



SUN Movement Secretariat
2018 Workplan and Revised Multiyear Budget

27th March 2018

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1. SUN Movement Secretariat 2018 Workplan

The [2016-2020 multi-year activity framework of the SUN Movement Secretariat](#) (SMS) developed in 2016 in support to the implementation of the 2016-2020 Strategy and Roadmap of the SUN Movement, describes the range of activities supported by the Secretariat to achieve three primary outcomes:

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

This note highlights the 2018 priorities of the Secretariat based on the priorities of SUN countries and the direction and guidance provided by the SUN Lead Group in September 2017 (see [outcome document](#)) and the Executive Committee in January 2018 (see [summary note of Executive Committee retreat](#) and [call to action](#) January 2018).

While serving all SUN countries, in 2018 the SMS will especially **focus its attention on SUN Countries who are progressing less well than others** (based on [2016 MEAL baseline analysis](#)). The SMS will also ensure that those who are performing well are able to support others.

- a. Fragile or conflict-affected countries presently hosting a humanitarian response, where the focus will be on supporting in-country stakeholders to bridge the current divide between humanitarian and development actions for nutrition and to create an enabling environment for the prevention of all forms of malnutrition;
 - The SMS and the Coordinator will engage with stakeholders in selected countries (Somalia, South Sudan, Chad – full list TBC based on interest from countries) to support them to foster coherence and continuity between short term (humanitarian) and longer term (development) institutions and actions for nutrition. Some of these country visits will be organised jointly with Lead Group members who are supporting this agenda.
 - The Secretariat is seeking the secondment of a senior expert to advise the Coordinator on her political engagement in support to fragile countries and the SUN Movement Support System on ways to foster a more cohesive and nutrition-sensitive approach to development and humanitarian assistance.
- b. Countries who have joined the SUN Movement since 2015, where extra opportunities for learning from other countries will be sought out and strengthened efforts will be made to support their progress in establishing a supportive enabling environment and analysing their finance for nutrition;
 - The Secretariat will prioritise its support to ensure SUN Countries who have joined the SUN Movement after 2015 can participate in workshops throughout the year.
- c. Francophone countries in West and Central Africa, where further efforts will foster sharing and learning opportunities in French and access to Francophone technical expertise;
 - The Secretariat will reinforce its capacity to work with Francophone countries and experts with the secondment of a Francophone expert by the French Ministry of Foreign Affairs (second half of 2018) in addition to two francophone policy specialists in the Country Liaison Team.
- d. Specific attention will be paid to countries from Latin America who have never received any visit of a SUN Coordinator. A visit of the Coordinator in Latin America, jointly with the Secretary-General, Ibero-American General Secretariat, Rebecca Grynspan (TBC), will be organised during fall 2018.

Building on the outcomes of the 2017 SUN Movement Global Gathering, in 2018 the **SMS will support SUN countries to foster mutual accountability amongst stakeholders and accelerate progress** towards scaling up nutrition by implementing the Monitoring, Evaluation, Accountability and Learning (MEAL) uptake plan, reinforcing in-

country capability areas as described in the 2016-2020 SUN Movement Strategy and Roadmap, creating opportunities for peer-to-peer exchange and access to technical support and mobilising political support from the SUN Coordinator and the Lead Group. While the 2018 SMS outputs are detailed in Annex I against the multi-year activity framework of the SMS, the following highlights 2018 cross-cutting priorities.

- a. The SMS will **roll out the Monitoring, Evaluation, Accountability and Learning (MEAL) system** in 2018. This especially includes:
 - i. Support to SUN focal points to organise their joint-annual assessments of progress using the SUN MEAL Country Dashboards (including data from national budget analyses) to appreciate their relative performance in several domains along the SUN Theory of Change, identify bottle-necks and define priorities to accelerate progress.
 - ii. Participation in joint-annual assessment workshops in selected countries by SMS members or the Coordinator and facilitation of the participation of Executive Committee members.
 - iii. Lead the development and testing (in 6 countries) of one commonly agreed protocol to guide in-country review studies along the SUN Theory of Change.
 - iv. Analysis of joint-annual assessment reports from SUN countries to highlight patterns of progress and challenges in the annual 2018 SUN Movement Progress Report.
 - v. Organisation of 4 virtual meetings for SUN Countries to share their experience and learn from each other. In 2018 the SMS will explore new ways to organise the meetings of the SUN Country Network' to improve the learning benefit for SUN Countries.
 - vi. Support to the Executive Committee and the Lead Group to reflect on data from the MEAL system to provide further guidance and direction to the Movement to accelerate progress.
 - vii. Provide existing data and analyses for the Mid-Term Review of the SUN Movement led by the Executive Committee.
- b. Acknowledging the growing burden of overweight and obesity, the SMS will **encourage SUN countries to address all forms of malnutrition**:
 - i. The SMS will encourage SUN countries to look at all forms of malnutrition when conducting the situation analysis of their nutrition situation and to focus on double-duty actions in their nutrition plans (use of Checklist for good nutrition plans).
 - ii. A webinar will be organised by the SMS on "addressing the double burden of malnutrition in SUN Countries" for countries to share their experiences.
 - iii. The SMS will provide support to SUN Countries to engage in the High-Level Meeting on Non-Communicable Diseases in September as appropriate.
 - iv. The SMS and the Coordinator will support efforts of the SUN Business Network to implement workforce nutrition and to revise its Principles of Engagement considering the double burden of malnutrition.
- c. The SMS will support the SUN Movement to **put women's empowerment and gender equality at the heart of national nutrition plans**:
 - i. Following up on the call to action of the Executive Committee, the SMS will encourage SUN countries to sensitize Ministries of Women's Affairs on the key role of good nutrition of women and girls.
 - ii. The SMS will support the use of the Checklist for good nutrition plans by countries developing or reviewing their plans. The Checklist includes criteria relating to gender, equity and human rights. SUN countries will be encouraged to target their interventions on women and girls.
 - iii. The SMS will lead a consultancy from a gender expert who will review the extent to which the SUN Strategy and Roadmap addresses the gender-specific recommendations from the Independent Comprehensive Evaluation (SUN ICE) and identify areas for strengthening and course correcting. The consultant will also work with SUN Networks and the SMS to review their

approaches and identify areas for strengthening and course correcting and identify initiatives or alliances for the SUN Movement to collaborate with to foster its focus on women and girls. The final product of the consultancy will be an in-practice brief with tangible recommendations that can be implemented by different stakeholders in the SUN Movement.

- iv. The SMS will finalise and roll out the SUN Movement Communication and Engagement plan to encourage all stakeholders to align messages on nutrition and support SUN countries to communicate their progress.

In 2018, SUN Countries' efforts and experiences will be show-cased through **strategic communication** that will increase the recognition of the SUN Movement as a driver of change. The SMS will continue maintaining and improving the **SUN website** (in 3 languages, English, French, Spanish) as a key repository resource where country pages highlight their progress and thematic portals collate and curate relevant nutrition information on priority themes.

The Coordinator and SMS will continue to strengthen the effectiveness of **the SUN Support System** and 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.

The SMS will support the **engagement of SUN Countries in relevant global processes** where convergence on policies and ways of working can be fostered in support of the SUN Movement multi-sector and multi-stakeholder Government-led approach to addressing all forms of malnutrition. This will include some focus on the engagement of SUN Countries in the World Health Assembly (WHA), the High Level Political Forum on Sustainable Development (HLPF), the United Nations General Assembly (UNGA) and the Committee on World Food Security (CFS). In 2018, the SMS will especially engage with Permanent Representatives of the SUN Countries in Geneva, Rome and New York to increase their level of awareness of the Movement's progress in their countries and foster their engagement in inter-governmental processes. The SMS will also engage with several partnership initiatives sharing similar principles of engagement and ways of working to agree on ways to engage in countries that minimize coordination transactions and maximise impact. These efforts to ensure SUN Country progress, challenges and lessons are showcased in global processes will be a key contribution to the UN Decade of Action on Nutrition.

The SMS will support the implementation of the **SUN Lead Group engagement plan** with the objective of 75% of members championing nutrition and supporting country progress in key country level, regional and global opportunities.

Acknowledging the universality of malnutrition issues, the SMS will **encourage non-SUN countries to share their experience in preventing overweight and obesity with the SUN countries** as they explore ways to tackle multiple forms of malnutrition at the same time (stunting, wasting, anaemia, overweight and obesity).

The SMS will continue supporting the organisation of the meetings of the **Executive Committee** (1 retreat in January, 1 phone call in April/May, 1 retreat in second half of 2018, 1 phone call in late 2018) and the **Lead Group** (1 meeting during UNGA in September).

Building on efforts led by the SMS in 2017, a new **SUN Movement Pooled Fund** (see Annex I) is set up and will start operations in 2018. The SMS Pooled Fund Coordinator ensures that the Pooled Fund, managed by UNOPS, delivers on its objectives and under the leadership of the Executive Committee with the visioning group, the SUN Civil Society Network and SUN Government Focal Points. In 2018, the Pooled Fund will issue its first call for proposals.

2. Looking ahead: Preparing 2019-2020 and beyond 2020

The Executive Committee agreed on the following sequence and indicative timeline for the evolution of the SUN Movement until the end of the current phase 2016-2020 and beyond.

2018

- **The mid-term review of the SUN Movement Strategy and Roadmap 2016-2020** will be commissioned and led by the SUN Movement Executive Committee who will define the scope and expected outputs. The SMS will develop the funding proposal to the World Bank trust fund funded by Japan or via MQSUN+, on the basis of Terms of Reference agreed by the Executive Committee to enable the recruitment of an independent consultant (NB: the SMS has not provisioned any budget for the mid-term review in its 2016-

2020 provisional budget). The findings of the Mid-term review should be available by August 2018 to be shared with the Lead Group in September 2018.

- **No SUN Movement Global Gathering** will be organised by the SMS in 2018 but the organisation of a Global Gathering in a SUN Country in fall 2019 (or spring 2020 – TBC) will be initiated (see further details in 2019). The SMS will support the participation of SUN countries in relevant workshops organised by SUN Network members or technical partners, guided by the geographical prioritisation presented earlier in this note (NB: a provision of USD 400k is made in SMS 2018 budget).
- **In September 2018, the Lead Group** will appreciate the findings of the Mid-term review of the SUN Movement Strategy and Roadmap 2016-2020, will guide the Movement on possible acceleration and/or course-correction needed. Proposed by the Executive Committee, the Lead Group will be invited to take a decision on the continuation of the SUN Movement beyond 2020, stressing that the direction of the Movement and the approach and functioning of its Support System (currently made of the SMS, the four SUN Networks and technical partners) will be further defined based on the findings of an Independent Evaluation of the SUN Movement to be commissioned in 2019. The Lead Group will provide direction on the expected scope of the Independent Evaluation of the SUN Movement and will task the Executive Committee to lead its organisation. The SMS will support the Executive Committee to fulfil this task by providing administrative and facilitation assistance as required. A budget line of USD 500k is provisioned in SMS 2019 budget for this Independent Evaluation but is not funded yet. A decision by the Executive Committee by the end of 2018 or early 2019 on the administrative and financial modalities (who is funding, who is recruiting the evaluation team) of the Independent Evaluation will be necessary for its smooth implementation in 2019.

2019:

- **Independent Evaluation of the SUN Movement:** its Terms of Reference defining its scope will be developed by the Executive Committee who will decide how to commission an evaluation team. The SMS will provide support to the Executive Committee as required.
- In September 2019, the **Lead Group** will formally launch the Independent Evaluation expected to deliver its report in March 2020. The Lead Group might decide to anticipate the continuation of the SUN Movement beyond 2020, without pre-empting its direction nor the details of its Support System that will be defined according to the findings of the Independent Evaluation.
- **Global Gathering:** a SUN Movement Global Gathering will be organised in fall 2019 (or spring 2020) in a SUN Country, selected through an open consultation. It will encourage the participation of SUN Countries in the consultations of the Independent Evaluation. The organisation of the SUN Movement Global Gathering 2019 process should be anticipated in 2018 with specific fundraising and selection of a host country and event management partners. (NB: a provision of USD 1 million is included in 2019 SMS provisional budget; not yet fully covered; a more precise cost estimate is necessary; additional fund allocations from partners are necessary to fund participants). The SMS will initiate the organisation process in September 2018 with its new Director.

2020:

- The conclusions of the **Independent Evaluation of the SUN Movement** will be delivered by March 2020. Under the leadership of the Executive Committee, the SMS will organise the SUN Movement wide response to the evaluation.
- The SUN Movement will contribute its energy and experience in the event 'Nutrition for Growth' organised by Japan in Summer 2020.
- The findings of the Independent evaluation and the SUN Movement wide response to the evaluation will be presented to the **Lead Group** who will decide on the direction of the SUN Movement and the shape and functioning of its Support System beyond 2020.

3. SUN Movement Secretariat Revised Multiyear Budget

The revised budget of the Secretariat (March 2018 version) is approximately USD 5 million in 2016 and USD 6.2 million in 2017 as realized expenditures, and as provisional budget USD 6.7 million in 2018, USD 8.5 million in 2019, USD 7 million in 2020; **i.e. a total of approximately USD 33 million for the period 2016 – 2020**. This reflects a decrease of 10% (USD 3.7 million) compared to the provisional budget presented in June 2017 (i.e. total of USD 37 million for 2016-2020).

The decrease in the March 2018 revised budget of the SMS is due to several factors such as: i) the fact that the 2017 realised budget is less than the originally provisioned one (17% less); and ii) the decision to organise only one SUN Movement Global Gathering over the period 2018 – 2020. A budget of USD 500k for the Independent Evaluation is provisioned for 2019. A budget of USD 1 million for the 2019 Global Gathering is also provisioned.

Staff costs and operations to fulfil the SMS workplan are fully funded until December 2018 and partially funded for 2019. The position of the SUN Coordinator is funded until July 2020. **The SUN Movement Secretariat has to raise an additional USD 9 million to cover the 2019 and 2020 budget.**

Discussions are currently ongoing with few donors for potential financial contributions to the multi-year activity plan and budget of the Secretariat. If new agreements are signed with these donors, the expected financial gap for the period 2019 – 2020 would decrease to approximately **USD 3 million**.

ANNEX I - SUN Movement Secretariat: 2018 Workplan

Primary Outcome	Intermediary Outcome	Outputs 2018	Revised Set of Activity Indicators <i>(TAN indicators in red)</i>
<p>1 Improved accountability by all SUN Stakeholders to achieve the goals outlined in the SUN Strategy & Roadmap</p>	<p>1.1 Increased capacity of SUN movement stewardship to fulfill their responsibilities to guide the movement.</p>	<ul style="list-style-type: none"> ▪ Develop and execute the 2018 SUN Lead Group engagement plan focusing on supporting SUN countries to progress in empowering women and adolescents, increasing finance for nutrition, bridging the humanitarian and development divide in conflict settings and engaging the private sector effectively (thematic priorities from Lead Group 2017). Ongoing throughout 2018. ▪ Organise the meeting of the SUN Lead Group, coinciding with the 73rd General Assembly of the United Nations and disseminate its outcomes to all SUN member countries. September 2018. 	<p>1 face-to-face meeting of the Lead Group during UNGA;</p> <p>Lead Group engagement plan implemented;</p> <p>Number of bilateral meetings / calls between Coordinator and Lead Group members;</p> <p>4 meetings of the Executive Committee;</p> <p>Ethical Framework of Executive Committee complete and up-to-date;</p> <p>15 SUN country visits completed by the Coordinator.</p>
		<ul style="list-style-type: none"> ▪ Support the SUN Executive Committee by sharing updates of country and SUN Network progress, and help to organise its meetings and phone calls, preparing background documents and notes for record to facilitate follow up. Quarterly. ▪ The Executive Committee will also instigate a mid-term review, for presentation to the SUN Lead Group meeting in September 2018 on the future of the Movement's approach. September 2018. 	
		<ul style="list-style-type: none"> ▪ The Coordinator will conduct up to 15 country visits in 2018. These visits will be organised in countries where a strategic opportunity arises to foster high level leadership, in priority geographies highlighted above. During her country visits, the Coordinator will seek meetings with Heads of State or Heads of Government to encourage their personal engagement for a multi-sector multi-stakeholder approach to nutrition. Ongoing throughout 2018. ▪ Where appropriate, the Coordinator will encourage the nomination of a focal point in a convening position enabling him to bring together the relevant Government departments and stakeholders for aligning and coordinating their contributions. This will especially be done during country visits from the Coordinator, or when a replacement of focal point occurs in a country, or when a new Country is joining the Movement. Ongoing throughout 2018. 	

	<p>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,</p>	<ul style="list-style-type: none"> ▪ Roll out the Monitoring, Evaluation, Accountability and Learning (MEAL) system, test sub-national MEAL Dashboards, develop one tutorial to support country MSPs on how to use the MEAL Dashboards to strengthen their Joint-Annual Assessment, which is undertaken yearly (April – June) in each SUN Country. February to June 2018. ▪ 6 in-country impact review studies will also be undertaken to further demonstrate the SUN Movement’s value add and the results will be compiled in the 2018 Progress Report, to be launched in November. November 2018. ▪ Participation from SUN countries in relevant learning workshops organised by Networks and other technical partners will be supported by the SMS. TBC. 	<p>SUN Movement Secretariat’s Information System is up-to-date and used with annual Joint-Assessments to inform annual SUN Movement Progress Report;</p> <p>SUN Movement Annual Progress Report is complete, translated, published on SUN Movement website;</p> <p>>80% of SUN government focal points (or appointed representatives) participating in SUN global gatherings and >50% participating in regional gatherings and other face-to-face learning and sharing events</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>	<ul style="list-style-type: none"> ▪ Track and support SUN Country engagement in key inter-governmental and political fora including, but not limited to, the World Health Assembly (21-26 May 2018), High-Level Political Forum on Sustainable Development (9-18 July 2018), United Nations General Assembly (18-30 September 2018), Committee on World Food Security (15-20 October 2018). Ongoing throughout 2018. ▪ Formalise partnerships with the Partnership for Maternal and Newborn Child Health, Global Partnership for Education and on ways to engage at country level. By End 2018. 	<p>Participation and active contribution of the SUN Movement Secretariat and Coordinator in key global events relevant to nutrition government;</p> <p>Briefings are prepared and disseminated to SUN Countries on key policy issues and discussions;</p> <p>2 Partnerships developed with annual objectives, targets and activities set and reported in the SUN Annual Progress Report</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>	<ul style="list-style-type: none"> ▪ Support the dissemination and uptake of the Checklist for creating good nutrition plans, which includes criteria relating to gender, equity and human rights, and review existing plans based on its criteria, to be published in June 2018. Support Multi-stakeholder Platforms (MSPs) that are developing their national plans to address prioritized gaps – mobilising technical assistance via the Technical Assistance for Nutrition (TAN) initiative where necessary. Ongoing throughout 2018. ▪ Finalise the guideline on "How to plan and cost nutrition-sensitive actions" and coordinate the development of a guidance note on harmonised approaches to costing, budgeting and tracking of nutrition-specific actions. End of 2018. 	<p>60 % of NEW plans shared by SUN country with defined targets, costed actions and reviewed by the SMS using the quality check list;</p> <p>60 % SUN Countries that have shared their budget allocations and show increase in overall budget allocations and in particular, increases in nutrition-specific budget allocations;</p> <p>60 % of SUN countries doing their annual joint-assessment and linking it with</p>

		<ul style="list-style-type: none"> ▪ Conduct the fourth SUN Country budget analysis exercise and publish the results on the SUN website. Launched in March 2018 and ongoing. ▪ Estimate finance gaps for each country on nutrition-specific actions and link with the SUN Donor Network to engage Donor Conveners and ensure their increased visibility during planning and financing. Ongoing throughout 2018. ▪ Continue the documentation of lessons learnt from countries with advanced information systems focusing on sub-national levels. Ongoing throughout 2018. ▪ Coordinate with SUN Networks and partners to expand the coverage of the mapping of stakeholders and actions. Ongoing throughout 2018. ▪ Develop a mechanism to support SUN countries to identify, review and present their implementation evidence on nutrition-specific and nutrition-sensitive action (led by IPRI/SISN). Ongoing throughout 2018. ▪ The Coordinator will systematically encourage SUN Governments to invest their national budgets to implement their national nutrition plans. This will foster trust for donors to increase and align their investments in complement to national resources. It will also encourage the engagement of members of Parliament in support to nutrition. The SMS will work with the IPU to form a SUN Community of Parliamentarians. Ongoing throughout 2018. 	<p>monitoring of spending, implementation and results data.</p>
	<p>2.2 Increased salience of nutrition as a top policy, financing and institutional priority by the SUN Movement at national, regional and global levels.</p>	<ul style="list-style-type: none"> ▪ Finalise and roll out the SUN Movement Communication and Engagement Plan (2018-2020) to encourage all stakeholders to align messages on nutrition and the SUN approach, which includes a focus on empowering women and girls through pro-gender equality policies, legislation and practices. April 2018. ▪ Develop thematic portals of the SUN website collating and curating relevant information on nutrition specific and sensitive domains, such as gender equality and women’s empowerment, and showcase country successes and challenges through frequent news, blogs and social media outreach. Ongoing throughout 2018. ▪ Broker technical assistance in support of member country advocacy and communications priorities (supported by TAN and Alive & Thrive). Ongoing throughout 2018. ▪ Amplify evidence including, but not limited to, the upcoming EAT Lancet Commission (September 2018), Global Nutrition Report (November 2018), State of World Food 	<p>60% of SUN countries mobilizing nutrition advocates (high-level, champions, parliamentarians, media);</p> <p>Increased access (website downloads) to digital and print communications generated by the SMS;</p> <p>Increased country stakeholder editorial contributions (number of SUN website articles and publications), virtual learning exchanges (number of SUN Movement webinars and discussion forums), and uptake of advocacy resources (downloads of tools).</p>

		<p>Security and Nutrition report (September 2018), as well as SUN success stories on key international days and during country, regional and global moments.</p> <ul style="list-style-type: none"> ▪ Convene an advocacy training for the 2017 Scaling Up Nutrition Champions to coincide with the EAT Stockholm Food Forum, and facilitate the nomination process for the 2018 Scaling Up Nutrition Champions. June 2018. ▪ Develop a SUN Movement Parliamentary Manifesto and facilitate a SUN Community of parliamentarians, with a side event planned for the October IPU Assembly. Ongoing throughout 2018, culminating in October 2018. ▪ Leverage partnerships with Every Woman Every Child, Woman Deliver, Sanitation and Water For All, the Global Partnership for Education, SDG 2 Advocacy Hub, and others to encourage linkages at global and country level. Ongoing throughout 2018. ▪ Launch the SUN Movement progress report documenting lessons, challenges and way forward. November 2018. 	
	<p>2.3 Strengthened functional capacities of individuals and institutions in all SUN Countries to collaborate effectively across sectors and between stakeholders to improve nutrition.</p>	<ul style="list-style-type: none"> ▪ Implement a 2-year functional capacity strengthening programme for SUN Focal Points and MSPs members, which is being designed with a focus on gender sensitive policies and programming (supported by the International Food Policy Research Initiative, SPEAR, AFRICAN Nutrition Leadership Programme, MQSUN+ and Nutrition International). Project initiated in March 2018, continuing for 2 years. ▪ Systematise knowledge and experience and develop tools to support country decision making on MSP design (supported by the Institute of Development Studies). November 2018. ▪ Support the engagement of two ethic advisors to help SUN Countries to prevent and address conflicts of interest: <ol style="list-style-type: none"> 1) support 4-6 SUN countries to develop trust-building or conflict of interest mechanisms 2) develop a roster of local experts to accompany country support 3) develop a process for helping to diagnose conflict of interest issues in MSPs 4) support the SUN Business Network and the SUN Civil Society Network to develop country-level ethics mechanisms and pilot them in 2 countries 5) support the SUN Civil Society Network to develop guidance for countries to 	<p>Opportunities created for all SUN Countries who request support in strengthening functional capacities;</p> <p>25% of SUN Countries embed a mechanism to prevent and manage conflict of interest in their national nutrition plan by 2020;</p> <p>Efforts and investments in functional capacity strengthening are tracked and reported;</p> <p>60% of SUN countries assessing that their MSP is functioning effectively, reporting scores in the joint assessment of 3 or higher on both progress markers 1.3 (how members engage with and contribute to the MSP) and 1.5 (whether the MSP has sustained political impact)</p>

		effectively engage companies that are violating the International Code of Marketing of Breast-Milk Substitutes.	
	2.4 Increased attention by all SUN Countries to the most vulnerable populations, including women and girls, in the policy and budget management cycle	<ul style="list-style-type: none"> ▪ Provide recommendations to SUN member countries on how to apply an equity analysis with a focus on gender and disaggregated data. Ongoing throughout 2018. ▪ Ensure that an equity focus is fully included in the review of the national plans and written recommendations are provided to the MSPs to address identified gaps. Ongoing throughout 2018. ▪ Support SUN MSPs to sensitize Ministries of Women's affairs role in national nutrition priorities and strengthen advocacy for equity focused policies, plans and legislations. Ongoing throughout 2018. ▪ Launch a SUN Movement policy brief of recommendations on adopting policies that reduce nutritional inequities, especially among women and girls, eliminate discriminatory laws and practices, and examples of involving representatives from all communities in the decision-making processes. September 2018. 	60% of NEW plans including an equity focus; Lessons and concrete examples of applying an equity focus are complete and disseminated.
3 Established system 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	<ul style="list-style-type: none"> ▪ Organization of 4 virtual meetings for SUN Countries to share their experience and learn from each other – in 2018 the SMS will explore new ways to organise these 'country calls' to improve their learning contribution for SUN Countries. They will focus on: <ul style="list-style-type: none"> ○ Utilising the MEAL when undertaking the SUN Joint-Assessment Exercise (March) ○ Experience using the quality checklist for national nutrition planning (June) ○ Engaging Parliamentarians for improved nutrition (August) ○ Addressing the double burden of malnutrition in SUN Countries (November) ▪ Launch the SUN Movement's position paper on addressing the double burden of malnutrition in SUN Countries. TBC with SUN Executive Committee. 	>75% of countries participation in quarterly country calls focusing on SUN Movement Strategy and Roadmap priorities; The Secretariat also coordinates and facilitates 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.

	<ul style="list-style-type: none"> ▪ Individual bilateral exchanges organized between the SUN Movement Coordinator and Head of State in Somalia, South Sudan, and Yemen to emphasise nutrition within the SDGs and the fragility context in particular. Ongoing throughout 2018. ▪ Exchanges between the SUN Movement Coordinator and SUN Countries in Latin America to shape their regional strategy of engagement. Ongoing throughout 2018. ▪ Twinning between SUN Countries through organized virtual exchanges (as required); and facilitate country exchange visits. Ongoing throughout 2018. ▪ Develop a discussion forum for SUN Government Focal Points to continue fostering the peer-to-peer exchange (led by ENN) 	
3.2 Enhanced responsiveness and timeliness of technical support to all SUN Countries	<ul style="list-style-type: none"> ▪ The Secretariat will continue to 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 mobilise TAN Partners, Alive&Thrive and other relevant expert groups. Ongoing throughout 2018. ▪ The Secretariat will also make specific efforts to identify francophone expertise to support Francophone countries. Ongoing throughout 2018. ▪ The Coordinator will especially encourage UN country representatives, UN Resident Coordinators and heads of donor missions to lead agency coordination in SUN countries. Ongoing throughout 2018. 	At least 75 % of countries' requests are responded to by the SMS in a timely and predictably way as part of the capacity to deliver mechanism.
3.3 Established technical secretariat in the SUN Movement Secretariat for management of possible new SUN Movement Pooled Fund	<ul style="list-style-type: none"> ▪ The Secretariat acts as coordinator of the SUN Movement Pooled Fund. It liaises with the Executive Committee, the visioning group, the SUN Civil Society Network and SUN Countries for the implementation of the first round of proposal. Ongoing throughout 2018. 	First round of about 20 proposals are awarded by the SUN Movement Pooled Fund in 2018.

ANNEX II - Provisional Budget of the SUN Movement Secretariat (2018 – 2020)

2016 - 2020 Revised SMS Provisional Budget / USD (version March 2018)

BUDGET ACCOUNTS	Realized 2016	Provisional realized 2017	Provisional 2018	Provisional 2019	Provisional 2020	Total 2016 - 2020	Variations vs. June 2017 budget
PERSONNEL*	\$3,356,191	\$3,030,046	\$4,302,809	\$4,533,209	\$4,535,359	\$19,757,614	-6%
CONTRACTS*	\$69,579	\$74,656	\$200,000	\$200,000	\$200,000	\$744,236	-14%
TRAVEL*	\$579,364	\$503,946	\$550,000	\$550,000	\$550,000	\$2,733,311	-2%
OPERATING EXPENSES*	\$731,995	\$2,163,785	\$1,165,000	\$2,665,000	\$1,165,000	\$7,890,779	-20%
GOODS/EQUIPMENT	\$9,207	\$1,219	\$20,000	\$20,000	\$10,000	\$60,426	-24%
SUBTOTAL	\$4,746,336	\$5,773,653	\$6,237,809	\$7,968,209	\$6,460,359	\$31,186,366	-10%
FEES	\$332,243.54	\$404,155.72	\$436,646.63	\$557,774.63	\$452,225.13	\$2,183,046	-10%
	\$5,078,580	\$6,177,809	\$6,674,456	\$8,525,984	\$6,912,584	\$33,369,412	-10%

2016 - 2020 Revised SMS Provisional Budget / EUR (version March 2018)

BUDGET ACCOUNTS	Realized 2016	Provisional 2017	Provisional 2018	Provisional 2019	Provisional 2020	Total 2016 - 2020
PERSONNEL	€ 2,735,296	€ 2,469,488	€ 3,506,789	€ 3,694,565	€ 3,696,318	€ 16,102,456
CONTRACTS*	€ 56,707	€ 60,845	€ 163,000	€ 163,000	€ 163,000	€ 606,552
TRAVEL*	€ 472,182	€ 410,716	€ 448,250	€ 448,250	€ 448,250	€ 2,227,648
OPERATING EXPENSES*	€ 596,576	€ 1,763,485	€ 949,475	€ 2,171,975	€ 949,475	€ 6,430,985
GOODS/EQUIPMENT	€ 7,504	€ 994	€ 16,300	€ 16,300	€ 8,150	€ 49,248
SUBTOTAL	€ 3,868,264	€ 4,705,527	€ 5,083,814	€ 6,494,090	€ 5,265,193	€ 25,416,889
FEES	€ 270,778	€ 329,387	€ 355,867	€ 454,586	€ 368,563	€ 1,779,182
	€ 4,139,043	€ 5,034,914	€ 5,439,681	€ 6,948,677	€ 5,633,756	€ 27,196,071

UNORE exchange rate March 2018:
0.815

Personnel*

A portion of the total cost for personnel covers UNOPS direct costs

Contracts*

Individual and company consultancies 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 year.

Travel*

Travels for Secretariat's staff and sponsored delegates to engage in relevant political intergovernmental and multi-stakeholder processes. Travels are to enhance the capacity of the Secretariat to support SUN Countries, SUN Networks, Lead Group and Executive Committee during the period of implementation of the SUN Movement Strategy. This will include several country missions to work with SUN Country Focal Points to support them accessing the capacity and resources they need to deliver scaled up nutrition.

Operating Expenses*

Communication, Printing and visibility, Translation, Website services, Office rent, Miscellaneous, Special events, external evaluation (2019), contingency provision

ANNEX III - Donor contributions to the SUN Movement Secretariat (2018 – 2020)

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	\$525,000	\$554,090	\$554,090		\$2,255,863	11.42%
Canada	\$1,556,224		\$794,913			\$2,351,137	11.90%
France	\$60,000	\$106,724	\$73,620			\$240,344	1.22%
	1 staff	1 staff					
Germany	\$1,068,500	\$1,161,440				\$2,229,940	11.29%
United States	\$500,000	\$500,000	\$500,000			\$1,500,000	7.59%
European Union	\$98,455		\$1,433,692	\$687,106	\$238,949	\$2,458,202	12.44%
Bill&Melinda Gates Foundation	\$575,000					\$575,000	2.91%
	\$1,600,000	\$1,000,000		\$400,000		\$3,000,000	15.18%
The Netherlands		\$1,100,000	\$1,100,000	\$1,100,000	\$1,100,000	\$4,400,000	22.27%
Ireland	\$746,170					\$746,170	3.78%
World Food Programme	1 staff						
TOTAL per year SMS 2.0 - cash (received and expected)	\$6,827,033	\$4,393,164	\$4,456,314	\$2,741,196	\$1,338,949		
TOTAL cumulative SMS 2.0 - cash (received and expected)	\$6,827,033	\$11,220,197	\$15,676,511	\$18,417,707	\$19,756,656		
	signed agreements						

SUN MOVEMENT SECRETARIAT 2.0 : BUDGET AND FINANCIAL GAP (2016 - 2020) - in USD					
	2016	2017	2018	2019	2020
BUDGET	\$5,078,580	\$6,177,809	\$6,674,456	\$8,525,984	\$6,912,584
AVAILABLE FINANCIAL RESOURCES			\$9,107,312	\$2,741,196	\$1,338,949
FINANCIAL GAP per year 2018-20 (signed contributions)			\$2,432,856	-\$5,784,787	-\$5,573,636
FINANCIAL GAP cumulative 2018-20 (signed contributions)			-\$8,925,567		
FINANCIAL GAP cumulative 2018-20 (with contributions under discussion)			-\$2,814,343		
	2016 & 2017 are realised budgets	no SUNGG	one SUNGG + one SUN evaluation	no SUNGG	