic objectives also requires the **strengthening of SUN Countries' capabilities** in key areas as well as **ensuring effective country-to-country learning, timely and appropriate technical cooperation and tailored support** for all SUN countries. Recognising these pre-requisites for the success of the SUN Movement, the Secretariat focuses its work in three outcome areas described below.

Established in 2012, the SUN Movement Secretariat has no operational role, but seeks to **support the achievement of the SUN Movement's strategic objectives** by supporting and coordinating three key result areas (**Primary Outcomes**):

1. **Improved accountability by all SUN Stakeholders to achieve the goals outlined in the SUN Strategy & Roadmap**
2. **Increased implementation and monitoring of nutrition multi-sectoral plans by coordinated stakeholders in all SUN Countries**
3. **Established system for timely and appropriate peer-to-peer exchange and technical cooperation for all SUN countries.**

Primary Outcome 1: Improved accountability by all SUN Stakeholders to achieve the goals outlined in the SUN Strategy & Roadmap

The most effective and sustainable path towards improving nutrition is forged through mutual accountability between all those committed to the SUN Movement. This requires commitments from all in the Movement to work together, for added-value and impact, to achieve the outputs, outcomes, and objectives agreed in the Movement's Strategy and Roadmap. It also requires equal partnerships that

uphold and respect SUN Country governments' authorities, responsibilities and priorities. When the roles, responsibilities and rules governing these partnerships are clear and unanimously accepted, the behavioural transformations required to scale up nutrition take hold.

Mutual accountability within the SUN Movement is a voluntary concept – relying heavily upon the good will and shared goals of its stakeholders. It also relies on **effective stewardship** to inspire good will, engage key actors and attract the most effective investments and interactions. Mutual accountability with the SUN Movement is predicated on a **transparent system for monitoring and reporting actions** and results and on **coherent contributions** to the broader development landscape.

While each government, institution, agency and actor are responsible for their commitments and contributions to the SUN Movement, the Secretariat has been cultivating several tools and approaches to strengthen mutual accountability across the Movement. This includes its support to the SUN Lead Group (including the development of a Lead Group advocacy strategy), Executive Committee and Coordinator. It also encompasses its information management system, annual progress report (the key accountability tool for SUN Countries and Networks) and global gatherings. The Secretariat's efforts to assist SUN countries to stay in tune with global fora and alliances relevant to nutrition are also part of this effort. It also requires an approach to learning that uses and analyses the data, information and experiences collected across the Movement to capture and disseminate lessons; shape priorities and guide future actions.

Primary Outcome 2: Increased implementation and monitoring of nutrition multi-sectoral plans by coordinated stakeholders in all SUN Countries

The achievement of the SUN Movement's strategic objectives will be pursued by reinforcing in-country capabilities across four areas (intermediate outcomes):

1. Improved access to and better use of resources for multi-sectoral plans for nutrition in all SUN Countries;
2. Increased salience of nutrition as a top policy, financing and institutional priority by the SUN Movement at national, regional and global levels;
3. Strengthened functional capacities of individuals and institutions in all SUN Countries to collaborate effectively across sectors and between stakeholders to improve nutrition.
4. Improved attention by all SUN Countries to the most vulnerable populations, including women and girls, in the policy and budget management cycle

The detailed activities and processes related to each of these four areas are articulated in the SUN Movement Strategy and Roadmap for 2016-2020. They are the results of several months of discussions and negotiations among informal working groups comprised of members of SUN Countries, the SUN Networks and experts with each thematic area. The outputs and indicators included in this proposal are reflective of the areas of work where the SMS has agreed or is best placed to lead activities. From 2016-2020, the SUN Movement Secretariat will bring together the four Networks and technical experts through the SUN Movement Communities of Practice to assist SUN Countries to build their required in-country capabilities and achieve the ambitions set out in the SUN Movement Strategy and Roadmap 2016-2020.

Primary Outcome 3: Established system for timely and appropriate peer-to-peer exchange and technical cooperation for all SUN countries.

SUN Countries are building their capabilities through a **peer-to-peer process** that keeps them in the driving seat and their national priorities and realities at the centre. The SUN Movement Secretariat, as a core element of the Movement's support system, adds value to this process by **supporting the increased use of peer-to-peer exchanges including on issues related to specific contextual challenges and opportunities** (such as exchanges amongst SUN Countries according to common socio-economic or geographic situations, specialised needs or capacity levels). The Secretariat also works to **enhance the responsiveness and timeliness of technical and financial support to all SUN Countries**: seeking to ensure effective, coordinated and predictable responses from within the Movement to SUN countries' requests for support so that they can accelerate efforts to scale up nutrition. Finally, if determined appropriate, the Secretariat will continue to act as the technical secretariat for a new SUN Movement pooled fund, supporting the work of the trust fund's Management Committee, including the

review of progress of approved projects as well as assessment and collation of lessons learned from the program and initiatives supported.

Building on success: past learning and findings from the 2014 Independent Comprehensive Evaluation of the SUN Movement

The SUN Movement Strategy 2016-2020, on which the SUN Movement Secretariat has focused its support, builds on the strengths and momentum from the Movement's work to date. Forging new paths ahead, the strategy responds to demands from SUN countries, the strengths of its supporters and the insight generated by the **2014 Independent Comprehensive Evaluation (ICE)** of the Movement. The strategy also responds to the **external environment**: mirroring the ambition of the 2030 Agenda for Sustainable Development, as well as the commitments and vision set forth in the African Regional Nutrition Strategy 2015-2025¹, the ASEAN Integrated Food Security Framework and Strategic Plan of Action on Food Security 2015-2020² and the European Commission's 2013 Enhancing Maternal and Child Nutrition in External Assistance: an EU Policy Framework.³ Most importantly, the SUN Movement Strategy responds to the needs and priorities of the 57 SUN Countries who remain at the heart of the Movement.

The review of the SUN Movement's achievements to-date and the development of the SUN Movement Strategy 2016-2020 have been conducted through a **consultative processes** that started in early 2014: over half of SUN Government Focal Points responded to the findings of the ICE (a synthesis of these responses can be found [here](#)) and **forty-one SUN Government Focal Points and nearly 200 participants** in their multi-stakeholder platforms took the opportunity to provide input to shape the strategy. A roadmap to accompany the strategy was then developed with support from informal working groups comprised of people involved with the Movement from SUN countries, and the SUN Movement's Networks of donors, civil society, business and UN agencies.

In relation to the achievements of the SUN Movement Secretariat, an assessment (see [here](#)) of the work and performance of the Secretariat was undertaken as part of the Independent Comprehensive Evaluation of the SUN Movement in 2014. 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*".

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.*"

The SUN Movement Secretariat has carefully organised the framework of its activities for 2016 to 2020 based on this feedback, the overall findings and reactions to the ICE and on the key elements of the SUN Movement Strategy and Roadmap for 2016-2020.

Risk Mitigation

RISKS: The current Secretariat is not able to carry forward expanded tasks. The timeframe is too short to achieve the intended results of the project, does not respond to country and network expectations, is not consistent with the needs of the Movement's stewardship, nor fulfils the contractual requirements of the Secretariat (in term of evaluation especially). Administrative procedures for recruiting staff and consultants delay the project. Development partners choose not to invest further in the Movement or SUN countries who would like timely, reliable support for their scale up plans.

¹ http://sa.au.int/en/sites/default/files/Africa%20Regional%20Nutrition%20Strategy%202015-2025%2013.3.2015%20-%20English_0.pdf

² http://asean-agrifood.org/?wpfb_dl=58

³ http://ec.europa.eu/europeaid/documents/enhancing_maternal-child_nutrition_in_external_assistance_en.pdf

MITIGATION: Staff workload is balanced thanks to new recruitments of high quality staff. Enhanced managerial capacity permits increased efficiency of the SMS. Partnerships are forged with service providers wanting to adapt their services to needs expressed by country stakeholders.

Activities

The planned work of the SUN Movement Secretariat is organized around **three key result areas (Primary Outcomes)**. The present plan will be completed with annual workplans highlighting priorities

Primary Outcome 1: Improved accountability by all SUN Stakeholders to achieve the goals outlined in the SUN Strategy & Roadmap

1.1 Increased capacity of SUN movement stewardship to fulfil their responsibilities to guide the movement.

Activity Indicators: Two meetings of the Lead Group and four meetings of the Executive Committee organised and facilitated each year in accordance with established modus operandi; Lead Group engagement plan (advocacy strategy) finalised and implemented (see 2.1); Ethical Framework complete and up-to-date

- ***Providing strategic guidance and support to the Lead Group***

The SMS will continue to support the Lead Group with the information, guidance and capacity required to fulfil its responsibilities to provide high-level oversight, advocate on opportunities to accelerate progress and embody the spirit and principles of the SUN Movement.

In 2016, the SUN Movement Lead Group has been renewed, taking into account the recommendations from the ICE. The Secretariat will continue supporting the Lead Group by organising its meetings, preparing the background documents and the notes for record and supporting the follow up and engagement of Lead Group members. The SMS will also ensure that Lead Group members are well informed of the latest opportunities and challenges facing SUN Countries and the Movement and support Lead Group members to respond as requested and appropriate. This will involve the development of a Lead Group engagement plan in line with the advocacy and communication activities described in the Roadmap.

- ***Providing strategic guidance and support to the Executive Committee***

An Executive Committee was appointed in September 2015 following the recommendations from the ICE to act on behalf of the Lead Group to oversee the development and implementation of the Movement's strategy and roadmap. The Executive Committee also supports the SUN Movement Coordinator to galvanise political commitments to nutrition and to promote the ethos and values of the Movement.

Through its role in facilitating and coordinating activities across SUN Countries and the SUN Networks as set out in the roadmap, the SMS will ensure that members of the Executive Committee are fully in tune with the breadth and pace of developments across the Movement, enabling them to fulfil their responsibilities to support and guide the Coordinator and oversee alignment efforts in SUN Countries. The SMS will ensure that the Executive Committee is fully up-to-speed on the progress of SUN Countries as well as the quality and timeliness of the SUN Movement Support System's efforts. It will also flag strategic opportunities and advancements in the broader nutrition and development fora that require consideration and discussion by the Executive Committee to ensure coherent engagement of SUN stakeholders to support progress and results in countries. In addition, the SMS also supports the Executive Committee by helping to organize its meetings and phone calls, preparing background documents and notes for record to facilitate follow up.

- ***Providing strategic guidance and support to the SUN Movement Coordinator***

A new SUN Movement Coordinator is in place since August 2016. She is responsible for directing the implementation of the SUN Movement's Strategy and Roadmap by

coordinating the efforts of SUN Country Government Focal Points, SUN Networks, technical providers and high-level advocates. She largely reinforces the capacity of the Secretariat to contribute to the Stewardship of the Movement.

In order to fulfil her role successfully, the Coordinator will rely on the strategic guidance and support of the SMS. This includes but is not limited to: policy assessment and advice across major external debates, real-time updates and analysis of efforts underway in SUN Countries and Networks, identification of bottlenecks, challenges and opportunities to advance nutrition. The SMS will also ensure the Coordinator is fully prepared for all public appearances through the development of comprehensive mission and event briefings, speaking points and strategic advice.

○ ***Ensuring implementation of the ethical framework of the SUN Movement Stewardship***

The Principles of Engagement of the SUN Movement⁴ ensure that the Movement is flexible and able to effectively scale up nutrition, while maintaining a common purpose and mutual accountability.

As the primary guardians of these Principles of Engagement, the SUN Movement Lead Group and Executive Committee will comply with an ethical framework guiding individual engagement and preventing conflict of interest. The SUN Movement Secretariat will develop, ensure the implementation and the constant update of an ethical framework including a code of conduct, a register of interest and transparency on process, membership and activity of the SUN Movement Stewardship.

1.2 Increased Use of the System for Monitoring, Evaluating, Accountability and Learning (MEAL) system by all SUN Movement stakeholder for knowledge sharing and learning.

Activity Indicators: SUN Movement Secretariat's Information System dashboards are up-to-date and used with annual Joint-Assessments to inform annual SUN Movement Progress Report; SUN Movement Annual Progress Report is complete, translated, published on SUN Movement website and distributed and SUN Movement Global Gathering; Annual Global Gathering takes place and SUN Countries feedback on its utility and quality

The SUN Movement Monitoring, Evaluation, Accountability and Learning (MEAL) system is vital to the achievement of the Movement's strategic objectives. It will allow all stakeholders across the Movement to appreciate progress manage our processes and information well and develop a culture of continuous improvement. It will empower us to use data and observation to drive decision making and planning. It will allow us to be clear on our expectations of what each stakeholder will deliver and remain consistently responsive to the views of SUN countries. The SUN MEAL System will allow us to capture, analyze and disseminate lessons from our work which inform further our collective priorities and actions.

While the MEAL System is under development, the four main pillars address:

Monitoring: agreeing on a set of indicators helping to measure progress in countries along the Movement's theory of change

Evaluation: connecting the dots between the Movement's theory of change and improvements in the nutritional status of SUN Countries; defining options for an evaluation of the contribution of the SUN Movement to reducing malnutrition to be held at the end of the period (2020)

Accountability: defining further the roles, responsibilities and relationships of all the stakeholders in the Movement and the processes through which these actors will account for their activities, take responsibility for them, and disclose results in a transparent manner.

⁴ Be transparent about impact; be inclusive; be rights-based; be willing to negotiate; be mutually accountable; be cost-effective and be continuously communicative

Learning: nurturing continuous improvement of actions and results through the use and analysis of the data, information and experiences collected across the Movement to capture and disseminate lessons; shape priorities and guide future actions.

To support the SUN MEAL, the SMS uses a range of tools and approaches. The most significant include:

- ***The SUN Movement 'BRAIN' Project***

Since June 2015, the SMS has been developing an information system called BRAIN, to classify and provide up-to-date quantitative and qualitative information gathered by the SMS and SUN Networks on SUN Countries. The first prototype of the system was finalised in February 2016. It contains several dashboards that aim to (1) track and report on SUN Country progress on the 4 SUN Processes; (2) track countries' requests and the support provided by the SUN Movement Support System; (3) help countries' classification by geographical, economical and nutritional context; and (4) facilitate documentation of country experiences for knowledge sharing and learning.

The SMS will continuously, update, test and improve BRAIN as its central tool for tracking and reporting developments across SUN Countries.

- ***Joint Assessments***

Each year the SUN Movement Secretariat works to prepare and support countries to undertake the annual Joint-Assessment of Progress and Priority Setting. Based on the [SUN Movement Monitoring and Evaluation Framework](#) which was developed in 2013, this exercise is a participatory process that brings together relevant in-country stakeholders working to scale up nutrition including representatives from government, civil society, science and academia, donors, the United Nations, businesses, and other relevant actors.

The Joint-Assessment exercise aims to assess progress in SUN countries over a one year period with support from key documents and evidence and through reflection on challenges. The exercise offers an opportunity for SUN Countries to identify where support is needed for realising joint goals in-country. It also gives an opportunity for nutrition stakeholders to come together and identify country priorities for the coming year that will support the decision-making process of the SUN Movement Executive Committee and SUN Movement Lead Group, as they guide the SUN Movement.

- ***SUN Movement Annual Progress Report***

The SUN Movement Secretariat leads the drafting and coordinates the translation (in French, Spanish, Russian and Portuguese) and printing of the SUN Movement Annual Progress Report and its Compendium of Country Profiles. As the main accountability tool for the Movement, the SUN Movement Coordinator and the Lead Group use the annual progress reports for assessing the status and challenges of the Movement and developing guidance SUN Countries and Networks.

Largely prepared with information and analysis from the joint-monitoring exercise the annual progress report is a vital tool in assessing the progress of the Movement. It takes 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 looks 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 highlights 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.

- ***SUN Movement Annual Global Gathering***

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. The SUN global gathering is a key moment for mutual accountability within the Movement and a unique occasion where the nutrition community can reflect on joint efforts to scale up nutrition. Each year the global gathering offers the Movement the opportunity to:

1. Take stock of what has been we achieved together

2. Share the wealth of experience, knowledge and resources of each SUN country and network
3. Sharpen a shared vision for the future and the steps required to get there

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.

- ***Impact analysis and evaluation***

The findings of the joint assessment exercise along with the information collected through the BRAIN project need to be analysed and complemented with data on country level progress on improving and sustaining the enabling environment for nutrition, on scaling up the coverage of nutrition specific interventions and the contribution of nutrition sensitive sectors and on nutrition impact results to question the theory of change and document pathways towards impact.

Regular update on activity and impact analysis will be provided to the Executive Committee to enable the guidance of the Movement and reinforce mutual accountability amongst its members.

The SMS will also support the preparations and facilitation for a **second evaluation** to reassess the Movement's relevance, efficiency and effectiveness in 2019 or 2020.

1.3 Better coordinated contribution of all SUN Movement stakeholders to the broader development agenda to improve its coherence and relevance for nutrition

Activity Indicators: Briefings are prepared and disseminated to SUN Countries on key policy issues and discussions; Increased participation of SUN governments and stakeholders in key global events relevant to nutrition governance; at least 3 new relationships are developed with key partners that can help accelerate progress on nutrition.

- Tracking Relevant High-Level Events

The Secretariat tracks the agenda of international organisations and intergovernmental decision-making bodies in order to seize strategic moments of engagement for SUN Countries and Networks. This includes but is not limited to the Committee on World Food Security, the World Health Assembly, the High Level Policy Forum for Sustainable Development and the United Nations General Assembly.

- Assist SUN Countries' Engagement

To assist SUN Countries to engage, the SMS prepares and circulates accessible briefs to all SUN Country Government Focal Points, providing a summary of the key recommendations as well as information on the importance of issues up for debate and scrutiny. The SMS may also organise series of teleconference with SUN Countries if there is significant interest or perceived value in discussing the issues under consideration.

- Strengthening and Forging New Partnerships

SUN Movement Secretariat works to strengthen collaboration and forge new relationships with partners that will help accelerate progress on nutrition including Every Women, Every Child, the Sanitation and Water for All (SWA) Partnership as well as alliances working on climate change, women's and girls' empowerment, education, food system and agriculture, disaster risk reduction and humanitarian response.

Primary Outcome 2: Increased implementation and monitoring of nutrition multi-sectoral plans by coordinated stakeholders in all SUN Countries

The SUN Movement Secretariat will continue to focus its energies on ensuring that in-country capabilities will be bolstered by the collective efforts of all in the SUN Movement. From 2016-2020, the SUN Movement Secretariat, along with the four Networks and technical experts, will continue coordinating and guiding the work of the SUN Movement Communities of Practice to build the required in-country capabilities and achieve the ambitions set out in the SUN Movement Strategy and Roadmap 2016-2020. These in-country capabilities are organised across four thematic areas.

2.1 Improved access to and better use of resources for multi-sectoral plans for nutrition in all SUN Countries.

Activity Indicators: At least 50% of SUN Countries: have country plans with defined targets and costed actions; are able to track their on and off budget allocations against costed nutrition outcomes in their country plans; have increased domestic budget allocations and/or WB IDA credits for nutrition and are able to measure and report the impact of their prioritised actions. All SUN Countries are regularly and transparently reporting on a minimum set of good quality, disaggregated data that show progress against implementation of prioritised actions

The Secretariat will ensure that the Networks and Communities of Practice support the enhancement of the utility of country multi-sectoral plan for scaling up nutrition impact. The Secretariat will especially support Movement-wide efforts to establish national nutrition targets and smart commitments to achieve these targets. It will also coordinate efforts to produce guidance on 'How to plan and cost nutrition-sensitive actions' as well as a synthesis of evidence on nutrition-sensitive interventions.

The Secretariat will also ensure that the Networks and Communities of Practice support the improvement of country efficiency with which financial resources are used. Working with others the Secretariat will contribute to a growing body of information on financial tracking for nutrition through: the development of an online repository; contribution to the annual Global Nutrition Report; strengthening guidance for SUN Countries on financial tracking as well as coordination of the development of a guidance note on harmonised approaches to costing, budgeting, and expenditure tracking for nutrition-specific and nutrition-sensitive activities

With SUN Networks and Communities of Practice support, the Secretariat will support SUN countries to increase their access to finance for scaling up nutrition impact. In partnership with others, the Secretariat will coordinate the documentation of lessons learned in successfully influencing national and sectoral government budget cycles to increase access to domestic funding for nutrition. To help SUN countries to mobilise external resources from the fragmented financial landscape for aid for nutrition, the Secretariat will work with the SUN Donor Network to improve the transparency and predictability of aid funds that can be mobilised for nutrition. The Secretariat will also synthesise and help to share the lessons learned by SUN Countries who have successfully mobilised external sectoral resources in support of their nutrition plan. (for example by documenting experiences in accessing nutrition-sensitive funding through the Global Agriculture and Food Security Program).

The Secretariat will ensure that the Networks and Communities of Practice support strengthened country use of disaggregated data from multiple sources for better policy decision making, accountability, and advocacy. The Secretariat will encourage SUN Countries with advanced information systems to share their experiences and lessons, especially on how information is collected, analyzed and used at sub-national levels. The Secretariat will also ensure that national teams are trained on how to use the country profiles for policy decision making, accountability and advocacy.

The Secretariat will ensure that the Networks and Communities of Practice support the scaling up of implementation of high impact actions as per country plans. Working with partners, the Secretariat will develop a mechanism to support SUN countries to identify, review and present their implementation evidence with a focus on effective coverage, capacity of their platform and impact on select nutrition indicators.

2.2 Increased salience of nutrition as a top policy, financing and institutional priority by the SUN Movement at national, regional and global levels.

Activity Indicators: Community of nutrition champions have positioned nutrition as major development priority as demonstrated in outcome documents of major national, regional and global for a; at least 30 SUN Countries have multi-sectoral advocacy strategies and associated BCC strategies; on-line SMAC sharing and learning platform set up and 4 EN-NET; increase in use of and contribution to SUN Movement website and supportive online platforms; all major reports, publications and SMAC tools are accessible to SUN Countries via SUN website; demonstrable increase in media coverage of SUN from a 2016 baseline

As concluded in the Independent Evaluation of the SUN Movement, the collective advocacy efforts across the SUN Movement have been very influential in keeping nutrition on the international agenda and in encouraging and reinforcing country-level efforts. This capability aims to build upon this success, harnessing the experience of those who have been part of the Movement's initial journey as well as those who continue to join.

The three work streams in this capability area capture the Movement's ambition related to social mobilisation, advocacy and communication for behavior change. The first work stream focuses on sustaining the **high level 'push'** that will ensure nutrition maintains the attention it deserves in global, regional and country policy debates, financing frameworks and popular discourse. The Secretariat, with support from SUN Networks and technical partners, will develop and support the implementation of an advocacy strategy for the SUN Movement Coordinator and Lead Group. This plan, which will be developed by the end of 2016, will identify both the opportunities and tactics that can be seized by Lead Group members to maximise their impact as nutrition champions. It will explore opportunities for collaboration, innovative communication approaches and effective ways to measure the impact of Lead Group advocacy.

The Secretariat will also coordinate the establishment of communities of SUN champions, of journalists and of parliamentarians and engage youth platforms. In addition, the secretariat will facilitate efforts to map current investments and package finance data into robust investment cases for use in advocacy.

This first work stream on social mobilisation, advocacy and communication will capitalise on the effective advocacy efforts that are already underway including the production and dissemination of the annual [Global Nutrition Report](#), the [Hunger and Nutrition Commitment Index](#), the [Nourishing Millions: Stories of Change](#) project, [Compact 2025](#) and the 2016 [investment framework](#) for achieving the six global nutrition targets. The Secretariat will also work closely with the organisers and supporters of key events and opportunities in the nutrition and broader development calendars to ensure that the SUN Movement can add as much value to key moments as possible. This could include but is not limited to events such as the World Health Assembly, the Committee on World Food Security, follow up to 2013 Nutrition for Growth event, the 2014 International Conference on Nutrition and the UN Decade of Action on Nutrition.

The second work stream focuses on **building the capacity** needed to ensure effective action is taken to translate high level commitments and consensus, inspired by or taken at the global, regional and national levels, into concrete results at the community and individual level. With the SUN networks, the Secretariat will support the development, revision and implementation of national multi-sectoral advocacy and communication strategies as well as scalable behaviour change strategies and interventions. The Secretariat will lead on the mapping of Movement-wide social mobilisation, advocacy and communication (SMAC) assets, needs and modes of support. It will launch an online SMAC learning and sharing platform and support on-line discussions via EN-NET.

The final workstream sets out ways in which we can most effectively **tell an inspiring and powerful story of progress**, rich in country level detail and rights-holder perspectives and evidence, that can demonstrate success and foster a continuous ambition to improve our collective efforts. To guide this work, the Secretariat will develop a SUN Movement communication strategy to ensure that rich country information and experience is made more widely available and will be utilized for more targeted advocacy. Building on successful SMAC approaches, the Secretariat will capture key experiences and lessons in

the annual SUN Progress Report (see 1.2.3) and strengthen media engagement with editorial meetings, story support and sensitisation sessions.

2.3 Strengthened functional capacities of individuals and institutions in all SUN Countries to collaborate effectively across sectors and between stakeholders to improve nutrition.

Activity Indicators: Opportunities created for all SUN Countries who request support in strengthening functional capacities; 50% of SUN Countries embed a mechanism to prevent and manage conflict of interest in their national nutrition plan; Success factors for functional capacity finalised and promoted; approaches to assess level of functional capacity at country level harmonised; efforts and investments in functional capacity strengthening are tracked and reported ; guidance on functional capacity issues common to SUN countries is completed and disseminated

Strengthening functional capacities involves the improvement of the capacity of individuals and institutions to collaborate effectively, at national and sub-national levels. It also involves forging coalitions and alliances across sectors, who can contribute to nutrition, and make it central to national development. Final, optimal functional capacities require a trusting and principled environment for collaboration, in a context where many partners may have different interests.

Working with others, the Secretariat will support the establishment of criteria to assess functional capacity levels as well as an agreed set of success factors for functional capacity strengthening. The Secretariat will also facilitate and coordinate efforts to develop functional capacity strengthening plans in SUN countries including support to revise pre-service nutrition program curricula, training and coaching.

With partners, the Secretariat will support SUN Countries to improve multi-stakeholder platform design, management, functioning and decentralisation. The Secretariat will also lead the identification of incentives to strengthen cross-sectoral collaboration through, partnering with sectoral alliances, cross-country networking and experience sharing as well as the facilitation, production and dissemination of knowledge products.

The Secretariat will encourage SUN Countries to develop mechanisms to manage and prevent conflicts of interest in the policy management cycle, and ensure that SUN Countries access the support they need for this.

2.4 Increased attention by all SUN Countries to the most vulnerable populations, including women and girls, in the policy and budget management cycle

Activity Indicators: 50% of SUN Countries disaggregate implementation and impact data by gender; 50% of SUN Countries have established working relationships between national stakeholders working on nutrition and gender; Strategic guidance for inclusion of equity focus is completed and disseminated; lessons and concrete examples of applying an equity focus are complete and disseminated

The Secretariat will work with a team of experts to provide strategic guidance to SUN Countries for the inclusion of an equity focus to their advocacy and across the policy management cycle. This will include support in disaggregating implementation and impact data by gender and establishing working relationships between national stakeholders working on nutrition and gender. With support from partners, the Secretariat will also document lessons learned and concrete example of applying an equity focus to implementing nutrition actions.

Primary Outcome 3: Established system for timely and appropriate peer-to-peer exchange and technical cooperation for all SUN countries.

The SUN Movement Secretariat together with SUN Networks and a range of experts supporting the Movement – the SUN Movement Support System - will continue to provide **services** that cover the breadth and width of the SUN Movement and leverage its members experiences and their areas of comparative advantage. By delivering these services the support system aims to unlock resources and intensify progress across the four thematic areas of work that underpin the Movement's strategic objectives. These services include:

3.1 Increased use by all SUN Countries of peer-to-peer exchange including on issues related to specific contextual challenges and opportunities

Activity Indicators: SUN Country Calls are organised each quarter and as requested by SUN Countries with high levels of participation across SUN Countries and their multi-stakeholder platforms. The Secretariat also coordinates and facilitates at least 4 discussions and exchanges related to specific contextual challenges and opportunities amongst SUN Countries and relevant experts as identified appropriate. Country call summaries and related publications (In Practice Briefs, Synthesis and Summary Reports) are increasingly downloaded from SUN website

Helping SUN Countries to actively assimilate what other countries have done to achieve success is at the heart of the SUN Movement's approach. The Movement's unique peer-to-peer platform gives country members access to rich *country knowledge*, including national nutrition plans, policies, legislation, financial analysis and investment cases, success stories, tools for social and political change and lessons from implementation challenges. It also harnesses *regional and global knowledge*, supporting access to financing mechanisms, regional mechanisms for collaboration, global evidence and fora.

The SUN Movement Secretariat will work to increase the use of these peer-to-peer exchanges by all SUN Countries including on issues related to specific contextual challenges and opportunities. One major channel through which this will be done is the organisation, facilitation and documentation of **quarterly teleconferences of SUN Countries based on a theme of common interest to SUN Countries**.

In addition, countries with specific contextual challenges and opportunities, especially the SUN countries facing humanitarian crises, require unique responses. The Secretariat will facilitate and synthesize the findings of **virtual and face-to-face exchanges** among SUN Countries according to common socio-economic or geographic situations, specialised needs or capacity levels. This could include countries facing similar weather and environmental shocks, countries that belong to the same regional economic community and countries that share comparable challenges and opportunities in scaling up nutrition.

3.2 Enhanced responsiveness and timeliness of technical and financial support to all SUN Countries

Activity Indicator: The Secretariat's system for tracking SUN Countries' needs and responses from technical providers as appropriate is up-to-date and demonstrates high rates of timely response

The SUN Movement Secretariat will coordinate efforts to ensure effective and predictable responses from within the Movement to SUN countries' requests for support so that they can accelerate efforts to scale up nutrition. This will be done by identifying recurring gaps and convening stakeholders to respond in a systematic, transparent and coordinated way. **This also requires improvements, transparency and harmonization not only of the methods used to track SUN Countries needs and responses but also to the support provision process.**

3.3 Established technical secretariat in the SUN Movement Secretariat for management of possible new SUN Movement Pooled Fund

Activity Indicator: The Secretariat provides efficient support to the Management Committee of a potential new pooled fund.

Following, an evaluation of the SUN Movement MPTF in September 2015 to assess the performance of the current MPTF and the need for any future fund, a final report presenting key findings and recommendations is available [here](#). The SMS is coordinating a process to discuss the need, scope and design of a possible future new pooled fund within the SUN Movement.

One option that is discussed includes the possibility that the SUN Movement Secretariat will continue to act as the technical secretariat for **a new SUN Movement pooled fund**, supporting the work of the trust fund's Management Committee, including the review of progress of approved projects as well as assessment and collation of lessons learned from the program and initiatives supported.

Monitoring and Evaluation

The SUN Movement Secretariat is working with the SUN Networks to develop a series of indicators that will be used to track progress against the deliverables of the SUN Movement 2016-2020 Roadmap.

The **SUN Movement Monitoring and Evaluation (M&E) Framework**, which was established in 2013, sets out an approach for assessing the **institutional transformation** and actions towards scaling up nutrition to achieve the four strategic objectives of the SUN Movement.

An **Outcome Mapping** methodology is employed, structured around four processes (in pursuit of four strategic objectives) as reflected in the SUN Movement Strategy 2012 – 2015. The Outcome Mapping approach looks at how the behaviour of actors at country level (i.e. government and country networks) is changing within the context of the four processes using “ladders of change”. These ladders are made up of a set of progress markers that illustrate progressive behaviour that is expected to be displayed by the various actors.

Monitoring is done primarily through **the quarterly teleconferences with SUN Countries and an annual joint-assessment exercise** undertaken by countries. The joint-assessment exercise recognises and appreciates the different monitoring requirements and cycles of key stakeholders within the Movement. Led by SUN Government Focal Points and supported by the members of their multi-stakeholder platforms, the exercise was conducted Movement-wide for the first time in 2014. The joint-assessment exercise offers a forum for all actors to come together, confirm priorities, assess progress, revitalize working methods and identify existing key constraints. The reporting mechanism ensures consistency in demonstrating progress and at the same time, illustrates the progressive behaviour changes displayed across the Movement as it continues to evolve.

The SUN Movement Secretariat is also working with the SUN Networks to develop a series of indicators that will be used to track progress against the deliverables of the SUN Movement 2016-2020 Roadmap – this is part of the development and improved use of the SUN Monitoring Evaluation Accountability and Learning (MEAL) system set out in Primary Outcome Area 1. The overarching narrative of the SUN MEAL System will be completed by the end of 2016.

This approach primarily serves the purpose of **mutual accountability** among the various stakeholders within the SUN Movement by creating an insight into the contributions of the different groups of stakeholders. This mutual accountability, in turn, serves as a basis for steering of the Movement by the Executive Committee and Lead Group and is considered to be an essential element for the sustainability of the Movement.

Organizational capacity

The activities above will be implemented with direct administrative support from the **United Nations Office for Project Services (UNOPS)**. UNOPS acts as the hosting agent and will support the SMS to facilitate the implementation of the SUN Movement Strategy and Roadmap for 2016 to 2020. Therefore, the implementation of the activities will adhere to the United Nations (UN) rules and regulations. The following provides an overview of the different support services that UNOPS will provide to the Action through a hosting arrangement in place between UNOPS and the Donors to the Action:

- Financial and fund management;
- Human resources;
- Procurement of goods, services and works;
- Grants, engagements with governments and UN agencies;
- General administrative services;
- Financial reporting;
- Audit provisions.

UNOPS is an operational arm of the UN, which, based on its mandate as a service-provider, supports the successful implementation of its partners' development, humanitarian and peacebuilding projects around the world. UNOPS is the UN's central resource for project management, infrastructure and procurement, and helps its partners by providing a range of high quality, cost-effective project management services. In addition to working with the UN, UNOPS also supports governments and international, regional and national organizations to implement projects.

UNOPS currently implements over 1,000 projects in over 133 countries worth around USD 1.2 billion a year on behalf of its partners, often in some of the most challenging environments, providing a range of advisory, implementation and transactional services. It has over 7000 personnel spread across 80 countries, offering its partners the logistical, technical and management knowledge they need. UNOPS is the only self-financing organization of the UN, and is therefore completely client-oriented. Established in 1995 by the UN General Assembly, UNOPS is overseen by the Executive Board, members of which are elected annually by the UN Economic and Social Council (ECOSOC). The UNOPS Executive Director reports to the UN Secretary-General.

Multi-year budget of the SUN Movement Secretariat (2016 – 2020)

The **Annex 1** to this note provides details of the SMS Provisional Budget as of September 2016, with a yearly breakdown 2016-2020. The Provisional Budget of the Secretariat is approximately 7.6 million USD in 2016, 9 million USD in 2017, 9.9 million USD in 2018, 10.6 million USD in 2019, 10.7 million USD in 2020; **i.e. a total of 47.8 million USD for 2016-2020.**

Personnel: The substantial increase (19%) in the 2017 budget compared to the 2016 budget is mainly due to an increase (42%) in staff costs. As of September 2016 the SMS includes 29 staff (including the SUN Movement Coordinator, the Director, Professional Staff and a Facilitation Team). Over the period 2017 – 2020, some slight complements to the staff are envisaged so that it adapts, if needs arise, to the complexity of the Movement; this will bring the headcount to 32 in 2017 and 33 for the period 2018 - 2020. In addition to this complement in headcount, the SUN Movement Secretariat has provisioned a budget increase to allow the upgrade of the contractual arrangements for certain strategic positions within the Secretariat. At its September 2014 meeting the Lead Group asked that the '*SUN Movement Secretariat is extended, in its current format, to the end of 2016 to be able to accompany the transition, following the results of the Independent Comprehensive Evaluation. Once the final evaluation report has been received, the extension of the Secretariat, on appropriate contracts should be considered*'.⁵

As of September 2016, 4 staff (Coordinator of the SUN Movement, Director, Senior Strategist and Administrator) hold a UN Fixed Term appointment which includes annual base salary and % for benefit such as post adjustment, relocation, dependency allowance, contribution to pension, contribution to medical insurance etc. The Senior Strategist and Administrator were recruited prior to 2012 under UN Fixed Term appointments and worked for the Coordination Team of the UN High Level Task Force on Global Food Security with David Nabarro as the Coordinator. With the building of the SMS in 2012 they have progressively taken new responsibilities with the Secretariat while keeping the same contract conditions. All staff for the SMS recruited after 2012 holds UN Individual International Contractor Agreement (ICA) or Local International Contractor Agreement (LICA) which are excluded from participation in the pension fund and health insurance as well as some other benefits. The ICA/LICA typology of contract, due to scarce benefits and protections ensured to the staff and the dependents, is hampering the capacity of the SMS to attract and retain the best competent and talented people, eroding therefore the key Secretariat's asset – i.e. the Human Resources.

A review of existing human resources is being conducted in 2016 to analyze the skills and competencies needed to support the implementation of the SUN Movement Strategy and Roadmap versus those currently present in the Secretariat and to help shaping scenario of evolution of the Secretariat to ensure that it is fit to support the Movement to deliver results by 2020. As a result of this HR project a refined staffing plan is being developed for the period 2017 – 2020, taking into account the level of financial contributions available. Some key positions have been identified as strategic for the successful implementation of the Secretariat's workplan.⁶ For these positions, UN Fixed Term contracts are provisioned to retain and attract the best candidates. The provisional budget for staff is therefore reflecting such a possible scenario.

Contracts: resources are provisioned to cover the contracting of individuals and/or companies for the delivery of consultancy services to support specific themes of the Roadmap such as: accountability of the Movement, functional capacity, equity, financial tracking, capacity to deliver, and any additional consultancy needs as these might arise over the course of the coming years. The needs will be further precise in annual workplans.

Travel: the Secretariat's budget will cover the travels for the Coordinator and SMS staff and sponsored delegates to engage in relevant political intergovernmental and multi-stakeholder processes. Travels are

⁵ See Summary Note at <http://scalingup.staging.wpengine.com/wp-content/uploads/2014/10/6th-Meeting-of-SUN-Lead-Group.pdf>

⁶ Senior staff sitting in the Strategic Management Team (Senior Nutrition Analyst and Strategy Advisor, three Strategy and Policy Advisors, Coordinator of the Country Liaison Team) and the country liaison officers working in the Country Liaison Team.

to enhance the capacity of the SMS to support SUN Countries, SUN Networks, Lead Group and Executive Committee during the period of implementation of the SUN Movement Strategy and Roadmap and beyond. This will include several country missions to work with SUN Government Focal Points to support them accessing the capacity and resources they need to deliver scaled up nutrition.

Operating Expenses: operating costs include communication, printing and visibility, translation, website, office rent, miscellaneous. A yearly SUN Movement Global Gathering is budgeted until 2020. A contingency provision is as well included to respond to any unforeseen change.

Goods/Equipment: the cost for IT equipment for either upgrading or replacing the computer stations to current staff or the purchase of new stations for new staff is covered by the provisional budget.

The SUN Movement Secretariat is fully funded to secure staff costs and operations until December 2016.

The SUN Movement Secretariat has to raise an additional 34 million USD to cover the estimated provisional budget for the period 2017 - 2020. Annex 2 to this report presents an overview of Donors contributions (in USD) to the Secretariat in its second phase (2016 – 2020) and the current funding availability (as of 5 November 2016).

ANNEX I: 2016 – 2020 Provisional Budget of the SUN Movement Secretariat

2016 - 2020 Provisional Budget / USD (version 30/09/2016)

BUDGET ACCOUNTS	2016	2017	2018	2019	2020	Total 2016 - 2020
PERSONNEL	\$3,669,609	\$5,222,431	\$5,970,616	\$6,130,706	\$6,728,056	\$27,721,418
CONTRACTS*	\$350,000	\$325,000	\$325,000	\$325,000	\$325,000	\$1,650,000
TRAVEL*	\$550,000	\$550,000	\$550,000	\$550,000	\$550,000	\$2,750,000
OPERATING EXPENSES*	\$2,209,434	\$2,335,000	\$2,360,000	\$2,860,000	\$2,360,000	\$12,124,434
GOODS/EQUIPMENT	\$30,000	\$35,000	\$35,000	\$35,000	\$35,000	\$170,000
SUBTOTAL	\$6,809,043	\$8,467,431	\$9,240,616	\$9,900,706	\$9,998,056	\$44,415,852
FEES	\$788,430.00	\$592,720.18	\$646,843.12	\$693,049.42	\$699,863.92	\$3,420,907
	\$7,597,473	\$9,060,151	\$9,887,459	\$10,593,755	\$10,697,920	\$47,836,759

2016 - 2020 Provisional Budget / EUR (version 30/09/2016)

BUDGET ACCOUNTS	2016	2017	2018	2019	2020	Total 2016 - 2020
PERSONNEL	€ 3,291,639	€ 4,684,521	€ 5,355,643	€ 5,499,243	€ 6,035,066	€ 24,866,112
CONTRACTS*	€ 313,950	€ 291,525	€ 291,525	€ 291,525	€ 291,525	€ 1,480,050
TRAVEL*	€ 493,350	€ 493,350	€ 493,350	€ 493,350	€ 493,350	€ 2,466,750
OPERATING EXPENSES	€ 1,981,862	€ 2,094,495	€ 2,116,920	€ 2,565,420	€ 2,116,920	€ 10,875,617
GOODS/EQUIPMENT	€ 26,910	€ 31,395	€ 31,395	€ 31,395	€ 31,395	€ 152,490
SUBTOTAL	€ 6,107,712	€ 7,595,286	€ 8,288,833	€ 8,880,933	€ 8,968,256	€ 39,841,019
FEES	€ 707,222	€ 531,670	€ 580,218	€ 621,665	€ 627,778	€ 3,068,553
	€ 6,814,933	€ 8,126,956	€ 8,869,051	€ 9,502,599	€ 9,596,034	€ 42,909,573

ANNEX II: 2016 – 2020 Donors Contributions to the SUN Movement Secretariat (as of November 5, 2016)

SUN MOVEMENT SECRETARIAT 2.0: DONOR CONTRIBUTIONS RECEIVED & EXPECTED (January 2016 - December 2020) - in USD							
Donor	2016	2017	2018	2019	2020	TOTAL Cash (received and expected)	SHARE in Total Cash (received and expected)
United Kingdom	\$622,683	\$546,164	\$546,164	\$546,164		\$2,261,175	22.74%
Canada	\$1,556,224					\$1,556,224	15.65%
France	\$60,000					\$60,000	0.60%
	<i>1 staff</i>	<i>1 staff</i>					
Germany	\$1,114,827					\$1,114,827	11.21%
United States	\$500,000					\$500,000	5.03%
European Union	\$93,820					\$93,820	0.94%
Bill&Melinda Gates Foundation	\$575,000					\$575,000	5.78%
	\$1,600,000	\$1,000,000	\$400,000			\$3,000,000	30.18%
Ireland	\$780,379					\$780,379	7.85%
World Food Programme	<i>1 staff</i>						
TOTAL per year SMS 2.0 - cash (received and expected)	\$6,902,933	\$1,546,164	\$946,164	\$546,164	\$0		
TOTAL cumulative SMS 2.0 - cash (received and expected)	\$6,902,933	\$8,449,097	\$9,395,261	\$9,941,425	\$9,941,425		

	SUN MOVEMENT SECRETARIAT 1.0: REALISED BUDGET (2011 - 2015) - in USD					SUN MOVEMENT SECRETARIAT 2.0 : PROVISIONAL BUDGET (2016 - 2020) - in USD				
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
TOTAL BUDGET per year SMS 1.0	\$619,410	\$1,366,118	\$4,588,180	\$4,669,787	\$5,374,718					
TOTAL BUDGET cumulative SMS 1.0	\$619,410	\$1,985,528	\$6,573,708	\$11,243,496	\$16,618,214					
TOTAL BUDGET per year SMS 2.0						\$7,597,473	\$9,060,151	\$9,887,459	\$10,593,755	\$10,697,920
TOTAL BUDGET cumulative SMS 2.0						\$7,597,473	\$16,657,624	\$26,545,083	\$37,138,839	\$47,836,759
STARTING BALANCE SMS 2.0						\$10,686,793	\$1,546,164	\$946,164	\$546,164	\$0
FINANCIAL GAP per year SMS 2.0						\$3,089,320	-\$7,513,987	-\$8,941,295	-\$10,047,592	-\$10,697,920
CUMULATIVE FINANCIAL GAP SMS 2.0						\$3,089,320	-\$4,424,668	-\$13,365,963	-\$23,413,554	-\$34,111,474

in italic = contribution under negotiation or subject to adjustment at closure of grant or to official exchange rate applied by Treasury

ANNEX III: SMS Activity Framework 2016-2020

Primary Outcome	Intermediary Outcome	Outputs	Activity Indicators	Data Source	
1 Improved accountability by all SUN Stakeholders to achieve the goals outlined in the SUN Strategy & Roadmap	1.1 Increased capacity of SUN movement stewardship to fulfil their responsibilities to guide the movement.	1.1.1 The Secretariat will support the Lead Group by organising its meetings, preparing the background documents and the notes for record and supporting the follow up and engagement of Lead Group members. The SMS will also develop a Lead Group engagement plan in line with the advocacy and communication activities described in the Roadmap.	Two meetings of the Lead Group and four meetings of the Executive Committee organised and facilitated each year in accordance with established modus operandi; LG engagement plan (advocacy strategy) finalised and implemented (see 2.1); Ethical Framework complete and up-to-date	LG and Executive Committee meeting summaries and related documentation available on SUN Movement website; LG engagement plan available upon request	
		1.1.2 Through its role in facilitating and coordinating activities across SUN Countries and the SUN Networks as set out in the roadmap, the SMS will ensure that members of the Executive Committee are fully in tune with the breadth and pace of developments across the Movement, enabling them to fulfil their responsibilities to support and guide the Coordinator and oversee alignment efforts in SUN Countries. The SMS Secretariat will also support the Executive Committee by helping to organize its meetings and phone calls, preparing background documents and notes for record to facilitate follow up.			
		1.1.3 The SUN Movement Secretariat provides full support to the Coordinator including but not limited to: policy assessment and advice across major external debates and across the Movement; preparation of briefings, speaking points and strategic advice.			
		1.1.4 The SUN Movement Secretariat will develop, ensure the implementation and necessary updating of an ethical framework including a code of conduct, a register of interest and transparency on process, membership and activity of the SUN Movement Stewardship			
	1.2 Increased Use of the System for Monitoring, Evaluating, Accountability and Learning (MEAL) system by all SUN Movement stakeholder for knowledge sharing and learning.		1.2.1 The Secretariat will continuously, update, test and improve BRAIN, its information system, as its central tool for tracking and reporting developments across SUN Countries. This includes the maintenance of several dashboards that (1) track and report on SUN Country progress on the 4 SUN Processes; (2) track countries' requests and the support provided by the SUN Movement Support System; (3) help countries' classification by geographical, economical and nutritional context; and (4) facilitate documentation of country experiences for knowledge sharing and learning.	BRAIN dashboards are up-to-date and used with annual Joint-Assessments to inform annual SUN Movement Progress Report; SUN Movement Annual Progress Report is complete, translated, published on SUN Movement website and distributed and SUN Movement Global Gathering; Annual Global Gathering takes place and SUN Countries feedback on its utility and quality	Annual Progress Report available on SUN Movement website; BRAIN dashboards available for review on request; Joint-Assessments are published on SUN website; Global Gathering summary report on SUN website and results of SUN Country GG feedback available on request
			1.2.2 SUN Movement Secretariat prepares and supports countries to undertake the annual Joint-Assessment of Progress and Priority Setting, based on the SUN Movement Monitoring and Evaluation Framework which was developed in 2013.		
			1.2.3 The SUN Movement Secretariat leads the drafting and coordinates the translation (in French, Spanish, Russian and Portuguese) and printing of the SUN Movement Annual Progress Report and its Compendium of Country Profiles.		
			1.2.4 The Secretariat organises all aspects of the annual Global Gathering from the identification and management of the event venue, communication and information sharing, issuance of invitations, funding, visas, travel, accommodation and session content.		

		<p>1.2.5 The Secretariat will provide regular updates on activity and impact analysis to the Executive Committee and Lead Group to enable the guidance of the Movement and reinforce mutual accountability amongst its members.</p> <p>The SMS will also support the preparations and facilitation for a second independent evaluation to reassess the Movement's relevance, efficiency and effectiveness in 2019 or 2020.</p>		
<p>1.3 Better coordinated contribution of all SUN Movement stakeholders to the broader development agenda to improve its coherence and relevance for nutrition</p>	<p>1.3.1 The Secretariat tracks the agenda of international organisations and intergovernmental decision-making bodies in order to seize strategic moments of engagement for SUN Countries and Networks. This includes but is not limited to the Committee on World Food Security, the World Health Assembly, the High Level Policy Forum for Sustainable Development and the United Nations General Assembly.</p>	<p>Briefings are prepared and disseminated to SUN Countries on key policy issues and discussions; Increased participation of SUN governments and stakeholders in key global events relevant to nutrition governance; at least 3 new relationships are developed with key partners that can help accelerate progress on nutrition</p>	<p>Briefs and information shared with SUN Countries; SUN Country government and stakeholder attendance or documented contribution to key nutrition events; evidence of relationships with key partners</p>	
	<p>1.3.2 To assist SUN Countries to engage, the SMS prepares and circulates accessible briefs to all SUN Country Government Focal Points, providing a summary of the key recommendations as well as information on the importance of issues up for debate and scrutiny. The SMS may also organise series of teleconference with SUN Countries if there is significant interest or perceived value in discussing the issues under consideration.</p>			
	<p>1.3.3 SUN Movement Secretariat works to strengthen collaboration and forge new relationships with partners that will help accelerate progress on nutrition including Every Women, Every Child, the Sanitation and Water for All (SWA) Partnership as well as alliances working on climate change, women's and girls' empowerment, education, food system and agriculture, disaster risk reduction and humanitarian response.</p>			

<p>2- Increased implementation and monitoring of nutrition multi-sectoral plans by coordinated stakeholders in all SUN Countries.</p>	<p>2.1 Improved access to and better use of resources for multi-sectoral plans for nutrition in all SUN Countries.</p>	<p>2.1.1 The Secretariat will ensure that the Networks and Communities of Practice support the enhancement of the utility of country multi-sectoral plan for scaling up nutrition impact. The Secretariat will especially support Movement-wide efforts to establish national nutrition targets and smart commitments to achieve these targets. It will also coordinate efforts to produce guidance on 'How to plan and cost nutrition-sensitive actions' as well as a synthesis of evidence on nutrition-sensitive interventions.</p>	<p>At least 50% of SUN Countries: have country plans with defined targets and costed actions; are able to track their on and off budget allocations against costed nutrition outcomes in their country plans; have increased domestic budget allocations and/or WB IDA credits for nutrition and are able to measure and report the impact of their prioritised actions. All SUN Countries are regularly and transparently reporting on a minimum set of good quality, disaggregated data that show progress against implementation of prioritised actions</p>	<p>SUN website and related links</p>
		<p>2.1.2 The Secretariat will ensure that the Networks and Communities of Practice support the improvement of country efficiency with which financial resources are used. Working with others the Secretariat will contribute to a growing body of information on financial tracking for nutrition through: the development of an online repository; contribution to the annual Global Nutrition Report; strengthening guidance for SUN Countries on financial tracking as well as coordination of the development of a guidance note on harmonised approaches to costing, budgeting, and expenditure tracking for nutrition-specific and nutrition-sensitive activities</p>		
		<p>2.1.3 The Secretariat will ensure that the Networks and Communities of Practice support increased country access to finance for scaling up nutrition impact. In partnership with others, the Secretariat will coordinate the documentation of lessons learned in successfully influencing national and sectoral government budget cycles to increase access to domestic funding for nutrition</p>		
		<p>2.1.4 The Secretariat will ensure that the Networks and Communities of Practice support strengthened country use of disaggregated data from multiple sources for better policy decision making, accountability, and advocacy. The Secretariat will especially support SUN Countries with advanced information systems to share their experiences and lessons, especially on how information is collected, analysed and used at sub-national levels. The Secretariat will also ensure that national teams are trained on how to use the country profiles for policy decision making, accountability and advocacy.</p>		

	2.1.5 The Secretariat will ensure that the Networks and Communities of Practice support the scaling up of implementation of high impact actions as per country plans. Working with partners, the Secretariat will especially develop a mechanism to support SUN countries to identify, review and present their implementation evidence with a focus on effective coverage, capacity of their platform and impact on select nutrition indicators.		
2.2 Increased salience of nutrition as a top policy, financing and institutional priority by the SUN Movement at national, regional and global levels.	2.2.1 The Secretariat, with support from SUN Networks and technical partners, will develop and support the implementation of an advocacy strategy for the SUN Movement Coordinator and Lead Group. It will coordinate the establishment of communities of SUN champions, of journalists and of parliamentarians and engage youth platforms. The Secretariat will also map global data gap priorities and current investments and package finance data into robust investment cases for use in advocacy.	Community of nutrition champions have positioned nutrition as major development priority as demonstrated in outcome documents of major national, regional and global for a; at least 30 SUN Countries have multi-sectoral advocacy strategies and associated BCC strategies; on-line SMAC sharing and learning platform set up and 4 EN-NET; increase in use of and contribution to SUN Movement website and supportive online platforms; all major reports, publications and SMAC tools are accessible to SUN Countries via SUN website; demonstrable increase in media coverage of SUN from a 2016 baseline	SUN Website; SUN Progress Reports; EN-NET and external sites - Country call summaries and related publications (In Practice Briefs, Synthesis and Summary Reports) are posted on SUN website
	2.2.2 With the SUN networks, the Secretariat will support the development, revision and implementation of national multi-sectoral advocacy and communication strategies as well as scalable behaviour change strategies and interventions. The Secretariat will lead on the mapping of Movement-wide social mobilisation, advocacy and communication (SMAC) assets, needs and modes of support. It will launch an online SMAC learning and sharing platform and support on-line discussions via EN-NET.		
	2.2.3 The Secretariat will develop a SUN Movement communication strategy to ensure that rich country information and experience is made more widely available and will be utilized for more targeted advocacy. Building on successful SMAC approaches, capture key experiences and lessons in the annual SUN Progress Report (see 1.2.3) and strengthen media engagement with editorial meetings, story support and sensitisation sessions.		
2.3 Strengthened functional capacities of individuals and institutions in all SUN Countries to collaborate effectively across sectors and between stakeholders to improve nutrition.	2.3.1 Working with others, the Secretariat will support the establishment of criteria to assess functional capacity levels as well as an agreed set of success factors for functional capacity strengthening. The Secretariat will also facilitate and coordinate efforts to develop functional capacity strengthening plans in SUN countries including support to revise pre-service nutrition program curricula, training and coaching.	Opportunities created for all SUN Countries who request support in strengthening functional capacities; 50% of SUN Countries embed a mechanism to prevent and manage conflict of interest in their national nutrition plan; Success factors for functional capacity finalised and promoted; approaches to assess level of functional capacity at country level harmonised; efforts and investments in functional capacity strengthening are tracked and reported ; guidance on functional capacity issues common to SUN countries is completed and disseminated	SUN Movement website
	2.3.2 With partners, the Secretariat will support SUN Countries to improve multi-stakeholder platform design, management, functioning and decentralisation. The Secretariat will also lead the identification of incentives to strengthen cross-sectoral collaboration through, partnering with sectoral alliances, cross-country networking and experience sharing as well as the facilitation, production and dissemination of knowledge products		
	2.3.3 The Secretariat will encourage SUN Countries to develop mechanisms to manage and prevent conflicts of interest in the policy management cycle, and ensure that SUN Countries access the support they need for this.		

	2.4 Increased attention by all SUN Countries to the most vulnerable populations, including women and girls, in the policy and budget management cycle	2.4.1 The Secretariat will work with a team of experts to provide strategic guidance to SUN Countries for the inclusion of an equity focus to their advocacy and across the policy management cycle.	50% of SUN Countries disaggregate implementation and impact data by gender; 50% of SUN Countries have established working relationships between national stakeholders working on nutrition and gender; Strategic guidance for inclusion of equity focus is completed and disseminated; lessons and concrete examples of applying an equity focus are complete and disseminated	SUN Movement website
		2.4.2 With support from partners, the Secretariat will document lessons learned and concrete example of applying an equity focus to implementing nutrition actions.		

3- Established systems for timely and appropriate peer-to-peer exchange and technical cooperation for all SUN countries.	3.1 Increased use by all SUN Countries of peer-to-peer exchange including on issues related to specific contextual challenges and opportunities	3.3.1 The Secretariat will facilitate and document virtual and face-to-face exchanges among SUN Countries every quarter in relation to a theme of common interest to SUN countries. In addition, the Secretariat will organise, facilitate and synthesize the findings of exchanges amongst SUN Countries according to common socio-economic or geographic situations, specialised needs or capacity levels. This could include countries facing similar weather and environmental shocks, countries that belong to the same regional economic community and countries that share comparable challenges and opportunities in scaling up nutrition.	SUN Country Calls are organised each quarter and as requested by SUN Countries with high levels of participation across SUN Countries and their multi-stakeholder platforms. The Secretariat also coordinates and facilitates at least 4 discussions and exchanges related to specific contextual challenges and opportunities amongst SUN Countries and relevant experts as identified appropriate. Country call summaries and related publications (In Practice Briefs, Synthesis and Summary Reports) are increasingly downloaded from SUN website	Summary notes of exchanges and discussions as well as publications published on SUN Movement website. Web statistics related to Country call summaries and related publications downloads (In Practice Briefs, Synthesis and Summary Reports)
	3.2 Enhanced responsiveness and timeliness of technical support to all SUN Countries	3.2.1 The Secretariat will coordinate efforts to ensure effective and predictable responses from within the Movement to SUN countries' requests for support so that they can accelerate efforts to scale up nutrition. This will be done by identifying recurring gaps and convening stakeholders to respond in a systematic, transparent and coordinated way	The Secretariat's system for tracking SUN Countries' needs and responses from technical providers as appropriate is up-to-date and demonstrates high rates of timely response	The Secretariat 'capacity to deliver' tracking tool and relevant statistics in relation to SUN Countries needs and responses are available for review upon request.

	3.3 Established technical secretariat in the SUN Movement Secretariat for management of possible new SUN Movement Pooled Fund	3.3.1 If determined appropriate in the current visioning process, the Secretariat will continue to act as the technical secretariat for a new SUN Movement pooled fund, supporting the work of the trust fund's Management Committee, including the review of progress of approved projects as well as assessment and collation of lessons learned from the program and initiatives supported.	The Secretariat provides efficient support to the Management Committee of a potential new pooled fund.	Summary notes of Management Committee meetings as well as technical documentation developed to support the functioning and monitoring of a potential new pooled fund.
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